

## Program Management Committee Strategic Plan



### PROGRAM, SAFETY, TRANSPORTION, AND MAINTENANCE COMMITTEE MISSION STATEMENT

**Driven by a client centered focus,** it is the mission of the Program, Safety, Transportation and Maintenance Committee to ensure outcomes aligned with various funding sources. We must meet CARF/DHS accreditation/licensing requirements so as to enhance our business plan and to promote the attainment of our strategic goals.

2016

# Program Management Committee Strategic Plan Programs

## 1. Satisfaction and Program Development

Goal: To promote satisfaction, skill building, and revenue opportunities.

#	ACTION	OBJECTIVE	MEASUREMENT	TIMELINE	WHO	RESOURCES	STATUS
1.1	WORC Satisfaction.	<p>Review the satisfaction survey for clients and stakeholders. Continue to improve on questions that are associated with our annual outcome measures. Client and stakeholder surveys will be done at their annual review.</p> <p>Compare data for trends, satisfactions, and suggestions.</p>	<p>Increase satisfaction ratings of Clients.</p> <p>Report back to Clients and Stakeholders the areas of concern that were identified and what is being done to improve these issues.</p> <p>Compare trends from past year.</p>	<p>Review surveys by March 2016.</p> <p>Survey will be done at Annual meetings.</p>	Rehabilitation Department, Director of Client Services and Executive Director.	Survey completed by paper, email and website (Survey Monkey).	<p>Survey was completed in April 2016 and Results were in 2015 POP Report.</p> <p>See attached form for Trends.</p>
1.2	Skill Education & Training SET Program for DTH	<p>Continue to develop the SET Program curriculum and make an educational library.</p> <p>Train clients in job related skills, independent living skills and social/recreational skills.</p> <p>Provide SET programming for individuals who are moving towards retirement and activities when work opportunities are low.</p>	<p>Hours of participation. Goal of 30 hours per week with varied types of activities offered.</p>	Increasing community activities and guest speakers in 2016.	SET/DTH Coordinator	Director of Client Services DT&H Program Manager Rehabilitation Staff	We will gather this information for the entire year and report it in the 2016 POP report.
1.3	245D and DWRS (Disability Waiver Rate System)	<p>Review and update 245D required policies and procedures.</p> <p>Monitor how this centralized state funding system will affect our agency revenue and the time line of when the changes occur.</p>	<p>Update any new policies and procedures as well as staff training.</p> <p>Calculate the rate changes once the statewide formula is finalized.</p>	Monthly in 2016.	Director of Client Services.	Executive Director.	<p>The VA policy was updated in August 2016.</p> <p>Reviewing the 245D policies. Completed by December 2016.</p> <p>DTH rates were calculated in August 2016. ED took this data to MOHR Legislative Conference.</p>

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1.4	WIOA (Workforce Innovation and Opportunity Act).	Monitor WIOA and how it is going to affect the future of commensurate wages and center based employment, clients and the affordable care act and the focus on transitional aged youth and employment.	Update any new policies and procedures.  Develop a "move towards competitive employment" plan for clients who are working center based employment and earning sub-minimum wage.	Monthly in 2016.	Director of Client Services.	Executive Director, Management Team and Board of Directors.	WIOA for individuals 24 years and below started in July 2016.  WIOA for adults will be put through a meeting to determine if they are interested in competitive employment or continue with sub-minimum wage. (January 2017).  Staff went to a WIOA training in October 2016.
1.5	Vulnerable Adult Reporting and 245D Incident Reporting.	Record all reported VA and 245D Incidents reports that are filed with State of Minnesota.	Any ORC related VA or 245D Incident will be reported, investigated and analyzed for areas of improvement.	Review at all Program Meetings.	Director of Client Services.	DT&H Program Manager, Rehabilitation Staff.	See attached form for Trends.
1.6	Vertex	To continue to educate staff on Vertex and to gradually work towards paperless case files.	Continue to train and educate staff on Vertex.	To be completed by December 2016.	Director of HR, Executive Director.	WORC Directors, Rehabilitation staff.	Rehabilitation staff continue to use Vertex for client payroll and attendance. Other programs in Vertex are on hold.

