

# **PUTNAM COUNTY COMPREHENSIVE SERVICES, INC.**

## **ANNUAL REPORT 2013-2014**

### **EXECUTIVE DIRECTOR'S REPORT**

Fiscal year 2013-2014 was another banner year for PCCS. Based on the strategic plan for 2013-2014, PCCS was able to make substantial progress in all areas identified in the plan.

Major accomplishments for fiscal year 2013-2014 include:

1. Moved in newly acquired Greenwood building for our Day Service Program and Community Living Offices.
2. Signed franchise with Beefcake Burgers for Charlie's Restaurant to increase sales.
3. Established Wellness Coordination Services to ensure all our clients are getting the healthcare needed.
4. Community Living Services closed Locust house and moved clients to newly purchased house on Dogwood Street and purchased an additional house, Charlie Johnston's on Lincoln Street.
5. Acquired new vendor for ACCEL and have finalized 90% of staff tracking consumers for easier input and reducing paper cost.
6. Due to continued growth to over 370 staff and over 300 consumers, additional office and training space was acquired in Greencastle.
7. Staff and consumer satisfaction surveys results indicated PCCS is a very positive service provider and place to work.
8. Purchased several new vehicles, computers in all Community Living Houses, several new agency computers for security protection, upgrades on all agency phones, and purchased new scanners, printers, and copy machines.
9. Achieved over \$9,000,000 in revenue for the first time in agency history and prepared to have over a \$10,000,000 budget for next year with a positive financial sheet.
10. Hired an Assistant Director to transition into the Executive Director position upon retirement of Chuck Schroeder, present Executive Director.

On March 29, 2014 a new strategic plan for the next five years was established to provide a road map for supports, services and organization development for the future. The increase of consumers, the complexity of individual needs, diversity of funding sources, and a service area that encompasses 26 counties will be major challenges to consider. Fortunately PCCS has positioned itself with adequate resources and a positive attitude to address what its consumers and community value most about PCCS. A high quality system of support and services in the community for people with disabilities will help make full community life possible for every person.

## **RESIDENTIAL**

### **Supervised Group Homes:**

This year has been chaotic from hiring and training new staff to proposed conversion of our two group homes to Waiver sites. Per the state's request we completed the ICAP (Inventory for Client and Agency Planning) assessment on each of the consumers residing in the group homes. The intent was that the resulting ALGO (Algorithm) score would be used to determine the amount of funding the state will attribute to each individual annually. As the year progressed the state reversed their decision to convert group homes to waiver sites. Each of the twelve consumers was interviewed and completed a questionnaire "My Life, My choice" and afforded the opportunity to choose between Waiver and Group home. At this time only one of the individuals residing in the group home is interested in moving into a Waiver setting.

In January the group home per diem was reassessed, increasing the rate by 2%. The state of Indiana achieved this rate increase by reducing the provider assessment from 3% to 1%. Indiana Medicaid underwent significant changes. As the year came to a close there was still confusion at the local Medicaid Office as to the impact and implementation for our consumers. We will work closely with our local office to ensure the individuals residing in our group homes are having their needs met.

### **Community Living:**

The community living service program serves individuals on the Community Integration Waiver, CIH waiver, Family Support Waiver, FSW waiver, Traumatic Brain Injury, TBI waiver and Aged & Disabled, A&D waiver. We served 240 consumers this year in 26 counties. The state is releasing FSW waivers on a monthly basis and our referrals have increased over the previous years. The challenge with the FSW waivers is the limited hours each consumer has and hiring part time staff to do those hours. We are trying to be more creative in hiring practices such as recruiting current school aides to provide in-home services, advertising on college campuses and job sharing to name a few. CIH waivers continue to be released on an emergency basis only consequently those waiver referrals have decreased.

We changed consulting companies for our online tracking system called Accel. This program tracks employee time, consumer hours as well as goal tracking and medical information. The system allows us to read daily notes as soon as they are entered which allows us to ensure the appropriate services are being delivered. It also enables us to communicate with all of our employees and keep everyone better informed of what is happening in the agency. This program has allowed better oversight in all aspects of the community living program.

The current state administration appears to be stable in aspects of keeping the current waiver system and how they are handling emergency waivers and new individuals in the system. This allows us to better plan for our future delivery of service.

