

## **ADAPT Quality Improvement Plan - 2023**

The Quality Improvement Plan (QIP) is based on data from the annual Outcomes Report and the annual Satisfaction Survey from the previous fiscal year. Additional observations about the activities of the organization are used to determine areas in need of improvement and proposed actions. The target dates cover one year from the date of the write-up of this plan. This is a change from the calendar year time frame so that there is ample time to implement the plan.

A. ISSUE: The turnover rate decreased by approximately 10%, but we have fewer positions due to closing two homes permanently and one temporarily. We continue to experience a staffing shortage, primarily in the Residential program. The night shift is more problematic than the day shift in both counties. There are indicators this could improve over the next year. Many fast-food restaurants are fully staffed and employees receiving less hours. There is also a slowdown in the trailer manufacturing industry in the Sturgis area. These are typically good signs Adapt will eventually begin to have more applicants and new hires.

### PROPOSED ACTIONS:

Administrative Team Members will reinforce with all supervisors the need to approach employees in a supportive manner that allows for training and information to correct areas of weakness. Supervisors need to be fair and objective while enforcing policies and correcting employees, and this needs to be a consistent practice. The County Directors will reinforce this approach with the people they supervise during team and individual meetings and by modeling this approach.

Continue to seek ways to demonstrate appreciation of employees. The anniversary gifts have been upgraded. Administration will continue to look for ways to demonstrate appreciation in smaller, more routine ways.

During the ongoing COVID-19 situation, Adapt's administration has ensured its essential workers have received essential information, been educated on protocols, policy changes, and employee rights. Administration provides necessary PPE for employees and obtained three CLIA waivers to do on-site testing. The administration will continue to stay up to date on government policies and public health information, supplying accurate information and doing everything we can to support employees.

Continue participating in the temporary wage increase for Direct Care Workers for as long as it continues. Current premium pay is an additional \$2.35/hour and is in place through 9/30/2023. Adapt requested an 8% rate increase to pass along an 8% wage increase to Direct Care workers in the Residential program as well as the Home Supervisors, who very often need to work direct care covering shifts. This was done mid-way through Fiscal Year 2021/22, which demonstrates the CMH agencies willingness to work with Adapt on retention efforts.

Continue efforts to hire employees. Regardless of expanded hiring efforts, increased pay rates and larger retention and referral bonuses, Adapt continued to experience a hiring drought. Referral and Retention bonuses continue but were modified due to the significant cost we incurred during FY 2021/22. We are considering special hiring bonuses for the night shift to fill vacancies. Although we have employed many of the following strategies over the past 18 months, we will continue to use them as we anticipate more people returning to work:

Ensure training occurs and additional support is provided to new employees through frequent outreach to the employees and communication with the supervisors who observe new hires on the job.

Assess where Adapt's hiring signs are placed. Replace damaged signs after the winter months.

Utilize Facebook to promote praise and acknowledgment of employees as well as celebrate their work with the people we serve. We are currently utilizing the marketing services of 2<sup>nd</sup> Story Marketing for website redesign and increasing our social media presence.

Reach out to the Michigan Works agency again and develop a contact in the office in each county in an effort to keep Adapt's name in the forefront when Michigan Works employees discuss job prospects with their clients.

Continue to use the *Indeed* job site. Adapt receives more interest by candidates on this site – but few people complete the hiring process through any hiring forum used.

Continue the referral and retention bonus.

Participate in local Hiring Events/Job Fairs. Contact local colleges.

Complete another letter-writing campaign to local Senators and Representatives advocating for permanent wage increases for all Direct Care Workers. We did this last year.

TARGET DATE: 3/31/2024

PERSON(S) RESPONSIBLE: County Directors  
Executive Director  
Home Supervisors  
Training Coordinator  
Human Resources

**B. ISSUE:** Continued development of community employment opportunities for consumers as the industry continues to shift to full community integration.

PROPOSED ACTION:

Continue making regular contacts with area businesses to develop partnerships and increase supported employment opportunities.

Ensure all workshop workers receive the career counseling dictated by the Workforce Innovation and Opportunity Act (WIOA) to promote integrated community employment. This includes “core workers” in the workshop who are currently working at piece rate under the 14(c) Certificate program. Adapt will continue to offer as many choices as possible for people to choose where they would like to work; However, we want to ensure people know community employment is a possibility for them. The Program Excellence Advocate will be redoubling efforts to truly encourage people to consider community employment.

Maintain a strong and collaborative relationship with MRS personnel.

Expand the education of Adapt employees and consumers on employment opportunities available through regular explanation of services and a more methodical approach to disseminating information. Information about community employment opportunities for the people we serve should be discussed in more detail during New Hire training and highlighted in the Adapt newsletter.