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### 2. Community/Supported Employment and CARF

**Goal:** To increase community/supported employment opportunities to maximized our Extended Employment contract. To complete written outcomes for consultations and recommendations for CARF.

#	ACTION	OBJECTIVE	MEASUREMENT	TIMELINE	WHO	RESOURCES	STATUS
2.1	Increase the number of hours working in a Supportive and Community Setting for the Extended Employment contract.	Increase the number of hours clients are working in a supportive and community setting.	Track and increase the number of client hours and the number of individual placements.	Review Extended Employment monthly outcome report (July 2015 to June 2016).	Director of Client Services	Rehabilitation Department	Attached is the EE report for July to October 2016 with comparable data from 2015.
2.2	Increase Individual Competitive Placements	<p>Increase individual placement outcomes.</p> <p>Increase the number of internal referrals.</p> <p>Increase placements with clients with criminal background.</p> <p>Increase placement in the IPS program.</p>	<p>Reduce the # of clients working center-based employment (trend this back at least three years).</p> <p>To be innovative and carve out positions for challenging clients.</p> <p>To have 80 placements for 2016 in all Program areas.</p>	Review number of placements at the Program meetings (Quarterly).	<p>Community Job Developer</p> <p>Employment Specialists</p>	<p>Director of Client Services</p> <p>Vocational Case Workers</p> <p>Job Developers</p>	<p>January to October 2016 = 58 placements.</p> <p>Total for 2015 = 76.</p> <p>We currently have 28/30 clients in our IPS program.</p>
2.3	CARF License	To complete the Annual Conformance to Quality Report (ACQR).	Update ACQR report annually with any changes.	May 2016.	Executive Director	WORC Directors	<p>Annual report completed – May 2016.</p> <p>Application for upcoming survey was completed in November 2016.</p>
2.4	Accessibility Plan	To review, make changes and complete annual status report.	Update any changes and complete annual report.	To be completed by December 2016.	Director of Client Services	WORC Directors	Need to review and update.
2.5	Program Abuse Prevention Plan	To update, make changes and review annually.	Update any changes and complete annual report.	To be completed by December 2016.	Director of Client Services	WORC Directors	Need to review and update.

Revised September, 2013

## Program Management Committee Strategic Plan Facilities

### 3. Safety

Goal: To ensure client and staff safety, protection, and environmental needs are met.

#	ACTION	OBJECTIVE	MEASUREMENT	TIMELINE	WHO	RESOURCES	STATUS
3.1	Increase the levels of participation in the safety program.	Increase management commitment, supervisory participation and employee buy-in.	Monthly Tool Talks.  Track effectiveness of the safety program through the use of a dashboard system.	Monthly.	Safety Committee Members, WORC staff and Clients.	Facility Coordinator, Safety and Transportation Coordinator, and Safety Committee.	Safety Coordinator present a safety dash board in the weekly Sales meeting for review.  Monthly Tool Talks have resumed in 2016.
3.2	Role of the Safety Committee.	Monitor and update safety goals and policies.	Use committee agenda for each meeting as a guide for monitoring and improving safety goals and policies.	Monthly.  Policies review annually.	Safety Committee.	Facility Coordinator, Safety and Transportation Coordinator, and Safety Committee.	Ongoing.
3.3	Safety procedures.	Keep up to date on safety needs of the organization and implement and train staff as needed.	Items brought to the attention of the safety committee will be reviewed and analyzed to gauge severity and any procedure or training needs.	Monthly for review.	Safety and Transportation Coordinator and Safety Committee.	Facility Coordinator, Safety and Transportation Coordinator, and Safety Committee.	Ongoing
3.4	Incident Reporting	Record all incident reports and develop trends	Any incident will be reported and analyzed for areas of improvement.	Monthly in Safety Meetings.	Safety and Transportation Coordinator and Safety Committee	Facility Coordinator, Safety and Transportation Coordinator, and Safety Committee	Review and complete in monthly meetings.

