**Specialized Training for Adult Rehabilitation, INC.**

**START**

**Performance Improvement Management Report**

**FY 2023**

**July 2022-June 2023**

Abbie Davenport, Executive Director

START is committed to a culture of performance improvement through our commitment to proactive and ongoing review, analysis, reflection on our results in both service delivery and business functions, and transparency. The results of performance analysis are used to identity and implement data-driven actions to improve the quality of program and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with individuals served, personnel, Board of Directors, and other stake holders.

START’s mission is “providing a better quality of life for individuals with intellectual disabilities.” We strive to enhance the lives of individuals with intellectual disabilities through the following programs:

* Community Day Services
* Group Respite Services
* Residential Services
* Vocational/Employment Services

This report will provide current and past data regarding the various aspects of service delivery including:

* Effectiveness: Results achieved for the individuals served
* Feedback from Individuals Served: Experience of services received and other feedback from the individuals served
* Feedback from Stakeholders: Experience of services and other feedback from other stakeholders
* Efficiency: Resources used to achieve results for the individuals served
* Service Access

Information from this report will be used to identify areas needing improvement. An action plan will describe the steps to implement the corrective action and determine whether the actions taken accomplished the intended result.

**Program: Community Day Services:** Community Day Services (CDS) assists with the acquisition, retention, or improvement in self-help, socialization, and adaptive skills that take place in a non-residential setting. Activities and environments are designed to foster the acquisition of skills, desirable behavior, greater independence, and personal choice.To provide an array of services that include but are not limited to: assessment, functional daily living skills training (typical activities should be functional and performed at the natural time and in the in natural environment, properly sequenced, developmentally appropriate, and age appropriate), advocacy, socialization, recreational opportunities, vocational, transportation, case management, consultation, and referral services.

**Characteristics of Individuals Served:** A person 18 years of age or older, who is certified as intellectually disabled, and can provide documentation of such disability with the onset before 18 years of age. Individuals should be one who responds to CDS with an increase in an overall level of functioning in basic living skills. Persons served in this program increased from 88 to 98 this year.

**FY 2023 Data Analysis:**

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| --- | --- | --- | --- | --- | --- | --- |
| Goal | Objective | Influencing Factors | FY 2022 Outcome | FY 2023 Outcome | Trends | Causes |
| Effectiveness | A. ICAP scores will increase or maintain as a result of CDS services | Data for 78, 61 scores increased/maintained | 70% | 78% | 8% Increase | Stable supports and work towards desired outcomes |
|  | B. To maximize short-term objective goal attainment | Data reviewed for 95 individuals | 56% | 69% | 13% Increase | Consistent service delivery |
| Individual Feedback | A. To increase overall program satisfaction | 20 Surveys were returned | 96% | 100% | 4% Increase | Improved communication |
| Stakeholder Feedback | A. To increase overall program satisfaction | 2 Surveys returned | NA | 100% | Unable to compare due to no data 2022 | NA |
| Efficiency | B. To maximize attendance | % Billed for 98 individuals | 90% | 90% | No Change in percentage | Increase in those served |
| Service Access | A. Minimize time between referral and initial contact | 10 referrals were reviewed | 100% | 100% | No change | Manager follow through |

**Areas Needing Improvement:**

All scores were maintained or increase over the past year. Continue to increase the amount of time spent on community integrated activities. Maintain and provide new vocational, educational, and social activities that meet the interests and identified outcomes of our individuals served. Look into “Meaningful Day” to see if any of the concepts can be integrated into our service delivery. Changes can help to enhance program satisfaction and improved ICAP scores.

**Program: Group Respite Services:** Group Respite provides short-term supports to individuals with intellectual disabilities in a community-based setting of 2 or more individuals for a portion of the day. Group Respite will provide experiences of social interaction, inclusion, and exposure to the community.

**Characteristics of Individuals Served:** All individuals who have an intellectual disability in Jackson County and surrounding areas and those who are not enrolled in any other DDD funded program. A calendar of service being offered will be provided so that individuals and or families may choose participation in. Currently we are serving adults throughout the year. START served twelve individuals during the previous year consisting of 5 females and 7 males. Ages served ranged from 19 to 39 years of age.