### **Respite:**

Respite, intermittent and scheduled breaks for caregivers, is provided through all waivers as well as caregiver supports through state line item dollars. We currently have 62 consumers with respite on their waiver plans. This is a decrease from last year even though we have had an increase in the number of waivers we service. The introduction of Personal Assistance Care (PAC) to waivers have dramatically decreased the number of people utilizing respite preferring

the PAC services as it has fewer restrictions but costs the same amount per hour. Respite is still preferred by some due it being an amount of hours that may be used anytime during the year instead of just by the quarter.

The caregiver support through state line item has currently been suspended. It is unclear at this time when it will become available again. We served 5 consumers through this program this year. 3 of our consumers that were previously served through this program received a waiver and 3 families chose not to reapply for services given how limited the number of hours are for the year.

It is a challenge to secure and train qualified staff for respite services given the limited amount of hours per consumer. Our training cost remains the same regardless if we are hiring for fulltime or part time. We do not receive any funding for training therefore it is sometimes costlier to hire and train staff than what we ultimately bill to Medicaid/State for services provided.

## **ADULT SERVICES**

### **Vocational Services:**

Employment Services continues to work closely with the management of Charlie's Restaurant to create another level of employment training where consumers can have hands on experiences to increase needed skills plus be paid a competitive wage. Consumers who are hired at the restaurant are expected to have the ability to work at a competitive level and exhibit appropriate social skills with low to moderate accommodations. Currently, there are ten consumers who have ongoing job coaching employed at the restaurant, bringing in an additional \$4,044.95 of funding monthly. Two other consumers were hired through Vocational Rehabilitation as job placement for a funding total of \$9,765.00. Plus two more employees who were consumers have successfully transitioned out of the restaurant and have gone on to other successful employment elsewhere in the community. In addition to being a Community Employment site, Charlie's Restaurant has also been used for a job trial, where consumers can try different areas of food service on a temporary basis to see if they like it or have the ability to do it for a career goal. Employment services provided job placement and coaching for an additional thirteen consumers in other employment sites including fast food, service, grocery, and technology industries.

### **Mobile Work Crew:**

The Bi-County Cleaning Services (Mobile Work Crew) program includes the I-70 Rest Parks and Ascena Janitorial. The I-70 Rest Parks has been stable this past year and maintained the same number of staffed hours and employees. On the other hand, the Ascena contract ended this year and was not renewed as mutually agreed upon by both parties as changes in hours were needed for seven days versus the current 5 day service. Ascena did give PCCS a month's notice, allowing the employees to find other employment. Consumers who worked at Ascena were given temporary jobs within the agency (housekeeping, Options Program, and Sheltered Workshop) and/or referred to unemployment while being reapplied to Vocational Rehabilitation so that the loss of income would not affect their living situations.

**Options:**

The Options Program (Dust Busters) remains strong and expanded with the addition of two new businesses. Dust Busters serves up to 8 consumers throughout the year. This training gives consumers experience in housekeeping which is the second largest industry placement for consumers in the community. This past year, two consumers have successfully left this training program and found community employment in cleaning services with the assistance of a job coach.

**Town and Country Catering:**

The Town and Country program allowed consumers to train in the food service industry. The Town and Country program ended this year with the ending of the Ascena (formally FB Distribution) contract. Ascena changed to e-commerce mailing so their production schedule went from 5 days a week to 7 days. It wasn't feasible for PCCS to maintain this food service contract. However, PCCS created a more stable and in-depth approach to training in the food service industry with the creation of Charlie's Restaurant.

**Sheltered Workshop:**

The Sheltered Workshop has experienced many changes in and expansions of contracts for the second year. The Napa contract has changed from packaging boxes to packaging and sealing bags. Consumers are able to package the new bags easier and faster, increasing production rates. Napa installed two floor sealers and brought in three more table top sealers to keep up with the faster packaging process. The sealers have created new jobs in the workshop for the consumers to be able to do. The Cook's contract has expanded its contract to include new parts. PCCS entered a contract in May with Fastenal packaging gloves. Finally, a new contract with Heartland is being negotiated for next year. Cleaning the grounds at International Automotive Components, IAC, and recycling cardboard remains a small but lucrative portion of the Sheltered Workshop and will continue.