Revised September, 2013

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### 4. Transportation

Goal: To provide safe and reliable transportation services with a continuing focus on efficiency and the mission of WORC.

#	ACTION	OBJECTIVE	MEASUREMENT	TIMELINE	WHO	RESOURCES	STATUS
4.1	Bus Grants.	Complete the 2016 bus grant application (if new bus, replacing bus 2011).	Complete the grant application for a new bus for 2016 if needed.	July 2016.	Transportation Department.	Facility Coordinator and Transportation Coordinator.	Completed ED and Transportation Coordinator.
4.2	Rodeo.	Arrange, coordinate and host the MN Rodeo in 2016.	Create a satisfaction survey on the event. Track the number of participants.	Summer 2016.	WORC staff.	Facility Coordinator, Safety and Transportation Coordinator and SEMCAC.	Completed by ED and Transportation Coordinator in August 2016.
4.3	Bus Route Efficiency.	To review and provide efficient bus routes.	Track each route for efficiency and cost.	Quarterly.	Transportation Department.	Facility Coordinator and Safety and Transportation Coordinator.	Transportation Coordinator reviews and updates quarterly.

### 5. Maintenance

Goal: Further improve the efficiency and effectiveness of the maintenance department through further development of a preventative approach to asset management.

#	ACTION	OBJECTIVE	MEASUREMENT	TIMELINE	WHO	RESOURCES	STATUS
5.1	Preventative Maintenance Program.	Enter preventative maintenance (PM) into the software for all equipment, vehicles, grounds keeping and building maintenance.	PM is entered and completed according to the schedule.	Entered by January 2016 and ongoing with new items.	Facility Coordinator.	Facility Coordinator.	Completed by Facility Director before he resigned.

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5.2	Notification of maintenance.	Maintenance items will be emailed to the Director of Facilities. Items are to be scheduled and completed in a timely manner (based on cost).	A maintenance log will be maintained to view trends. If needed items will be added to the PM program.	Log will be reviewed monthly and annual summary to Executive Director.	Facility Coordinator.	Facility Coordinator and Executive Director.	<b>Not completed due to no Facility Director.</b>
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### 1. Board of Directors (BOD)

#	ACTION	OBJECTIVE	MEASUREMENT	TIMELINE	WHO	RESOURCES	STATUS
1.1	Annual Assessments.	To complete annual assessment for the BOD with periodic self assessment for individual members.	To complete prior to the annual meeting.	Annual Meeting.	All Board Members.	Executive Director and Director of HR.	<b>Completed October 2016.</b>
1.2	Governance policies.	Review governance policies.	Review prior to the annual meeting.	Annual Meeting.	Director of HR.	BOD.	<b>Move to Personnel Committee.</b>
1.3	S.W.O.T. Analysis.	To review and evaluate the strengths, weakness, opportunities and threats in areas of the organization to assist in planning for the 2016 year.	Each sub committee will review the individual area and create a SWOT analysis prior to the annual meeting.	Annual Meeting.	BOD President.	Board Chairs Sub Committee members.	<b>Strategic Planning will replace/satisfy this goal.</b>
1.4	Laundry marketing plan for 2016.	Priority: Develop and execute the "after campaign" marketing efforts for Laundry.	Completed marketing plan and strategy for obtaining customers to be in line with the projections submitted prior to laundry.	Annual Meeting.	Director of Laundry Operations.	Director of HR Executive Director Sales Committee.	<b>Completed 80% capacity.</b>
1.5	Demonstrate measurable gains in all areas of Business Development.	Priority: To ensure ORC is trending upward all areas of business will be analyzed with consistent and measurable data.	Areas identified to be measured, criteria set, template developed.  Reports produced.	Reports produced quarterly to the sales committee.	Director of Operations.	Director of Laundry Operations, Sales Committee, Director of Finance and Executive Director.	<b>Measurable gains: sales directors meet monthly and use newly designed tools to analysis measurable gains.</b>