**FY 2023 Data Analysis:**

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| --- | --- | --- | --- | --- | --- | --- |
| Goal | Objective | Influencing Factors | FY 2022 Outcome | FY 2023 Outcome | Trends | Causes |
| Effectiveness | A. To maximize attendance | 5 Referrals | 100% | 100% | Full attendance, split class to make available to additional individuals | Dependable transportation and engaging programing |
| Individual Feedback | A. To increase overall program satisfaction | Return of evaluations | 100% | 100% | Consistent 100% ratings on all quarterly evaluations | Consistent service delivery |
| Stakeholder Feedback | A. To increase overall program satisfaction | Return of evaluations | 100% | 100% | Consistent 100% ratings on all quarterly evaluations | Consistent service delivery |
| Efficiency | A. Individuals enrolled in program will be maintained in their home | Family ability to meet needs | 100% | 100% | All 12 individuals remain in their homes | Consistent service delivery |
| Service Access | A. Minimize time between referral and initial contact | 5 referrals were reviewed | 100% | 100% | All contacted within 5 working days of referral | Efficiency of assigned staff |

**Areas Needing Improvement:**

Overall, this program is being run efficiently, meeting our grant requirements and providing high quality services that are beneficial to our individuals served. Our team will continue to promote this program, be innovative with service delivery, and provide more community based recreational activities as it safe to do so. The organization was awarded 3 more years of grant funding for this program, but at a lower amount, so we will have to limit the numbers we serve to honor the grant amount.

**Program: Residential Services:** To promote independence in activities of daily living, to provide supports that allow individuals to reside in the least restrictive living environment, and to promote economic self-sufficiency. Services include but are not limited to: assessment and referral, educational, vocational, developmental training, case management, advocacy, crisis intervention, medication training and monitoring, nursing, skills training, behavioral, residential or in-home support, recreation, socialization, money management, representative payee ship, service facilitation, and transportation.

**Characteristics of Individuals Served:** The Residential program served 33 participants, of which 18 were male and 15 were female. Persons served in this program range in age from 25 to 78 years of age. The program served individuals with a range of intellectual disability diagnosis from mild to profound. START operates 8 group homes: three in Murphysboro, two in Carbondale and three in De Soto. This is an increase of 2 homes from 2022, that were acquired in March 2023. Twenty-eight individuals were served in START 24-hour residences, 5 received intermittent CILA services, one resided with their families, and four individuals resided independently in apartments. Three individuals left the program during the year: 1 moved, 1 entered a skilled living facility, 1 passed away.

**FY 2023 Data Analysis:**

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| --- | --- | --- | --- | --- | --- | --- |
| Goal | Objective | Influencing Factors | FY 2022 Outcome | FY 2023 Outcome | Trends | Causes |
| Effectiveness | A. Individual ICAP service scores will increase as a result of support services given | 32 reviewed, 30 maintained or improved | 83% | 94% | 11% Increase | Stable supports and work towards desired outcomes |
|  | B. To maintain or improve their living environment by living in the least restrictive setting | 32 out of 33 individuals maintained current placement | 100% | 97% | 3% Decrease | 1 individual was discharged to a skilled nursing facility due to medical needs. |
| Individual Feedback | A. Increase overall satisfaction with the programs | 13 Surveys were returned | 96% | 96% | No change | No specific concerns noted on surveys |
| Stakeholder Feedback | A. To increase overall program satisfaction | 1 Surveys were returned | NA | 100% | Unable to compare with no 2022 data | Limited data |
| Efficiency | A. To decrease overtime costs in the 24-hour residential facilities by 5% | Staff shortage | $93,550 | $99,622 | 6% Increase | Open positions, open House manager positions, lack of sub staff. |
| Service Access | A. Minimize time between referral and intake | 76 referrals were received | 100% | 100% | No change | Most refused due to no openings |

**Areas Needing Improvement:**

Staff shortages continue to be the primary barrier to service delivery. Continue to recruit qualified staff to provide residential services to our individuals. Building our workforce and decreasing vacancies will decrease our overtime expense. Provide more individualized community activities for the individuals to enhance their life satisfaction and sense of belonging in the community. Consider restructuring to provide better oversite over expenses and more support for direct line staff.

**Program: Vocational/Employment Services:** To maximize opportunities for employment to individuals that may have a mental, developmental, or physical disability this creates or may create a substantial hindrance to competitive employment. START’s Regular Work program provides long term employment in an organizational environment for individuals whose functional levels require supervision and preclude movement into competitive or organizational employment. Regular work provides general work supervision, including direction and on the job training in such areas as work expectations, workplace behaviors, compliance to workplace safety standards, production and task completion.

**Characteristics of Individuals Served:** Any person 18 years of age or older, who has a mental, developmental, or physical disability that creates an impairment obtaining or maintaining successful employment and has a basic level of work skills. The Regular Work Program served 17 individuals during the fiscal year, 5 female and 12 males. Ages range from 29 to 63 years old. Individuals in this program are served under the Jackson County 708 tax revenue or work-related contracts. Other individuals who work under the sub minimum wage certificate are served in the Community Day Service Programs.

