

HomeLife, Inc.



Residential solutions for people with challenging needs

QUALITY PLAN

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HomeLife, Inc. Quality Planning, Monitoring, and Improvement

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Overview

This document describes the quality planning, monitoring, and improvement system HomeLife, Inc. uses to gather, process, and deploy information to improve services that better meet our mission and customer expectations. Attached is a flow chart showing the three main activities of planning, monitoring, and process improvement.

Vision

The vision of HomeLife, Inc is to be recognized as the provider of choice based on our clinical approach, consumer activities, employee training, customer service, and commitment to performance excellence.

Mission

The mission of HomeLife, Inc. is to provide “home-like” settings for people with challenging needs. We focus on providing structured, normalized environments that promote consumer empowerment, choice and control; relationship building; self-control; placement stability; and community access. We serve individuals who have challenging needs and behavior due to brain injury, neurological impairment, and/or mental illness.

Values

HomeLife, Inc. embraces, endorses, recognizes, and encourages behavior which reflects the following values: Customer focus, quality improvement, objective and factual information, active treatment, self-improvement, teamwork, and human dignity and compassion for others.

Key HomeLife Objectives

To focus and align staff on our vision, mission, and values, we established six key objectives that drive our strategic planning, program planning, monitoring, and improvement activities. Meeting agendas and report cards at all levels throughout the organization are aligned with these six key objectives:

- Clean, Friendly, Home-like Environment: Customers and stakeholders expect a clean, home-like environment. They also expect friendly and helpful staff. The everyday experiences in a home environment are different than those in a larger institution. Daily activities, home chores, and social and holiday events should enhance the feeling of living in a home.
- Active Treatment: To experience and benefit from community access, therapy, family and friends, and more independent living, it is important that consumers maintain behavioral and medical stability. Without stability, benefits from these experiences in a home-like environment are limited. Hence, promoting behavioral and medical stability through an active treatment process is essential to each consumer’s success and leads to the next objective: Life experiences and skill building.
- Life Experiences: Home and community activities, skill development, work, social events, and achieving goals are all important parts of normal life that we experience.

We believe a key objective is to help consumer's achieve these experiences through program planning.

- Skilled Caring Staff: None of the other key objectives nor our vision and mission would ever be accomplished without thoughtful, well trained, motivated, and caring staff. Hence, we view staff recruiting, development, and training as essential to our success.
- Systematic Approach: Reducing waste and meeting customer and stakeholder requirements through a systematic approach to work processes is another key objective to achieving our vision and mission.
- Business Results: Accomplishing the above key objectives to the satisfaction of our customers and stakeholders will in turn enhance demand for our services, growth for our organization, and job security for our employees.

Listening Activities: Customer and Stakeholder Input

These activities provide information from external and internal customers and stakeholders regarding quality of services, needs, and expectations. *External customers* are defined as anyone outside the organization who can influence or choose to use, continue, or terminate our services (e.g., consumer, home member, family, guardian, payee, and case managers). *Stakeholders* are defined as anyone who provides resources, consultation, advice, or services to the organization or serves to regulate the organization (e.g., contract services, consultants, advisors, vendors, licensing, and other regulatory agencies etc.). *Internal customers* include individuals who work within the organization to provide services (e.g., mainly HomeLife employees). Extended internal customers may include other agencies HomeLife, Inc. interface with to provide combined or coordinated services to an individual. Input and monitoring comes from many sources:

Customer Surveys: Home Members, family members, guardians, case managers, and staff are surveyed quarterly and annually regarding the quality of services. Customers are surveyed quarterly by phone or in person regarding services throughout the year. Home members are surveyed after activities and during weekly resident advisory council to gain information on requirements and preferences. In addition, customers are surveyed quarterly regarding the home environment. Customer satisfaction issues are reviewed daily and at weekly and monthly management meetings.

Program Evaluations: Each home is evaluated quarterly by a team of key managers using standards that are defined by regulations, contract requirements, policy and procedures, customer needs and expectations, and accrediting agencies.

Individual Evaluations: Each employee receives a performance evaluation after their first 90 days of employment, then annually thereafter. Individual evaluations encompass company standards and employee policy and procedures. Performance and training expectations are discussed at time of hire and within 30 days after hire

Consultant and Key Advisor Input: Information is obtained from through audits consultants and key advisors regarding strategic issues facing HomeLife.

Resident Advisory Meetings: Each home holds a weekly Resident Advisory meeting for all home members. This meeting has a standard agenda to ensure activities, meals, and other important activities of the home are discussed so home members can give their input and be recognized for accomplishments.