Satisfaction Survey Data and Trends					
Demographics					
Client	155	118	134	93	115
Parent/Guardian/Family	9	2	6	6	4
Customer/Employer	22	24	29	24	17
Case Managers	17	8	8	13	7
Residential Staff	0	0	0	15	12
Support Team Staff	9	18	17	6	3
Rehabilitation Staff	0	0	0	5	5
Board Members	0	0	0	9	10
Winona ORC Staff	19	29	19	22	18
Other	19	15	14	5	7
<b>Total Responses</b>	<b>250</b>	<b>214</b>	<b>227</b>	<b>198</b>	<b>198</b>
Client's Satisfaction					
Strongly Agree				<b>2014</b>	<b>2015</b>
Agree				60	61
Most of the time				18	15
Disagree				15	18
Mostly disagree				2	2
N/A				3	2
				2	2
Stakeholder's Satisfaction					
Strongly Agree				<b>2014</b>	<b>2015</b>
Agree				45	38
Most of the time				41	50
Disagree				9	9
Mostly disagree				2	2
N/A				1	1
				2	0



# VA Trends

Total Reports Filed	2009	2010	2011	2012	2013	2014	2015	2016
	14	13	24	5	13	7	2	2
Perpetrator								
WORC	5	3	4	0	1	0	0	0
Family	4	3	8	4	1	1	0	0
Other Client	3	6	9	0	5	3	1	1
Other	2	1	3	1	6	3	1	1
Outcomes								
Ruled Out	5	10	19	3	7	2	1	2
Assessment	3	2	4	1	3	0	0	0
Referred to Another Agency for Review	6	1	1	0	2	5	1	0
No Report Back from WCCS	0	0	0	1	1	0	0	0

# EE Program - SFY 2017

Contract Totals SE - \$311,400 CE - \$175,225 CBE - \$58,332 Total \$544,957

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
SE Hours	3803.11	4948.23	5666.99	4871.90									19290.23
CE Hours	2715.30	2916.99	3012.70	2758.55									11403.54
CBE Hours	1789.69	1802.34	1810.44	1687.37									7089.84
SE Wages	\$ 40,766.14	\$ 52,849.22	\$ 61,703.40	\$ 51,386.66									\$ 206,705.42
CE Wages	\$ 17,681.07	\$ 19,679.63	\$ 19,514.45	\$ 17,583.75									\$ 74,458.90
CBE Wages	\$ 9,972.85	\$ 10,380.03	\$ 10,669.37	\$ 10,564.35									\$ 41,586.60

## Cummulative Hours:

SE	3,803.11	8,751.34	14,418.33	19,290.23	19,290.23	19,290.23	19,290.23	19,290.23	19,290.23	19,290.23	19,290.23	19,290.23	19,290.23
CE	2,715.30	5,632.29	8,644.99	11,403.54	11,403.54	11,403.54	11,403.54	11,403.54	11,403.54	11,403.54	11,403.54	11,403.54	11,403.54
CBE	1,789.69	3,592.03	5,402.47	7,089.84	7,089.84	7,089.84	7,089.84	7,089.84	7,089.84	7,089.84	7,089.84	7,089.84	7,089.84

## Dollars Due:

SE	4.58	\$ 17,418.24	\$ 22,662.89	\$ 25,954.81	\$ 22,313.30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88,349.25
CE	3.94	\$ 10,698.28	\$ 11,492.94	\$ 11,870.04	\$ 10,868.69	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,929.95
CBE	2.15	\$ 3,847.83	\$ 3,875.03	\$ 3,892.45	\$ 3,627.85	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,243.16
Total		\$ 31,964.36	\$ 38,030.87	\$ 41,717.30	\$ 36,809.83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 148,522.36

## Monthly %:

	Average/Month												
SE	75.7%	98.5%	112.8%	97.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	85.1%
CE	82.7%	88.8%	91.7%	84.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	76.9%
CBE	89.3%	89.9%	90.3%	84.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	78.4%

