





Corporate Report for Chimes, 7/1/2009 - 6/30/2010 Second Quarter
October – December

Report Generated on: 3/24/2010

Goal Description	Metric Description	Baseline	Target	Status
Services are provided in a fiscally responsive manner	% variance of actual/budgeted revenue/expenses	-1%	0%	0%
Finance efficiency will be increased by effectively managing worker's comp claims.	\$Total amount of workers comp claims YTD	\$707,000	\$636,300	\$209,943
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	91.07%	100.00%	51.67%
Increase public awareness of Chimes and its subsidiaries and services offered for people with disabilities.	# of Donors	521	526	444
Increase philanthropic support for special projects and to enhance services and supports for people with disabilities.	Amount of Funds Raised	\$1,189,363	\$1,225,044	\$717,152
All managers will schedule staff to meet the needs of the people receiving services within available resources.	Hours worked/Hours scheduled		95%	90%
Revenue	Revenue	\$180,779,114	\$183,890,407	\$91,555,352
Overtime and temporary labor will be reduced by adjusting schedules and maximizing resources	% OT and temp labor cost/total labor cost	7.20%	6.47%	7.26%
Service excellence as assessed by funders will include an increase in the number of referrals	# of Referrals	8,193	8,224	5,087
Staff will implement trouble shooting protocols prior to requesting technical assistance.	NO Protocols Used YTD/Service Calls YTD		34.74%	42.11%
Efficiently maintain network for end users.	# Recurrent Service Calls YTD/Service Calls YTD		9.47%	10.53%
Increase efficiency of payroll process by reducing the number of errors due to internal errors.	% internal errors/ total errors	8.24%	7.41%	41.41%
Increase efficiency of payroll process by reducing the number of errors.	% errors/paychecks	2.50%	2.25%	3.72%
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	85.88%	93.60%	83.68%
Track the number of admissions.	# Admissions	7,548	7,560	4,851
Track the discharges from services.	# Discharge	7,447	0	4,533
Assure accuracy with Ultipro entries.	% accuracy rate	99.24%	99.60%	99.63%
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	50.1	46.3	49.2
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	49	61	47
Service efficiency will be increased by maximizing the number of people	Census/Capacity	91.66%	95.00%	98.53%

receiving periodic services and supports.				
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Service efficiency will be increased by maximizing utilization of program capacity	Census/Capacity	92.49%	93.64%	 90.71%
Continue to develop and expand volunteer base and promote consistency of volunteer activities to benefit Chimes program participants	# Volunteers	127	94	 73
Service excellence will result in enhanced safety of program participants by reducing the number of injuries.	# Injuries/# Client Days	0.26%	0.05%	 0.17%
Service excellence will result in people being actively engaged in meaningful activities as measured by the reduction of behavioral incidents.	# Behavioral incidents/# Client days	0.61%	0.31%	 0.28%
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	0.21%	0.03%	 0.11%
Effective implementation of behavior management plans will result in a decrease in challenging behaviors	#people < behaviors	33.57%	36.92%	 37.59%
Service Excellence at BWI will result in a score of 70% or better on the Elliot Survey each month.	Score on survey	72.30%	70.00%	 71.80%
Expand and enhance work opportunities for individuals in the work center.	Contract Revenue	143,089	0	 235,534
Excellent training for entering Incident Reports into CPS will increase the skills of the workforce as measured by a decreased number of incident reports completed with errors.	# Incident Reports with Errors/Number of Incident	0.08	0.07	 0.65
Service excellence will result in a decrease in the number of citations from regulating entities	# of Deficiencies FY10	328	297	 207
Service excellence will result in compliance with regulations including prompt reporting and investigation of all reportable incidents.	# Substantiated abuse/# incidents reported	10.26%	0.00%	 1.56%
Institute performance metrics throughout Chimes and subsidiaries to increase efficiency and effectiveness.	% of Goals That Meet Targets	66.25%	70.00%	No Progress Updates
Service excellence will result in an increased number of participants	# Participants	14,231	14,447	 11,243
Service excellence will result in people receiving medications as prescribed by health professionals.	# Med errors/# Med passes	0.034%	0.000%	 0.012%
Improve quality of services for individuals and their employers	# of people employed over 1 year	58	59	 54
Improve quality of services and stability for individuals and their employers	# of people employed over 5 years	28	29	 24
Provide effective supports for individuals to promote increased earning capacity.	Avg wage	\$6.67	\$6.71	 \$6.90
Service excellence will result in people obtaining supported employment placements.	# People moved to SE placements	0.00	2.00	 0.00
Service excellence will result in people with disabilities becoming competitively employed.	# People Moving to Competitive Employment	12	0	 2
All health services are completed as prescribed by health care professionals.	# Services completed/# Services Due	66%	90%	 68%

