




Chimes Family of Services Annual Summary of Performance Metrics July 1, 2008 – June 30, 2009




Finance	Goal	Metric	Baseline	Target	Status
FE-5	Fiscally responsive and efficient operations will result in increased margins.	Margin	0.187%	0.365%	-10.402%
FEI-1	Services are provided in a fiscally responsive manner	% Variance of actual/budgeted revenue/expenses	0%	0%	-1%
<p>Increasing margins and operating within budget were negatively impacted this fiscal year due to several anomalies:</p> <ol style="list-style-type: none"> 1. Closure of operations in New Jersey 2. Judgment against Chimes DC because a contract dispute (Negotiations continue with federal contractor) 3. SVM, a joint venture with Chimes Foundation had continued operating losses – relationship has been severed 4. Market losses with investment funds <p>This is the first time that Chimes Family of Services has failed to meet the goal of operating within budget and having a negative margin. First quarter consolidated statements for FY 2010 reflect positive margins and target being met for operating within budget.</p>					
FEI-2	Finance efficiency will be increased by effectively managing worker's comp claims.	\$Total amount of workers comp claims YTD	\$501,176	\$453,983	\$933,000
FF-3	Coordinate with the Executive staff and management staff to develop and support effective Boards of Directors that promote the mission and enhance the services and supports for people with disabilities.	% Members contribute/secure contributions	89.09%	100.00%	91.07%
FF-4	Increase public awareness of Chimes and its subsidiaries and services offered for people with disabilities.	# Donors	826	830	521
FF-5	Increase philanthropic support for special projects and to enhance services and supports for people with disabilities.	Amount of Funds Raised	\$2,017,364	\$1,500,000	\$1,189,363
<p>Increasing public awareness and philanthropic support were negatively impacted by the economic recession that began in the fall of 2008 and resulted in significantly fewer ticket sales and sponsorships for the Hall of Fame in October 2008.</p>					
FF-6	All managers will schedule staff to meet the needs of the people receiving services within available resources. <i>(New goal for monitoring only)</i>	Hours worked/Hours scheduled		95%	87%
FFI-1	Revenue	Revenue	\$176,770,570	\$179,077,651	\$187,653,297
FFI-2	Overtime and temporary labor will be reduced by adjusting schedules and maximizing resources	% OT and temp labor cost/total labor cost	7.81%	7.12%	7.45%
FS-1	Service excellence as assessed by funders will include an increase in the number of referrals	# Referrals	6,206	6,516	8,222
SE-11	Staff will implement trouble-shooting protocols prior to requesting technical assistance.	NO Protocols Used YTD/Service Calls YTD	26.88%	30.00%	38.60%
SE-12	Efficiently maintain network for end users.	# Recurrent Service Calls YTD/Service Calls YTD	8.60%	8.00%	10.53%
SE-13	Increase efficiency of payroll process by reducing the number of errors due to internal errors.	% Internal errors/ total errors	8.24%	8.00%	8.24%
SE-14	Increase efficiency of payroll process by reducing the number of errors.	% Errors/paychecks	1.05%	1.00%	2.50%

SE-16	Service excellence will be demonstrated through efficiently completing work orders for facilities maintenance tickets.	# Work tickets completed/# work tickets	100%	95%		96%
SE-18	Efficiently maximize resources to provide day supports and services for people with disabilities.	People in attendance/Licensed Capacity x days of service	83%	95%		76%
SE-21	Medication administration will be consistent with the guidelines of the delegating nurses as evidenced by the quality assurance scores.	Average score on Nurse's QA list	88.76%	95.99%		86.25%
SE-4	Track the number of admissions.	# Admissions	5,915	6,916		7,567
SE-5	Track the discharges from services. (3)	# Discharge	5,474	0		7,447
SE-6	Assure accuracy with Ultipro entries.	% Accuracy rate	97.67%	99.60%		99.24%
SE-7	Service excellence is maintained by efficient recruiting processes that result in all open professional positions filled within 60 days or less from the time the vacancy is identified to the time the offer is made.	Average days to fill professional positions	64.0	52.7		50.1
SE-8	Service excellence is maintained by efficient recruitment processes that result in all open direct support positions filled within 60 days or less from the termination date of previous employee.	Average days to fill direct support positions	60	53		41
SE-9	Service efficiency will be increased by maximizing the number of people receiving periodic services and supports.	Census/Capacity	90.48%	95.11%		91.66%
SEi-1	Service efficiency will be increased by maximizing utilization of program capacity	Census/Capacity	90.63%	94.76%		91.74%
SF-10	Continue to develop and expand volunteer base and promote consistency of volunteer activities to benefit Chimes program participants	# Volunteers	109	110		127
SF-11	Service excellence will result in enhanced safety of program participants by reducing the number of injuries.	# Injuries/# Client Days	0.31%	0.06%		0.17%
SF-12	Service excellence will result in people being actively engaged in meaningful activities as measured by the reduction of behavioral incidents.	# Behavioral incidents/# Client days	0.60%	0.25%		0.39%
SF-13	Service excellence will result in people receiving timely medical interventions for health complications and serious injury as measured by ER visits.	#ER Visits/# Client Days	0.18%	0.02%		0.13%
SF-16	Effective implementation of behavior management plans will result in a decrease in challenging behaviors	#People < behaviors	35.38%	38.92%		33.33%
SF-17	Service Excellence at BWI will result in a score of 70% or better on the Elliot Survey each month.	Score on survey	71.50%	70.00%		72.30%
SF-20	Expand and enhance work opportunities for individuals in the work center.	Contract Revenue	\$167,251	\$200,000		\$143,089
SF-4	Service excellence will result in a decrease in the number of citations from regulating entities	# Deficiencies FY09	519	361		337