## Total % of Contract:

SE	6.3%	8.2%	9.4%	8.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	28.4%
CE	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	25.6%
CBE	7.4%	3.8%	3.8%	3.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	26.1%

## Feedback:

SE	\$ 15,440.63	\$ 20,089.81	\$ 23,007.98	\$ 19,779.91									\$ 78,318.33
CE	\$ 9,476.40	\$ 10,180.30	\$ 10,514.32	\$ 9,627.34									\$ 39,798.36
CBE	\$ 3,418.31	\$ 3,442.47	\$ 3,457.94	\$ 3,222.88									\$ 13,541.60

Total	\$ 28,335.34	\$ 33,712.58	\$ 36,980.24	\$ 32,630.13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 131,658.29
Difference	\$ (3,629.02)	\$ (4,318.29)	\$ (4,737.06)	\$ (4,179.70)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (16,864.07)

	Rates as of	
	7/1/2016	7/1/2017
SE	4.58	4.23
CE	3.94	3.64
CBE	2.15	1.99

	Billed	Available	Remaining
SE	\$ 88,349.25	\$311,400.00	\$ 223,050.75
CE	\$ 44,929.95	\$175,225.00	\$ 130,295.05
CBE	\$ 15,243.16	\$58,332.00	\$ 43,088.84
Total	\$ 148,522.36	\$ 483,006.00	\$ 396,434.64

EE Program - SFY 2016  
Contract Totals: CE/SE - \$431,305.00 CBE - \$51,701.00 Total: \$483,006.00