Service excellence will result in satisfied customers - people served	Rating - Customer Survey	81.97%	87.01%	83.96%
Service excellence will result in satisfied customers - families/advocates, external case managers/funding entities	Rating - external stakeholders	80.58%	88.64%	81.31%
Monitor customer satisfaction by using a Satisfaction Index	# Complaints	130	0	105
Monitor customer satisfaction by using a Satisfaction Index	# Commendations	274	0	138
Retain qualified staff - Nonexempt	% vacancy- Non exempt	15.86%	9.70%	13.06%
New employees will be trained to do their job	% new empl. comp. mand. train on time	92.06%	100.00%	96.24%
Attract and hire qualified staff	# of persons employed	2,573	2,776	2,306
Retain Competent Staff Exempt	Vacancy - Exempt	10.92%	4.02%	4.86%
Workforce efficiency will be maintained by providing a safe work environment and observing safety related policies and procedures.	# Worker's Comp YTD/# Employees	19.99%	17.99%	9.54%
Reduce turnover for non-exempt staff	% Turnover non-exempt staff	37.47%	33.59%	18.61%
Reduce turnover for exempt staff	% Turnover exempt staff	13.32%	11.85%	5.15%
Provide the resources to support the professional development of employees	# PDPs/# targeted people	95.91%	100.00%	98.23%
Increase the effectiveness of the workforce through collaborations with local schools and universities and the use of interns.	# of Interns	44	52	31
Employer of Choice will be demonstrated by retaining 70% of Direct Support Professionals a year or more.	#DSP Employed >yr/#DSP positions	69%	70%	72%
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.	# Internal Promotions YTD	70	0	21

Summary

30 out of 39 (77%) goals tracked are at or better than target or trending towards target.

9 out of 39 (23%) goals have not meet target or are less than target.

Some goals have not been included because it is related to a new or tracking metric.

Finance

Strengths

1. Operating within budget as a whole
 - Chimes Delaware did not meet its budget for the second quarter because of increased hospital days which are not reimbursed until the end of the fiscal year
2. Revenue is trending toward target
 - Some programs have had funding reductions which have been offset by growth and funding increases
3. Workers comp claims
4. Referrals for Holcomb Behavioral Health Systems are trending up

Challenges

1. Referrals for all subsidiaries except Holcomb Behavior Health Systems are trending down.
2. Overtime is trending up especially in Chimes DC and Chimes Maryland

3. Funds raised, though the metric is tracking towards target, it may not meet the target this year because of the impact of the economy.
4. The percent of board members contributing or securing contributions is currently at 51.67%.

Services

Strengths

1. All client outcome indicators are within range.
2. Utilization for periodic services exceeds target.
3. Admissions exceed discharges.
4. Days to fill staff vacancies are trending down.

Challenges

1. Utilization for fixed capacity services.
 - States have not filled vacancies when they occur because of fiscal constraints.
 - Chimes Maryland and Chimes Delaware are consolidating some residential sites.
2. Deficiencies and citations are trending up.
3. Customer satisfaction
 - People receiving services are dissatisfied with some vocational services because of lack of employment opportunities
 - Families are expressing concerns about residential services including communications and staffing.

Workforce

Strengths

1. Vacancy rates for exempt and non-exempt positions are trending down
2. Turnover rates for exempt positions are trending down
3. The percent of direct support professionals that have worked for a year or more is trending up.
4. The percentage of professional development plans completed is trending up.

Challenges

1. Turnover for non-exempt staff
 - Chimes Virginia and Chimes Maryland are approaching a potential 50% turnover for the year for direct support professionals
2. Vacancy rates for exempt staff
 - a. Chimes Delaware is showing a 15% vacancy rate but this may be an artifact due to elimination of positions and consolidation of sites. Chimes Delaware staff are currently reviewing all position counts for the position grid.

Trends/Analysis

1. Chimes Family of Services is operating within budget despite the financial challenges of budget reductions and lack of referrals because the management staff is pro-active in consolidating programs and reducing staff as necessary.
2. The increase in unemployment rates has had a positive impact on staffing metrics in most operations. Managers have been encouraged to maintain and expand staff retention and talent management plans to encourage high performers to remain with the organization when the job market improves.

3. All programs are following up on any issues identified through satisfaction and other surveys with internal and external stakeholders. The satisfaction survey for people with intellectual disabilities is being standardized and will be implemented as of July 1 in Chimes DE, Chimes MD and Chimes VA (Potomac) on July 1, 2010.