The Program Excellence Advocate will meet with consumers on a regular basis and upon intake into services and discuss employment services to expand consumer knowledge of employment opportunities.

Restructure Employment Resources and In-Home Supports personnel so there are adequate resources for Job Development and Job Coaching, as well as accompanying paperwork. This should allow for more people to be served.

TARGET DATE: 3/31/2024

PERSON(S) RESPONSIBLE: Program Supervisor  
Executive Director  
Program Excellence Advocate  
Job Coach  
Job Developer

C. ISSUE: Increase traditional Clubhouse activities that were beneficial pre-Covid time period.

PROPOSED ACTION:

The Clubhouse Supervisor will participate in activities held at Pines that will increase the

Pines' staff knowledge of the Clubhouse to promote referrals and team efforts in planning for members.

Sustain current Transitional Employment (TE) sites and develop new sites, as needed, for members. Continue working with Advisory Board members on TE's and network in the community, as appropriate.

Maintain Clubhouse International accreditation and improve services by adhering to standards and seeking feedback from members. The next Accreditation survey is scheduled for April 2023.

Begin fundraising efforts now that Covid has tapered off and is not an unfamiliar entity. Clubhouse has done car washes and breakfast sandwich sales in the past.

Recruit new Advisory Board members to increase the size of the Board and to replace members who do not realistically have the time to attend meetings.

Hold Advisory Board meetings as scheduled.

Review Clubhouse policies and procedures and update accordingly.

Attend trainings as needed and appropriate. It has been a few years since any Clubhouse colleagues have attended International training sessions.

Reevaluate the schedule and the work-ordered day, along with the current staffing ratio.

TARGET DATE: 3/31/2024

PERSON RESPONSIBLE: Program Supervisor  
Executive Director  
Program Excellence Advocate  
Outlook Colleagues

**D. ISSUE:** Transition from "crisis" mode, from the Covid pandemic to the daily operation of the homes and programs more reflective of pre-pandemic functioning.

**PROPOSED ACTION:**

Full community integration is the expectation of the HCBS rule as well as ensuring individual choice. Adapt is working with funding/referral sources as well as our PIHP (Southwest Michigan Behavioral Health – SWMBH) on making the necessary changes to

ensure compliance. The County Directors will ensure all new directives regarding the HCBS rule are followed by remaining up to date with communications on the topic.

Increase the number of outings, as appropriate, in all homes and programs. Overall, Adapt is serving fewer people in Residential, so the number of hours may not increase, but more outings should be planned to reflect similar levels to pre-pandemic occurrences.

The Branch County day program Supervisor should re-evaluate the types of outings available in the community and how we are using our limited staffing resources. A part-time position may be added if an increase in attendance can be realized.

Covid seemed to lessen the focus of HCBS due to limiting contact with the community in both the Residential and Day Programs. Adapt needs to increase overall community participation as the weather warms up and Covid is less of a health threat.

Review all policies and procedures to ensure current language and requirements.

Increase attention to achievements by persons served by highlighting in the bi-annual newsletter and on Facebook, as appropriate.

Fill the Residential placements to generate adequate revenue for the operations of all programs and ensuring the people served in Adapt programs are cared for according to the expectations of all stakeholders.

Ensure all supervisors have adequate training and support and have periodic reviews about the expectations of their roles.

Provide ongoing and customized training to all employees that will assist them in caring for the people we serve and in working toward Adapt's mission statement.

TARGET DATE: 3/31/2024

PERSON RESPONSIBLE: Program Supervisors  
County Directors  
Executive Director

**E. ISSUE:** Aging homes and buildings need increasingly more attention to remain safe and look presentable, according to Adapt standards. The physical environment is important to the overall quality of services and culture of the organization.

PROPOSED ACTIONS:

Ensure all homes and programs have working equipment in good condition.

Ensure all homes and programs have the indoor and outdoor furniture needed for the comfort of the people we serve.

Assess all homes and buildings for needed repairs and updated paint.

Assess the appearance and functionality of kitchens and bathrooms of all homes/

programs. Prioritize projects based on need and funds available.

Work with Home and Program supervisors on recognizing needed repairs, replacements, etc.

Schedule dumpsters as needed for large clean up.

Ensure employees use appropriate cleaning products and correct amounts, especially on floors and with appliances. Each supervisor should cover these topics in staff meetings and discuss with new hires.

TARGET DATE: 3/31/2024

PERSON RESPONSIBLE: County Directors  
Program Supervisors  
Home Supervisors  
Maintenance Worker  
Executive Director  
Safety Committee Chair