















**Chimes Family of Services
First Quarter Metrics Review
July 1, 2009 – September 30, 2009**

	Goal	Metric	Baseline	Target	Status
FEI-1	Services are provided in a fiscally responsive manner	% Variance of actual/budgeted revenue/expenses	-1%	0%	 0%
FEI-2	Finance efficiency will be increased by effectively managing worker's comp claims.	\$Total amount of workers comp claims YTD	\$823,000	\$660,600	 \$89,327
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	91.07%	100.00%	 23.33%
FF-4	Increase public awareness of Chimes and its subsidiaries and services offered for people with disabilities.	# Donors	521	526	 151
FF-5	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	 \$500,276
FF-6	All managers will schedule staff to meet the needs of the people receiving services within available resources. (1)	Hours worked/Hours scheduled		95%	 96%
FFI-1	Revenue	Revenue	\$187,437,617	\$177,731,209	 \$43,564,655
FFI-2	Overtime and temporary labor will be reduced by adjusting schedules and maximizing resources	% OT and temp labor cost/total labor cost	7.46%	6.96%	 7.21%
FS-1	Service excellence as assessed by funders will include an increase in the number of referrals	# Referrals	8,193	8,224	 2,497
SE-13	Increase efficiency of payroll process by reducing the number of errors due to internal errors.	% Internal errors/total errors	0.51%	0.23%	 3.72%
SE-14	Increase efficiency of payroll process by reducing the number of errors.	% Errors/paychecks	2.50%	2.25%	 2.39%
SE-16	Service excellence will be demonstrated through efficiently completing work orders for facilities maintenance tickets.	# Work tickets completed/# work tickets	96%	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	76%	95%	 78%
SE-21	Medication administration will be consistent with the guidelines of the delegating nurses as evidenced by	Average score on Nurse's QA list	86.25%	94.00%	 82.81%


	the quality assurance scores.					
SE-4	Track the number of admissions.	# Admissions	7,564	7,512		2,416
SE-5	Track the discharges from services. (1)	# Discharge	7,447			2,412
SE-6	Assure accuracy with Ultipro entries.	% Accuracy rate	99.24%	99.60%		99.67%
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	50.1	50		39.0
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	49	48		33
SE-9	Service efficiency will be increased by maximizing the number of people receiving periodic services and supports.	Census/Capacity	91.66%	95.00%		95.05%
SEI-1	Service efficiency will be increased by maximizing utilization of program capacity	Census/Capacity	92.49%	96.85%		93.70%
SF-10	Continue to develop and expand volunteer base and promote consistency of volunteer activities to benefit Chimes program participants	# Volunteers	127	128		76
SF-11	Service excellence will result in enhanced safety of program participants by reducing the number of injuries.	# Injuries/# Client Days	0.26%	0.05%		0.21%
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	0.61%	0.31%		0.40%
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	0.21%	0.03%		0.13%
SF-16	Effective implementation of behavior management plans will result in a decrease in challenging behaviors	#People < behaviors	33.57%	50.00%		47.95%
SF-17	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%		71.70%
SF-20	Expand and enhance work opportunities for individuals in the work center.	Contract Revenue	\$143,089	\$150,00		\$213,331
SF-4	Service excellence will result in a decrease in the number of citations from regulating entities	# Deficiencies FY10	328	305		107
SF-6	Service excellence will result in compliance with regulations including prompt reporting and investigation of all reportable incidents.	# Substantiated abuse/# incidents reported	10.26%	10.00%		0.00%
SFI-1	Service excellence will result in an increased number of participants	# Participants	14,231	14,447		8,746