For all programs in Adult Day Services, documentation and staff payroll began in the ACCEL computer program on April 1, 2014. Consumer payroll will begin on August 1, 2014 after quality control testing is completed. This program has allowed for faster documentation, accuracy in billing, reduction in errors, and easier supervision of time. Additionally, technology advanced in the purchase of laptops for Supported Employment personnel to be able to document while job coaching in the community.

**Habilitation (Personal and Social Support Services), provided in two locations:****Greencastle Location**

Habilitation's Day Services Building which focuses on Adult Daily Living Skills classes remains a success. This site achieves providing 98% of available funding for services, while showing excellence in services to the consumer and families. This achievement is due to scheduling of staff at the site to meet appropriate ratios, adjustments to consumer budgets if needed, and maintaining a great relationship with consumers and their families. Additionally, reportable behaviors by consumers at this site are lower due to constant engagement in activities, attentive staff, and appropriate behavioral interventions.

## **Greenwood Location**

This year can be best described as one of growth and change. A new building for the Greenwood Day Program and Administrative Offices was purchased last fiscal year. We took full occupancy in July of 2013. The relocation of our offices has been a great asset to our Day Services program. We continue to grow and offer facility and community based group services to a wider demographic area. For example: In July 2013 we were serving 16 consumers and as of June 2014 we serve 28 consumers. There has been a significant increase in the number of consumers we serve who receive services from other provider agencies, therefore increasing our relationships with other professionals in the waiver industry. Several of our most recent consumers are also new to the family services waiver and/or are young adults who are aging out of the school system. In the year to come we expect this growth to continue. Plans for the future of the building are to add a sprinkler system and a pull fire alarm system. Other changes will be completed to increase overall accessibility such as renovated and installing a full accessible bathroom/shower, ramps added for easy access in and out of the building as well as through-out the interior.

## **TRANSPORTATION**

### **Transportation:**

There are 59 vehicles in the PCCS fleet. We purchased 7 during this fiscal year to replace some of our aging vehicles. There were 489,967 miles driven last fiscal year in PCCS vehicles and another 354,800 miles were driven by individual staff in their personal car. For a total of 844,767 miles driven. Most miles driven are for client accessibility into the community with a small percentage for sub-contract work and administrative travel. This fiscal year a Mechanic was hired to do minor repairs and inspections on PCCS vehicles. In addition to the transportation services provided by the agency, a local community transit system is also available in Putnam County, and in the Indianapolis Metro Area, the city bus system can also provide transportation.

## **ACCESSIBILITY**

The following barriers to services were recognized and corrected in 2014:

### **Architectural Barriers**

- In August 2013 renovations were completed at 326 Dogwood in order to meet accessibility needs of aging consumers who were residing in a 2-story house. Those renovations included installation of a handrail at the front door, replacing windows, and a central air conditioning unit.
- A ramp was installed at the Greenwood Day Service building (on the West side) to exit from inside the building. Further ramp improvements will be completed as the building completes its renovations.
- 320 Dogwood had a ramp built on the back porch as well as a ramp built at the side door for wheelchair access.
- A ramp on the back porch of Avenue D house was built for ease of accessibility by its consumers with wheelchairs. Additionally, the walk-in shower was replaced as well.
- Meadow House had a hand rail installed to the basement for safety when accessing the basement.

- The guard rail on the ramp leading to the workshop was replaced for safety and accessibility.
- Non-skid strips were added to the front steps to prevent slipping, upon accessing the front door.

### **Employment Barriers:**

The agency had identified two employment/attitudinal barriers; that being limited job opportunities in the community and the societal misconception that individuals with disabilities are not employable.

- With the completion of Charlie's Restaurant, several community jobs were created. Charlie's provides training opportunities to better prepare consumers with team-building and directional skills, thus creating a positive community attitude towards consumers. The ultimate goal of the program at Charlie's is to provide job placement with the restaurant and to provide real life job skills that can be used in seeking other jobs in the community outside of Charlie's.
- Supported Employment department continues to develop and maintain positive relationships with employers in the community. There were 13 successful placements for persons with follow-along services through the Vocational Rehabilitation program. Three of these placements were at Charlie's and the remainder was employed through other local businesses. Additionally, only 7 individuals lost their jobs due to a business closure or the individual was not a good match for the changing business needs of the employer. Consumers who have lost their employment have the opportunity to seek another job, return to the work center, or simply choose not to seek gainful employment at this time.
- To summarize, the total number of consumers that were already using follow-along services at the beginning of the fiscal year was 27. The fiscal year ended with 33 individuals utilizing follow-along services reflecting a 22% overall increase for the year.