Customer Concerns: Any customer is free to call anyone in the chain of command of HomeLife, Inc. to issue a concern or complaint. Home managers follow up with guardians, family members, and case mangers routinely to discuss progress and concerns. External customers are sampled by phone or in person throughout the year for input regarding programming and quality of services.

Stakeholder and External Audits and Reviews: The following agencies audit or survey HomeLife, Inc. on a one, two, or three year basis: AFC licensing (Adult Foster Care Licensing), State Fire Marshal (12-bed home), Health Department (12-bed), Community Mental Health Organizations – quality, contract and recipient rights review, financial audits, fire security and protection, and physical plant systems inspections. Vehicle inspections are completed annually. In addition, other independent professionals are hired to review or audit systems on an as needed basis to include, activity programming, diet and menus systems, business systems, and medication management. HomeLife, Inc. is CARF accredited and received its first accreditation April 1999.

Comparative and Competitive Surveys: HomeLife conducts comparative and competitive surveys for strategic planning and for establishing goals and objectives.

Planning, Monitoring and Deployment of Strategic Goals and Objectives

Planning, monitoring and deployment of the organization’s strategic goals and objectives are achieved through meetings and the use of report cards, dashboards, and reports at various levels of the organization. Table 1 below shows key meetings used to monitor, communicate, and deploy strategic goals and objectives.

Table 1: Organizational communication and deployment of strategic goals and objectives

Meeting	Frequency	Attendees	Topic
Board Meeting	Annually & as needed	Board Members	Strategic plan and organizational goals and objectives; progress review
Senior Leadership & Strategic Planning Meeting	Every two Months	Senior Leaders	Review key organizational reports with respect to strategic plans and short- and long-term goals and objectives. Establish organizational improvement projects and action plans.
Corporate Management Meeting	Monthly	Key Corporate staff and Home Managers	Review corporate report card, dashboards, and reports and establish improvement projects, priorities, resources, and actions as needed
Program Management Meeting	Every two weeks	Home Managers and Home Supervisors	Review home level report card and reports, and establish priorities, resources, and actions as needed
Case Review Meetings	Every two weeks	Home Managers, Behavior Analyst, Program Mgr., Supervisors	Review consumer report card, incident reports, and progress, problem solve medical or behavioral issues, establish priorities, resources and actions as needed.
Corporate Stand-up Meeting	Weekly	President, VP, Program Mgr., Behavior Analyst	Using dashboard and reports, review progress and issues related to staffing, consumer stability and incidents, projects, customer concerns, and referrals/discharges
Program Stand-up Meeting	Weekly	Program and Home Managers	Using dashboard and reports, review progress and issues related to staffing, consumer stability, incidents, customer concerns, and referrals/discharges
Daily Shift Change	Each Shift	Shift Supervisors	Review key issues related to past shift and scheduled events or issues for next shift.

