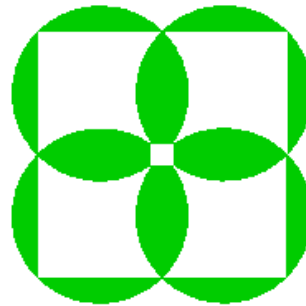


DDRB



DEVELOPMENTAL DISABILITIES RESOURCE BOARD

CASE MANAGEMENT PROGRAM

SERVICE DELIVERY IMPROVEMENT PLAN

FY 2011

END OF YEAR REPORT

OUTCOME:

Over the next five years, the DDRB will focus its efforts to build and strengthen the capacity of the service delivery system to meet the needs of the St. Charles citizens with developmental disabilities and their families.

TARGETS:

No. 1 EFFECTIVENESS

Provide quality Case Management Services to individuals with developmental disabilities in St. Charles County.

- ❖ Quality review audits will be completed on 100% of customer files annually to assure that all required documentation is included.

Results:

90% of all customers to date have had a quality review audit.

- ❖ Quality review committee will meet quarterly to review data collected from the case management team as well as reports from the Regional Office Quality team in order to identify any trends or patterns.

Results:

There is a current process in place that tracks quality data through the Regional Office Quality Department. This past year, all quarterly data reports were received. The Director, Team Supervisor and leadership staff review data to check for trends quarterly. When patterns are noted prior to the end of the quarter, the quality specialist appointed to the agency sends notification to the case manager. Three agencies this past year were identified to have patterns that needed an action plan. Regular meetings were held with these agencies in order to provide updates to the action plan. Attendance included Regional Office administration, Regional Office provider relations staff and DDRB case management staff.

- ❖ Each case manager will maintain at least 12 hours of professional training per year.

Results:

All case managers have received a minimum of 12 hours in professional training. Case management leadership staff attended CARF trainings in order to receive updated information regarding the standards. Mentors also attended a coaching/mentoring skills training. Other areas of training that some of the case management staff

participated in this past fiscal year were in areas of Autism Spectrum disorders, Aspergers Support Group facilitation, Aging with Developmental Disabilities, Self Determination, Innovative Employment practices, Person Centered Planning and changes to Division Directives.

- ❖ Case Management Director will attend 6 statewide meetings regarding case management services in order to stay current with information across the state.

Results:

Target was met. Director participated in the following statewide activities:

- 5 MACDDS TCM Director meetings and was appointed to the Secretary role for the group.
 - 4 MACDDS meetings as well as the annual conference in October 2011
 - 5 MARF meetings, which included a legislative dinner in January 2011
 - Member of the following statewide workgroups:
 - Service Coordinator Training Manual
 - Consumer Relations
 - Consumer Moves and Portability of Funds Policy
 - Utilization Review and Eligibility of Services CSR revisions
 - Director traveled to Greene County to meet with their Case Management Leadership staff this past year. The intent of the visit was to review some of the structure and processes they have put in place to support their growth to over 30 case managers.
-
- ❖ Case Management staff will enhance their knowledge of services by receiving information on at least 6 programs that serve individuals with developmental disabilities in our community.

Results:

Target met. The case management staff received information from 6 agencies this past year. Agency presentations included FACT, Rec Council, Willow's Way day services/Project Heart, Mederi Caretenders, ITN transportation services, information on Special Needs trust and program updates Kathy Williams. In addition, Community Resource Specialist regularly attended case management team meetings and provided information in regards to community resources. Many case managers also participated in a tour of the Project Search site.

The DDRB case management program will maintain a strong partnership with stakeholders in the community.

- ❖ Hold quarterly meetings with stakeholders in order to enhance communication and resolve issues.

Results:

Case Management Director attended 8 SLANCOR provider meetings and 9 St. Charles Coalition of Providers meetings. Quarterly meetings were established with one of the larger agencies in the area in order to improve communication between staff and case managers. Other agency meetings are held as needed. Over the past year, case management staff has participated in at least 12 agency meetings. These meetings included CARF surveys, DMH certification surveys and look behinds, and quality review meetings. In addition, case management staff participate in bi-weekly meetings with the Division's statewide transition coordinator and regional transition team in order to set goals specific to individuals transitioning out of the habilitation center.