### **Transportation Barriers:**

- Another wheelchair van was purchased, which helps physically challenged consumers to access their communities. Additionally, PCCS hired a Mechanic and a Transportation Coordinator to maintain a safe and efficient fleet of vehicles.
- All vehicles are now tracked and scored on their mileage, cosmetics, safety, and mechanics to provide guidance on purchase or repair decisions.

## **CORPORATE COMPLIANCE**

The Corporate Compliance Committee met during the year to review policies and procedures. From the review process, revisions were made to the Reasonable Accommodations and Conflict of Interest Policies. Additionally, the Committee recommended that our Corporate Compliance policy be available on the Agency website. Steps to accomplish the update to the website have been initiated.

## TECHNOLOGY ANALYSIS

Changing Computer Consultants for the ACCEL Program has enabled the program to move forward with becoming more efficient in resolving many of the tracking issues. The ACCEL program is now in-house on our own server, with back-up being provided off-site.

The agency has upgraded all computers from Windows XP to Windows 2013 due to Microsoft no longer providing support for XP operating systems. Upgrading from the current Windows 2010 program to Windows 2013 will be looked into within the coming year to maintain that the computer software is as current as possible.

Other areas of progress included switching cellular and wireless provider from AT&T to Verizon. PCCS currently has 38 cell phones, and 23 Hot Spots with service. Several laptops were purchased for staff removing the desktop computers from locations which were then placed as the kiosk computers for ACCEL. Adding computers, hotspots and printers in the homes and agency has enabled a more accurate and productive way of submitting all documentation and tracking. With the addition of the Greencastle Day Service program a new phone system and phones were added to the off-site location. This system tied in with the current Telephone system so paging and phone calls can be accessed in both locations. An additional fax machine was added in the other location as well. A new lease was signed for the copiers in Johnson County and the Main building replacing the three old copiers.

## HEALTH and WELLNESS

There were a total of 472 state reportable incidents for the year with the following breakdown by department:

	2013-2014	
COMMUNITY LIVING	270	57.2%
DAY SERVICES	125	26.4%
SGL HOMES	77	16.3%
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	472.00	99.9%

There was a minimal increase of 5 more incidents in 2013-14 when compared to 2012-13's 467. This is an increase of 1% in reportable incidents. There was a decrease in Community Living (23 less – 8% decrease), and increases in Day Services (16 more – 15% increase) and in Group Homes (12 more – 18% increase). The increases at the Day Services are indicative of larger numbers being served. In the Group Homes there is one particular consumer who has multiple behavioral and medical needs which drove that number higher. That consumer's team, including doctors and therapists, are closely monitoring her behavioral and medical needs as she ages. Community Living continues to have a larger percentage of the incidents reported. This is in direct correlation to this program serving the most consumers and serving many for 24 hours a day.

The categories of Medical Incidents and Behavioral Incidents were nearly equal this year for most reported areas, with Medical being slightly higher at 34.9% and Behavioral with 34.5%. While the Medical reports are nearly equal to 2013's (160 vs 165 in 2014 – a 3% increase), Behavioral reports decreased significantly from 2013 (201 vs 163 in 2014, a 20% decrease).

This can be attributed to increased involvement by Behavior Specialists with consumers, staff training, and the ongoing separation of Work Center and Habilitation Services in Greencastle which began in 2013.

PCCS unfortunately lost 3 of our consumers in 2013-14. 2 passed away from chronic medical conditions and one was lost in a vehicle accident. All deaths were not considered suspicious or preventable. PCCS ended the year with all incident reports closed by the State indicating satisfaction on how we handled the incidents, our approaches to resolve the incidents, and work toward reducing future incidents.

The Health and Wellness Committee meets monthly to review incidents and to provide recommendations for reduction and preventative measures. For the FYE year 2015 the committee has established 3 goals: 1. Reduce Med Errors by 10%, 2. Reduce ER visits by 10%, and 3. Decrease use of PRN medications for Behaviors by 10%. As the year progresses updates and additions to recommendations will be made by the committee.