Systems and Process Improvement Activities

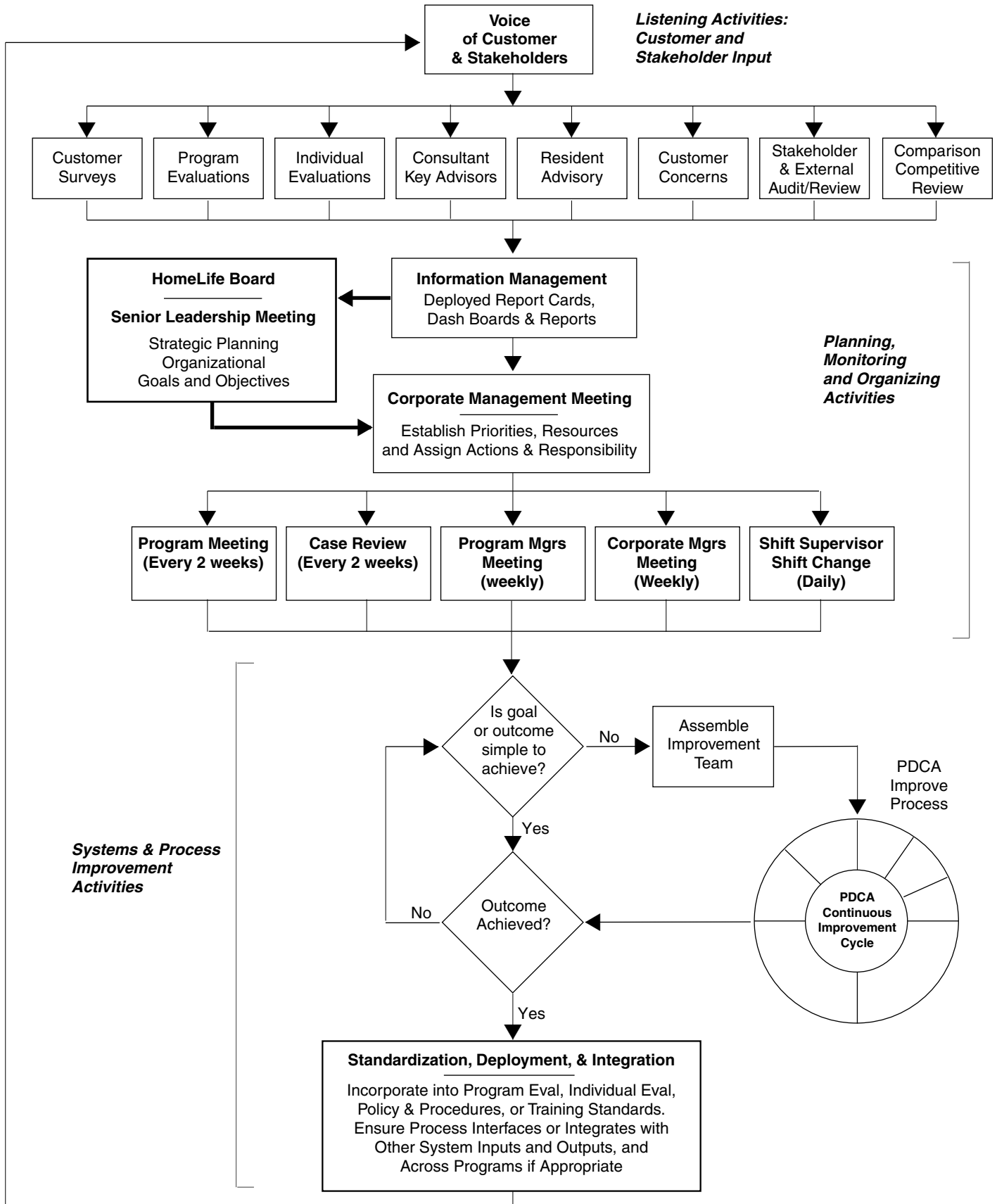
The Management Committee at the corporate management meeting assigns priorities, actions, and responsibilities. If the improvement required is minor, then actions can be simply planned and taken. If the process is more complex, then an improvement team is established by the management committee and the PDCA continuous improvement model (plan-do-check-act) is followed (see attached diagram). Steps of the PDCA activities are documented in minute meetings, reports, and other sources related to the process being improved. Frequently, report card information identifies exemplar programs or best practices that are then shared with others and standardized across the organization. Also, particular exemplar approaches are pointed out during home evaluations and the managers of these programs share their approaches with others. Once improvement has been achieved, process steps will be standardized through policy and procedures, training, and/or checklists, and outcomes monitored using reports, dashboards, or report cards as noted above.

Key Outcome Indicators

Outcomes have been identified for each key objective. These key outcome indicators will be used to monitor overall systems and ensure the mission of HomeLife, Inc. is being met. These indicators are reviewed annually and include the following:

- (1) Home-like Environment: HomeLife uses manager and customer “home-like” survey scores, and results from the annual survey to assess and monitor this objective. Property improvement projects are prioritized based on this information.
- (2) Active Treatment: Indicators for this objective include measures of resident stability, hospital bed days, consumer accidents and injuries (consumer safety), and customer satisfaction with consumer stability, medical needs met, and care input.
- (3) Life Experiences: Indicators include activity and life skills participation, customer complaints, and customer satisfaction with activities and outings.
- (4) Skilled Caring Staff: Indicators include percent staff meeting all training requirements, percent staff graduating through our level system, program maturity measures, employee retention and turnover, staff injuries and accidents (staff safety), staff satisfaction, and customer satisfaction with the quality of staff providing care.
- (5) Systematic Approach: Indicators for this objective include home evaluations quality assurance audits, administration reporting errors, claims errors, and customer satisfaction with communication from home managers.
- (6) Business Results: Indicators include staff utilization, overtime, licensing actions, contract review actions, empty bed days, discharge results, referrals, financial indicators, and overall customer satisfaction.

HomeLife, Inc.
Quality Planning, Monitoring, and Improvement



PDCA: Continuous Improvement Model

Plan-Do-Check-Act. The speed by which a team proceeds through these steps depends on the complexity of the problem/opportunity, current systems and resources, and the skill of team members (scientific approach, team work, knowledge of improvement steps).