Case Management Director presented at 2 People First meetings. One presentation was requested in regards to the Community Conversation with the Habilitation Center conversion. The second presentation was to talk about how we could partner with the local People First Chapter to provide education to individuals/families about transition to community services from the Habilitation Center.

Case Management Director also continues to be a member of the Regional Advisory Council. Meetings are held bi-monthly. A presentation about our case management program as well as agencies funded was provided at the last meeting.

- ❖ Maintain the current Targeted Case Management (TCM) agreement with DMH.

Results:

Agreement in place with the Division of Developmental Disabilities.

- ❖ Maintain a combined waitlist for services with the local Regional Office that is updated monthly.

Results:

Target met. Waitlist for both residential and in home services are received from the Regional Office monthly and updated as needed. With the inception of the Partnership for Hope Waiver, meetings are held at least bi-monthly with local Regional Office supervisor in order to review waitlist for potential candidates.

Summary/Recommendations:

All targets under effectiveness were achieved this past fiscal year with the exception of quality review audits (90%). Audits are performed at the time the annual plan is submitted for review. The mentors have begun to take on more of these duties which should result in a higher percentage of audits being completed next fiscal year.

As evident through the feedback provided by the community partner surveys, communication and partnership are essential. The Case Management Director and Supervisor will be enhancing the quality review process in order to provide more structured meetings with each agency on a regular basis. This meeting will be a way to review both positive practices and potential areas of enhancement.

As reflected again this year in the customer satisfaction survey, trained and knowledgeable staff are essential. With the restructuring of the mentor duties, there is more time for the mentors to spend attending meetings and perform hands on training with new staff. Case Managers will continue to be required to receive a certain number of hours in professional training each year in order to stay current with best practices. Presenters from various agencies that provide services in St. Charles County will be encouraged to share information at team meeting. On-site tours with new programs will also be encouraged.

No. 2 EFFICIENCY

Case Managers will maximize the amount of direct time with or for customers.

- ❖ At least 110 of hours worked per month per case manager will be spent working directly with or on behalf of the customer.

Results:

This target was not met. The case management team on average logged 108 hours per month. This number represents a slight decrease from last year's average of 109.62. This average does not include the 2 new case managers that were added in February as their caseloads had not reached capacity. The decrease in average hours logged per month could also be attributed to a reduction in the mentor's caseloads as of March 1, 2011.

- ❖ Quarterly logging audits will be conducted on each case manager to assure that information is being entered accurately and within TCM guidelines.

Results:

Logging audits were completed quarterly on 100% of case management staff.

- ❖ Case Management Leadership meetings will be held at least quarterly as the program grows in order to address team structure and processes.

Results:

The Case Management Director and Supervisor held mentor meetings three times this past year. In addition, a team retreat was held in January. The retreat was held in order to review accomplishments since the program's inception five years ago as well as discuss challenges we face with continued growth. Several enhancement ideas were suggested, especially in the areas of resources and training.

- ❖ 90% of hours billed will be paid.

Results:

This target was met. Annual average of 96.58 % of the hours billed were paid. Reviews are completed weekly to assure that all information entered into the billing system is accurate and reflective of the service provided.

- ❖ 100% of all customers without Medicaid will be offered assistance to apply and retain eligibility.

Results:

100% of all customers without Medicaid were offered assistance to apply as well as retain eligibility. Twenty new customers were assisted to secure Medicaid this past year.

Summary/Recommendation:

All targets under efficiency were met with the exception of the average direct hours per month. Results could be attributed to the fact that in March 2011, each mentor's caseload was reduced to 20 customers. The reduction in caseloads was completed so that the three mentors could take on additional duties in supporting the team. Also, in response to the identified issue of a reduction in the overall average for the team, documentation refresher training was provided to the case management team. Ideas were shared in regards to more efficient practices for tracking case management activities as well as documentation tips. As part of the mentor duties in the upcoming year, they will be working with their case manager teams to track this target monthly. Some of the input we received from more tenured case managers is that after they have established a long term relationship with their customers, they are not as much in need of their services. On an individual basis, an exception on the cap up to 40 will be allowed at the discretion of the Case Management Director.