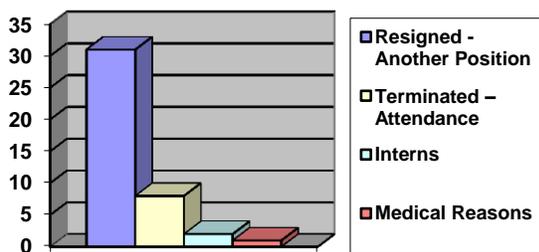
## HUMAN RESOURCES

Currently the agency employs 370 Staff Members, 223 Full Time, 139 Part Time, 5 PRN and 3 Interns. There are 80 consumers enrolled in our Sheltered workshop and an additional 230 Consumers enrolled in other program areas such as Community Living where 24 hour care is provided.

During the course of the year there were 34 resignations and 8 discharges recorded. Of the 34 resignations, 31 were attributed to finding another job, 1 for Medical reasons and 2 were interns. The 8 discharges were attributed to misconduct and attendance. We also had 4 internal transfers. Overall the agency had less than a 12% turnover rate which is very low compared to industry standards.

Turnover 2014:

Resigned -Another Position	31
Terminated – Attendance & Misconduct	8
Interns	2
Medical Reasons	1



The agency had 1 OSHA recordable accident during the year, which resulted in 2 days away from work, and 8 Workers Compensation claims being filed for a total of 10 days of job restrictions. All staff have returned to work and the claims have been closed.

## **STAKEHOLDER INPUT**

At the end of the fiscal year 2014, PCCS stakeholders were provided an opportunity to provide feedback, input, and recommendations for improvement of our services via anonymous surveys provided both electronically and via US mail. Three groups of stakeholders were recognized to be surveyed: 1. Consumers, or their Guardians/Families, 2. Employees, and 3. Other Stakeholders including funders, referring agencies, case managers, and job placement sites. All surveys were scored using a 5 Point System: 5 -4.51 = Excellent; 4.5-3.51 = Above Average; 3.5 -2.51 = Average or Neutral; 2.5-1.51 = Below Average; 1.5-1= Unacceptable.

### **Consumer Results:**

- A total of 158 surveys were returned for a return rate of 53%
- Day Services = 3.78, Group Homes = 4.01, Community Living = 4.59
- All results indicated Above Average Satisfaction, with Community Living falling into the Excellent range

Areas marked for improvement included more activities available and communicated to consumers and their families.

### **Employee Results:**

- A total of 120 employees returned the survey for a return rate of 34%
- Agency wide Satisfaction results were 3.92, indicating an overall Above Average rating
- Broken out by department the scores were: Day Services = 3.95, Group Homes = 3.94, Community Living = 3.91

The highest scored sections of the questions were “Satisfaction with Supervisor” at 4.36 and “Health and Safety of Consumers” at 4.14. The lowest were “Benefits Offered” at 3.22 (Average – specifically cost of insurance was noted), and “Satisfaction with Co-workers” at 3.67 (Above Average).

### **Other Stakeholders Results:**

- A total 14 surveys were returned for a return rate of 41%
- The combined score for all Other Stakeholders was 4.24, Above Average
- Areas with the highest scores were “PCCS Reputation” at 5.0 (Perfect Excellent) and areas with the lowest scores, while still average, were “Timeliness in Starting Services”, “Communication” and “Awareness of Array of Services”, all at 3.0

Of note, the employment placement sites for supported employment scored the quality of our consumer’s soft work skills at 4.5, the top of above average, which speaks well of the training we provide for job skills the market needs.

## **GRIEVANCES AND COMPLAINTS**

There were no grievances or complaints filed during this fiscal year.

## **WAITING LIST**

Currently the agency does not have a waiting list for any program. The waiting list for Medicaid Waivers at the state level is the cause for any clients having to wait for services.

## **BOARD OF DIRECTORS**

PCCS is overseen by an active board of directors as required by our by-laws and constitution. The board represents a wide variety of financial, governmental, business, industry, and social service experience. The board meets on the fourth Thursday of every month. The current board members are:

Mike Hurt, President  
Sue Murray, Vice President  
Ken Heeke, Treasurer  
Matt Welker, Secretary  
June Brattain, Director  
Eric Bernsee, Director  
Maxine Haskett, Director  
Tim Williams, Director  
Barb South, Director  
Teena Bryant, Director  
Joe Miles, Director  
Nancy Holsapple, Ex-Officio