SF-6	Service excellence will result in compliance with regulations including prompt reporting and investigation of all reportable incidents.	# Substantiated abuse/# incidents reported	10.42%	0.00%		10.26%
SFI-1	Service excellence will result in an increased number of participants	# Participants	12,080	12,885		14,299
SFI-2	Service excellence will result in people receiving medications as prescribed by health professionals.	# Med errors/# Med passes	0.028%	0.001%		0.015%
SFI-3	Improve quality of services for individuals and their employers	# People employed over 1 year	62	63		58
SFI-4	Improve quality of services and stability for individuals and their employers	# People employed over 5 years	30	31		28
SFI-5	Provide effective supports for individuals to promote increased earning capacity.	Average wage	\$6.58	\$6.60		\$6.67
SFI-7	Service excellence will result in people with disabilities becoming competitively employed. (3)	# People Moving to Competitive Employment	22			12
SFI-8	All health services are completed as prescribed by health care professionals.	# Services completed/# Services Due	74%	95%		66%
SS-1	Service excellence will result in satisfied customers - people served (1)	Rating - Customer Survey	85.82%	91.45%		82.51%
SS-2	Service excellence will result in satisfied customers - families/advocates, external case managers/funding entities (2)	Rating - external stakeholders	83.95%	88.15%		80.58%
SS-3	Monitor customer satisfaction by using a Satisfaction Index (3)	# Complaints	138			152
SS-4	Monitor customer satisfaction by using a Satisfaction Index (3)	# Commendations	328			298
WE-2	Retain qualified staff - Nonexempt	% Vacancy- Non exempt	21.46%	12.40%		7.03%
WE-3	New employees will be trained to do their job	% New employees completing mandatory training on time	90.43%	100.00%		92.12%
WEI-1	Attract and hire qualified staff	# Persons employed	2,503	2,685		2,691
WEI-2	Retain Competent Staff Exempt	Vacancy - Exempt	12.60%	7.10%		6.07%
WEI-3	Workforce efficiency will be maintained by providing a safe work environment and observing safety related policies and procedures.	# Worker's Comp YTD/# Employees	24.91%	36.50%		20.05%
WF-1	Reduce turnover for non-exempt staff	% Turnover non-exempt staff	43.54%	39.56%		37.23%
WF-2	Reduce turnover for exempt staff	% Turnover exempt staff	22.46%	19.83%		13.26%
WF-4	Provide the resources to support the professional development of employees	# PDPs/# targeted people	95.92%	100.00%		95.92%
WF-6	Increase the effectiveness of the workforce through collaborations with local schools and universities and the use of interns.	# Interns	44	47		44
WF-7	Executive and senior staff members will participate in formal mentoring relationships to develop leadership capacity throughout the organization.	# Executive Mentor Relationships YTD	33	45		28
WFI-6	Employer of Choice will be demonstrated by retaining 70% of Direct Support Professionals a year or more.	#DSP Employed a year or more/#DSP positions	69%	70%		70%

WFI-7	We will provide the resources and supports necessary to offer the workforce opportunities to develop skills, competencies and leadership capacity as evidenced by the number of internal promotions. (3)	# Internal Promotions YTD	76	0	 76
-------	--	---------------------------	----	---	--

Summary

-  Target or better was achieved for 34 percent of the goals.
 -  Status was at baseline or better but did not meet target for 28 percent of the goals.
 -  Status was less than baseline for 38 percent of the goals.
- (1) People receiving services expressed dissatisfaction with the reduced contract work and supported employment opportunities due to the recession.
 - (2) Families were dissatisfied because of the re-organization of residential services and corresponding changes in staff.
 - (3) No targets are set – the metric is for tracking only.