A significant accomplishment once again this past year, was exceeding the target in regards to paid units. The weekly reviews conducted by both administrative staff and myself have proven very beneficial. A review consists of checking the data entry piece of the billing (time, service code, therapist, etc.). The second part of the review is a spot check of the content of the note. The final piece is to assure that Medicaid, spend down and other issues have been addressed. Although this process can be very time intensive, the results have proven to be valuable.

Another recommendation from the case management team retreat was in regards to resources. The team felt it would be beneficial to have one page summaries of processes with the document attached to assist case managers who may be newer to the process. These would be kept in the “M” drive which is the electronic resource folder used by staff. In addition, the team felt that a committee of case management staff should be created that could periodically update the information in the system as well as recommend enhancement ideas to supervisory staff. Volunteers for this committee have been identified.

No. 3 ACCESS

Individuals have the information they need to address their needs and access community resources.

- ❖ 100% of customers have a current person-centered plan.

Results:

99% of all customers have a current person-centered plan. A barrier to achieving this target continues to be scheduling issues and/or difficulty getting a response to attempted communication.

- ❖ 85% of customer’s plan outcomes associated with case management services will be achieved.

Results:

91% of plan outcomes associated with case management services were achieved.

- ❖ 100 % of customers who have been identified to receive funding will secure services.

Results: Case Managers assisted 62 customers to secure services this past fiscal year.

- ❖ 100% of customers will be offered a resource notebook.

Results:

100% of customers were offered a resource notebook this past year. The customer notebook is offered to all customers. However, feedback from case management staff indicates that families would like something more streamlined. In the upcoming year, case management staff will work in collaboration with the Community Resource Specialist to provide a more helpful resource.

- ❖ Establish a tracking form to be used by Community Resource Specialist in order to track more specifically the type of information requested.

Results:

Tracking form has been established and Community Resource Specialist reports monthly data to the Case Management Director.

- ❖ Case Management program staff participate in at least 6 community education events annually.

Results:

Case Management staff participated in the following events:

- | | |
|---|---|
| * Case Management Program Five Year Anniversary Celebration | |
| * Vision Leadership St. Charles | General Overview |
| * St. Charles City/County Library District | General Overview |
| * Francis Howell School District, Parent Advisory Council | Resource Night |
| * Francis Howell School District | Eligibility Process Staffing
(Pre-School/Vacation Station) |
| * Francis Howell School District, Parent Advisory Council | Transition to Adult Services/
DDRB Case Management |
| * Francis Howell School District, Staffing | Transition Resources/
DDRB Case Management |
| * St. Louis Regional Office, Staffing | EHAP Program |
| * Delta Center for Independent Living, Staffing | General Overview |
| * United Access Resource Fair | General Overview |
| * People First | Transition |

Continue to grow in order to meet the needs of individuals as they choose the DDRB Case Management Program to provide case management services.

- ❖ 100% of customers who choose the DDRB will receive services within two weeks from the point of initial contact with case management staff.

Results:

Target met. 100% of customers began receiving services within two weeks of the initial contact with case management staff. Exceptions to this timeline were files that were transferred from other regions or difficulty in reaching a customer to complete the case management intake form. At the end of the fiscal year, the program was serving 655 customers with 21 case managers.

Summary/Recommendations:

All targets under access were achieved with the exception of current person centered plans. It continues to be difficult at times to schedule meeting dates with customers. Since the Person Centered Plan is the driving document to all service needs, this target will remain at 100%. Staff are instructed to document all attempts to schedule meetings and if all efforts fail, then the inactivation process is initiated. A question was added to the customer satisfaction survey this year which asked if the individual had a plan and if it met their needs. Results were encouraging in that less than 1% stated they did not know if they had a plan. In addition, 1% reported that it did not meet their needs. Clearly, this is an accomplishment that individuals are beginning to understand the importance of their annual plan and the outcomes identified.