**FY 2023 Data Analysis:**

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| --- | --- | --- | --- | --- | --- | --- |
|  | Objective | Influencing Factors | FY 2022 Outcome | FY 2023 Outcome | Trends | Causes |
| Effectiveness | A. To attain a consistent level of 50% or higher productivity | 56 individuals reviewed | 12% | 23% | 13 are at 50% or higher. Percent increased due to last year’s goal 85% or higher. | Shredding opportunities expanded. Loss of Rest Area contact due to closure to rebuild. |
| Individual Feedback | A. To increase overall program satisfaction | 7 Surveys returned | 94% | 100% | 6% Increase | Improved communication |
| Stakeholder Feedback | A. To increase overall program satisfaction | 4 Surveys returned | 92% | 100% | 8% Increase | Improved communication |
| Efficiency | A. Individuals served will either maintain or improve their level of productivity | 57 individuals reviewed | 100% | 70% | 30% Decrease | Changes in job tasks, decrease in function, more accurate record keeping |
| Service Access | A. Minimize time between referral and initial contact, within 5 days | 1 referral | NA | 100% | No vocational referrals 2022 | Many individuals entering the work program are served by CDS and not reflected in these numbers |

**Areas Needing Improvement:**

Look for additional competitive pay opportunities and ways to minimize the impact on individuals if the State of Illinois does away with subminimum wage certificates. Consider expanding shredding, scanning, and janitorial services to the community. Recruit new individuals under the 708 funding. Increase in vocational opportunities may improve individual satisfaction.

**FY 2024 Performance Improvement Action Plan**

**Program: Community Day Services**

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| Goal | Objective | Responsible | Goal Date | Progress |
| Effectiveness | A. ICAP scores will increase or maintain as a result of services | Kendra Washam | 07/2024 |  |
|  | B. To maximize short-term objective goal attainment | Kendra Washam | 07/2024 |  |
| Individual Feedback | To increase overall program satisfaction | Kendra Washam | 07/2024 |  |
| Stakeholder Feedback | To increase overall program satisfaction | Kendra Washam | 07/2024 |  |
| Efficiency | To maximize attendance | Kendra Washam | 07/2024 |  |
| Service Access | Minimize time between referral and initial contact, within 5 days | Kendra Washam | 07/2024 |  |

**Program: Group Respite**

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| --- | --- | --- | --- | --- |
| Goal | Objective | Responsible | Goal Date | Progress |
| Effectiveness | To maximize attendance | Kendra Washam | 07/2024 |  |
| Individual Feedback | To increase overall program satisfaction | Kendra Washam | 07/2024 |  |
| Stakeholder Feedback | To increase overall program satisfaction | Kendra Washam | 07/2024 |  |
| Efficiency | Individuals enrolled in program will be maintained in their home | Kendra Washam | 07/2024 |  |
| Service Access | Minimize time between referral and initial contact, within 5 days | Kendra Washam | 07/2024 |  |

**Program: Residential**

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| --- | --- | --- | --- | --- |
| Goal | Objective | Responsible | Goal Date | Progress |
| Effectiveness | A. ICAP scores will increase or maintain as a result of services | Johnna Jackson | 07/2024 |  |
|  | B. Living environment will be maintained or improved by living in the least restrictive setting | Johnna Jackson | 07/2024 |  |
| Individual Feedback | To increase overall program satisfaction | Johnna Jackson | 07/2024 |  |
| Stakeholder Feedback | To increase overall program satisfaction | Johnna Jackson | 07/2024 |  |
| Efficiency | To decrease overtime costs in the 24-hour residential by 5% | Johnna Jackson | 07/2024 |  |
| Service Access | Minimize time between referral and initial contact, within 5 days | Johnna Jackson | 07/2024 |  |

**Program: Vocational**

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| --- | --- | --- | --- | --- |
| Goal | Objective | Responsible | Goal Date | Progress |
| Effectiveness | To attain a consistent productivity level of 50% or higher level | Carl Hartmann | 07/2024 |  |
| Individual Feedback | To increase overall program satisfaction | Carl Hartmann | 07/2024 |  |
| Stakeholder Feedback | To increase overall program satisfaction | Carl Hartmann | 07/2024 |  |
| Efficiency | Maintain or improve individuals’ level of productivity | Carl Hartmann | 07/2024 |  |
| Service Access | Minimize time between referral and initial contact, within 5 days | Carl Hartmann | 07/2024 |  |