SFI-2	Service excellence will result in people receiving medications as prescribed by health professionals.	# Med errors/# Med passes	0.034%	0.000%		0.023%
SFI-3	Improve quality of services for individuals and their employers	# People employed over 1 year	58	59		56
SFI-4	Improve quality of services and stability for individuals and their employers	# People employed over 5 years	28	29		26
SFI-5	Provide effective supports for individuals to promote increased earning capacity.	Average wage	\$6.67	\$6.71		\$6.80
SFI-7	Service excellence will result in people with disabilities becoming competitively employed. (1)	# People Moving to Competitive Employment	12			1
SFI-8	All health services are completed as prescribed by health care professionals.	# Services completed/# Services Due	66%	90%		62%
SS-1	Service excellence will result in satisfied customers - people served	Rating - Customer Survey	82.16%	87.06%		80.61%
SS-2	Service excellence will result in satisfied customers - families/advocates, external case managers/funding entities	Rating - external stakeholders	80.58%	88.64%		87.08%
SS-3	Monitor customer satisfaction by using a Satisfaction Index (1)	# Complaints	130			53
SS-4	Monitor customer satisfaction by using a Satisfaction Index (1)	# Commendations	274			69
WE-2	Retain qualified staff - Nonexempt	% Vacancy- Non exempt	15.86%	9.70%		13.60%
WE-3	New employees will be trained to do their job	% New employee completing mandatory training on time	92.06%	100.00%		98.68%
WE-5	All staff will be trained on time and training related suspensions will be eliminated. (1)	Average Days Suspended	11.13			9.67
WE-6	All staff will follow all regulations to ensure the health, welfare and safety of people served and eliminate suspensions related to abuse, neglect or negative outcomes for people receiving services. (1)	Average Days Suspended	10.00			20.04
WEi-1	Attract and hire qualified staff	# Persons employed	2,573	2,780		2,558
WEi-2	Retain Competent Staff Exempt	Vacancy - Exempt	11.23%	4.02%		7.17%
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	19.99%	19%		4.21%
WF-1	Reduce turnover for non-exempt staff	% Turnover non-exempt staff	37.47%	33.59%		11.04%
WF-2	Reduce turnover for exempt staff	% Turnover exempt staff	13.32%	11.85%		2.81%
WF-4	Provide the resources to support the professional development of employees	# PDPs/# targeted people	95.91%	100.00%		95.31%
WF-6	Increase the effectiveness of the workforce through collaborations with local schools and universities and the use of interns.	# Interns	44	52		4

(1) No target set – metric is for tracking purposes only

Summary

 Target or better was achieved for 45 percent of the goals.

 Status was at baseline or better but did not meet target for 30 percent of the goals.

 Status was less than baseline for 25 percent of the goals.

Chimes Family of Services First Quarter Metrics Review

1. Finance

a. Strengths

- i. Operating within budget
- ii. Revenue
- iii. Worker's comp claims
- iv. Number of donors

b. Challenges

- i. Overtime
- ii. Future reductions in funding

Note: Number of referrals for Chimes Family of Services exceeds target, however those referrals are primarily for behavioral health services. Referrals for core services have declined significantly in Delaware and Maryland.

2. Services

a. Strengths

- i. Client outcomes within range
- ii. Number of days to fill DSP and professional positions
- iii. Contract revenue for facility based employment trending up
- iv. Satisfaction of family members trending up

b. Challenges

- i. Number of deficiencies
- ii. Utilization of capacity
- iii. Satisfaction of people served which may be related to the lack of employment opportunities and contract work because of the economy
- iv. Number of people employed one and five years

3. Workforce

a. Strengths

- i. Turnover of exempt and non-exempt staff
- ii. Percentage of employees completing mandatory trainings is trending up
- iii. DSPs that have been on board for a year or more

b. Challenges

- i. Vacancy rates for exempt and non-exempt staff
- ii. Number of executive mentors
- iii. Completion of PDPs (The total number of PDPs due for the year have not been entered at this time which has resulted in an artificially high percentage of PDPs being completed.)

Trends/Analysis

1. The reduction of referrals, utilization lower than target and budget challenges for states may result in future challenges in operating within budget especially for Maryland and Delaware.
2. Despite unemployment rates increasing, Maryland continues to be challenged in recruiting staff.
3. Turnover is trending down which may be related to high unemployment rates. It may be helpful to implement effective talent management plans to retain staff once the economy recovers.