Unfortunately, in August 2010, we were informed that the Division was denied their request for Medicaid Waiver slots to support individuals at St. Charles Habilitation Center. As a result, many of the 55 individuals that we were providing case management services to, were no longer eligible. In an effort to provide access to information about community services to the individuals in the habilitation center, a case manager/transition specialist was established. In February of 2011, this case manager took on her new role. Since she began her new role, 3 individuals have transitioned into the community and 4 more are scheduled within the next few months. She continues to work with several other individuals who have expressed an interest in community services or are in the process of securing a provider. In March 2011, both the Case Management Director and the Transition Specialist participated in a community forum in regards to how the denial of participation in the Medicaid Waiver program impacted the individuals in the habilitation center. Impact statements were presented as well as success stories. In addition, a brochure describing the process involved when transitioning to community services, including success stories, is being developed as a resource to families.

Another target identified is access to services. With the inception of the Partnership for Hope waiver in October 2010, several individuals were identified that would qualify for the program. By the end of the fiscal year, 63 individuals in St. Charles County were connected to services through that program. Case management staff participated in the Mental Health Commission meeting which was held in St. Charles County. Three of our customers receiving services through the Partnership Waiver were highlighted. In addition, case management staff worked with the Community Resource Specialist to develop stories about how the services they received through this program impacted their lives.

No. 4 SATISFACTION

Customers and stakeholders of the DDRB Case Management Program will be satisfied with the services they receive.

- ❖ 93% of customer satisfaction surveys are returned with a rating of satisfied or higher.

Results:

The fifth annual customer satisfaction survey was completed. Of the 301 surveys received, 97% of the customers rated that they were satisfied all the time with their case manager. The overall average satisfaction rating was 3.97 (4.0 scale).

- ❖ 100% of customers choose the DDRB Case Management Program to provide services annually.

Results:

Target met. All customers chose DDRB for their case management services this fiscal year.

- ❖ 90% of community partner satisfaction surveys will be returned with a rating of satisfied or higher.

Results:

Our fifth annual community partner satisfaction survey was completed. Of the 29 surveys received, 93% of community partners rated satisfied or higher with the case management staff that they work with. The overall average satisfaction rating was 3.5 (4.0 scale).

Summary/Recommendations:

For the fifth consecutive year, targets for both the customer and community partner satisfaction surveys were met. Results indicate an increase in overall customer satisfaction from last year's results 3.82 (96%) to 3.97 (97%). See Appendix A. Customers were very clear as to how much they appreciated the services that their case manager provided. In addition, several comments were made in regard to wanting to keep their case manager "forever" and how crucial their involvement has meant to their family.

The overall community partners satisfaction survey indicated a slight decrease in overall satisfaction from last year's results 3.82 (100%) to 3.48 (93%). See Appendix B. Enhancement areas identified were related to communication, partnership and continued education on the services they provide.

Appendix A

CUSTOMER SATISFACTION SURVEY RESULTS

Rating - (1 = never satisfied, 2 = sometimes satisfied, 3 satisfied most of the time, 4 satisfied all the time)	1	2	3	4	<u>N/A</u>	AVG.
My case manager is respectful and helpful.	0	0	6	291	4	3.98
My case manager follows through in a timely manner.	0	1	17	278	5	3.94
My case manager advocates on my behalf.	0	3	12	277	9	3.94
My case manager returns phone calls promptly.	0	2	22	270	7	3.91
My case manager is well trained and knowledgeable about available services.	0	1	16	277	7	3.94
My case manager keeps me informed.	0	3	18	274	6	3.92
I am satisfied with my case manager.	0	0	10	285	6	3.97
<u>Overall Rating</u>						3.94
Total Surveys Returned	301					
Total Surveys Mailed	659					
Percentage of Response	46%					

Comments Summary:

What do you like best about your case manager and the services you receive?