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
SE Hours	3589.90	4158.34	5745.86	6416.14	5643.50	5100.41	5280.89	5111.29	4600.92	7291.17	4265.17	4566.48	61770.07
CE Hours	3805.17	3602.27	4134.55	4043.92	3741.24	3891.14	3046.90	2850.61	2944.24	2909.44	2844.48	3088.19	40902.15
CBE Hours	2599.73	2412.10	2530.61	2461.29	2792.43	2687.33	2114.84	1753.30	2301.55	1778.49	2359.21	2104.00	27894.88
SE Wages	\$ 36,145.25	\$ 42,312.23	\$ 58,413.67	\$ 65,981.49	\$ 61,349.01	\$ 53,489.79	\$ 54,549.45	\$ 52,843.74	\$ 18,679.74	\$ 76,715.53	\$ 45,025.88	\$ 48,499.60	\$ 614,005.38
CE Wages	\$ 22,939.27	\$ 24,036.31	\$ 28,276.20	\$ 28,265.97	\$ 26,198.92	\$ 26,133.80	\$ 21,004.01	\$ 19,878.49	\$ 10,275.40	\$ 20,068.77	\$ 18,666.78	\$ 20,762.65	\$ 266,506.57
CBE Wages	\$ 13,148.02	\$ 13,936.23	\$ 14,144.81	\$ 13,888.54	\$ 15,682.38	\$ 16,597.22	\$ 13,211.26	\$ 10,107.74	\$ 4,395.96	\$ 10,888.04	\$ 13,524.79	\$ 11,172.69	\$ 150,697.68
Monthly Hours:													
SE/CE	7,395.07	7,760.61	9,880.41	10,460.06	9,384.74	8,991.55	8,327.79	7,961.90	7,545.16	10,200.61	7,109.65	7,654.67	102,672.22
CBE	2,599.73	2,412.10	2,530.61	2,461.29	2,792.43	2,687.33	2,114.84	1,753.30	2,301.55	1,778.49	2,359.21	2,104.00	27,894.88
Cummulative Hours:													
SE/CE	7,395.07	15,155.68	25,036.09	35,496.15	44,880.89	53,872.44	62,200.23	70,162.13	77,707.29	87,907.90	95,017.55	102,672.22	
CBE	2,599.73	5,011.83	7,542.44	10,003.73	12,796.16	15,483.49	17,598.33	19,351.63	21,653.18	23,431.67	25,790.88	27,894.88	
Dollars Due:													
SE	4.06	\$ 14,574.99	\$ 16,882.86	\$ 23,328.19	\$ 26,049.53	\$ 22,912.61	\$ 20,707.66	\$ 21,440.41	\$ 20,751.84	\$ 18,679.74	\$ 29,602.15	\$ 17,316.59	\$ 250,786.48
CE	3.49	\$ 13,280.04	\$ 12,571.92	\$ 14,429.58	\$ 14,113.28	\$ 13,056.93	\$ 13,580.08	\$ 10,633.68	\$ 9,948.63	\$ 10,275.40	\$ 10,153.95	\$ 9,927.24	\$ 142,748.50
CBE	1.91	\$ 4,965.48	\$ 4,607.11	\$ 4,833.47	\$ 4,701.06	\$ 5,333.54	\$ 5,132.80	\$ 4,039.34	\$ 3,348.80	\$ 4,395.96	\$ 3,396.92	\$ 4,506.09	\$ 53,279.22
Total		\$ 32,820.52	\$ 34,061.89	\$ 42,591.24	\$ 44,863.87	\$ 41,303.08	\$ 39,420.54	\$ 36,113.44	\$ 34,049.27	\$ 33,351.09	\$ 43,153.01	\$ 31,749.92	\$ 446,814.21
Monthly %:													average/month
SE/CE	80.3%	84.9%	108.8%	115.8%	103.7%	98.8%	92.5%	88.5%	83.5%	114.6%	78.5%	84.5%	94.5%
CBE	57.9%	53.7%	56.4%	54.8%	62.2%	59.9%	47.1%	39.1%	51.3%	39.6%	52.5%	46.9%	51.8%
Total % of Contract:													
SE/CE	6.7%	7.1%	9.1%	9.6%	8.6%	8.2%	7.7%	7.4%	7.0%	9.5%	6.5%	7.0%	91.2%
CBE	4.8%	4.5%	4.7%	4.6%	5.2%	5.0%	3.9%	3.3%	4.3%	3.3%	4.4%	3.9%	103.1%
Feedback:													
SE/CE	\$ 27,855.03	\$ 29,454.78	\$ 37,757.77	\$ 40,162.81	\$ 35,969.54	\$ 34,287.74	\$ 32,074.09	\$ 30,700.47	\$ 28,955.13	\$ 39,756.10	\$ 27,243.83	\$ 29,317.70	\$ 393,534.99
CBE	\$ 4,965.48	\$ 4,607.11	\$ 4,833.47	\$ 4,701.06	\$ 5,333.54	\$ 5,132.80	\$ 4,039.34	\$ 3,348.80	\$ 4,395.96	\$ 3,396.92	\$ 4,506.09	\$ 2,440.42	\$ 51,700.99
Total	\$ 32,820.51	\$ 34,061.89	\$ 42,591.24	\$ 44,863.87	\$ 41,303.08	\$ 39,420.54	\$ 36,113.43	\$ 34,049.27	\$ 33,351.09	\$ 43,153.02	\$ 31,749.92	\$ 30,209.35	\$ 443,687.21
Difference	\$ (0.01)	\$ (0.00)	\$ 0.00	\$ (0.00)	\$ 0.00	\$ (0.00)	\$ (0.00)	\$ (0.00)	\$ (0.00)	\$ 0.01	\$ 0.00	\$ (3,126.98)	\$ (3,127.00)

\$1578.22 over produced  
\$ 1,548.76 Owed

Rates as of		
	7/1/2014	7/1/2015
SE	4.06	4.06
CE	3.49	3.49
CBE	1.91	1.91

	Billed	Available	Remaining
SE/CE	\$ 393,534.99	\$431,305.00	\$ 37,770.01
CBE	\$ 53,279.22	\$51,701.00	(1,578.22)
Total	\$ 446,814.21	\$ 483,006.00	\$ 36,191.79