- ❖ Shows great expertise and the ability to ask my son about his likes and preferences during our meetings
- ❖ She sees my loved one's strengths and communicates directly to her.
- ❖ Has advocated for my daughter above and beyond anything I have seen. I have come to rely on her expertise and knowledge. She always answers calls and e-mails promptly. She is an asset in my daughter's life.
- ❖ She asked questions that my family had never considered.
- ❖ She truly eased the transition from pediatric to adult status for my son.
- ❖ Our case manager has been so helpful to us that we would be devastated if we lost her.
- ❖ Accessibility!
- ❖ I would have never made it through the last four years without her.
- ❖ Changing to DDRB and our case manager has been an exceptionally positive experience for both me and my son. From the first phone call, our lives have changed.
- ❖ Follow through is awesome!
- ❖ We have never had a case manager like this..... it is truly a blessing!
- ❖ Always makes good/helpful suggestions
- ❖ Best case manager we have ever had!
- ❖ Truly cannot say enough about his professional and caring attitude
- ❖ True partner in this complicated process
- ❖ Helps me set goals for myself to be more independent
- ❖ We just recently switched to the DDRB and could not be happier!
- ❖ The best case manager we have ever had and you cannot allow her to transfer!
- ❖ Exceptional
- ❖ She comes to my house all the time.
- ❖ Because I don't live close, I appreciate how my case manager keeps me informed regarding my loved one. I appreciate the monthly checklist that keeps me updated. I feel like I can rely on her to advocate for her when I am not there.
- ❖ Wished we would have switched sooner.
- ❖ Always flexible and understanding with our busy schedules
- ❖ Very helpful since my son's graduation from high school in finding services for him
- ❖ She is the best case manager we have ever had and would never want her to leave

- ❖ Many thanks to the DDRB for keeping such great case managers on staff
- ❖ My daughter is in placement and my case manager is the one I know I can call to express concerns, get updates or just listen.
- ❖ She makes us feel like we are her #1 priority.
- ❖ She represents the DDRB well. You are lucky to have her!
- ❖ Strong advocate
- ❖ Always has the best interest of my loved one (and our family) in mind.
- ❖ Compassionate
- ❖ Approachable
- ❖ Caring and effective in maximizing services for my loved one
- ❖ Dedicated to their work
- ❖ Switching our case management services to DDRB was the best thing we could have ever done!
- ❖ Proactive
- ❖ Returns calls promptly
- ❖ Professional
- ❖ She makes me feel important and that my input counts
- ❖ Always there when I need them
- ❖ Calls to check on us
- ❖ Stays connected with our family
- ❖ Great communication – love the e-mails
- ❖ Really listens
- ❖ Notifies me of any programs or course that might be interesting
- ❖ Goes the extra mile
- ❖ Very knowledgeable and experienced
- ❖ Respectful
- ❖ Everything!!!
- ❖ Best case manager I have ever had!
- ❖ A true team player and available during crisis situations
- ❖ Very informed about community resources
- ❖ Doesn't judge me for my opinions
- ❖ Love her..... want her to stay my case manager forever!
- ❖ We would be lost without her.
- ❖ Best case manager we have had in years
- ❖ Always looking to learn and improve programs for people with disabilities
- ❖ I always know that my case manager is a phone call away

- ❖ Extremely helpful during transitions from our home to a group home
- ❖ I like when she visits

What, if anything, would you like for you case manager to do differently?

- ❖ Nothing, they do a great job!
- ❖ Nothing..... hope my case manager never leaves
- ❖ Would love to see my case manager more
- ❖ Would like more communication about information such as waitlist
- ❖ Would like more information about transition

Two additional questions were added to the survey this year.

- Do you have an annual written plan?
 - Less than 1% of the respondents did not know if they had a plan
- Does your plan address your needs?
 - 1% of the respondents did not know if the plan addressed their needs.

In the comments section, several respondents noted a thank you to the case manager and to the DDRB as an agency. In addition, multiple comments were made in reference to the case manager being the best they have ever had and asking that they never be changed.

Appendix B

COMMUNITY PARTNERS SATISFACTION SURVEY RESULTS

Rating - (1 = never satisfied, 2 = sometimes satisfied, 3 satisfied most of the time, 4 satisfied all the time)	1	2	3	4	<u>No Res.</u>	AVG.
Case Manager(s) maintains regular contact with our agency?	0	1	9	19	0	3.62
Case Manager(s) responds to requests or needs for support in a timely manner?	1	0	9	18	1	3.57
Case Manager(s) is knowledgeable about the service(s) our agency provides?	0	2	15	11	1	3.32
Case Manager(s) provides feedback in a manner that promotes growth for our agency?	0	4	8	16	1	3.43
Case Manager(s) are visible and interact in a positive manner with the individuals they support?	0	1	9	17	2	3.59
We are satisfied with the case manager(s) that we work with?	0	2	11	16	0	3.48
<u>Overall Rating</u>						3.50
Total Surveys Returned	29					
Total Surveys Mailed	92					
Percentage of Response	32%					

Comments Summary:

What does our case management staff do well?

- ❖ The DDRB case management team is always professional and models a person first approach with respect to the team.
- ❖ Positive, outside the box thinking with individuals who don't fit in an existing post-secondary program. Understanding what it means to be part of the IEP team before the age of graduation and involving the school team in the PCP process as well. Case Managers we work with know the student and families needs and our able to collaborate to find necessary supports.
- ❖ Every case manager we work with has been fantastic. They are prompt with responding to request and they understand the needs of their consumers. The quality of case management through DDRB should set the example for how all case managers carry out their job responsibilities. Our agency has not had a bad experience with any of these folks. Kudos to your employees and the expectations you set forth, it is a pleasure working with each and every one of them!
- ❖ The case managers far exceed expectations
- ❖ We appreciate the interaction with each member of the case management team (including the supervisors). They are always interested in and supportive of assisting the people we serve with a better quality of life.
- ❖ Accessibility is awesome. The amount of time they spend on site is impressive.
- ❖ Very responsive, professional and respectful
- ❖ The positive manner in which the case managers have affected our agency in meeting the needs of our clients has been great.
- ❖ They are always interacting with their clients. They don't make them feel like a "caseload".
- ❖ Pleasant and supportive in getting the clients what they need.
- ❖ The case management program has allowed for our participants to get necessities that they would not otherwise afford on their own.
- ❖ Our case manager always lets us know when we are doing a good job in the home.
- ❖ They have been instrumental in securing funds for necessary services.
- ❖ Your case managers are hardworking, caring and supportive of the customers and staff who work with them. I know when I call I will get an answer from someone who knows their job.
- ❖ Great communication between our agency and the DDRB
- ❖ Very thorough in providing information that could improve the quality of the service
- ❖ Strong advocates for their customers

- ❖ The case managers we work with are always very informative and helpful when participating as part of the planning team.
- ❖ Their pleasant demeanor and positive approach make them easy to work within a team atmosphere.
- ❖ If they don't know the answer to a question, they will find it out

What changes or additions do you feel would enhance the manner in which case management is provided?

- ❖ The DDRB continues to make changes in which it feels necessary to improve and they do it with great success.
- ❖ Continue to work on improving communication.
- ❖ More meetings with the providers in order to discuss services as well as just increase the overall communication.
- ❖ Would like for requests for behavior modifications to a work environment be discussed with the employer first prior to the meeting in order to assure that the request is realistic.
- ❖ Serve younger populations
- ❖ Have all the case managers come out to our program for a site visit to see how we operate
- ❖ Continue to encourage partnership
- ❖ More funding

Comments: Next year's report will include, but not be limited to, the overall satisfaction of all individuals in St. Charles County who receive case management services. Based on the results of satisfaction surveys, we will develop a plan to establish benchmarks to identify are quality case management services as stated in the strategic plan. Once benchmarks have been established, we will have recommendation to move forward.

