



FY 2009

**Annual
Program
Performance
Report**

July 1, 2008 - June 30, 2009



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HELENA INDUSTRIES MISSION STATEMENT

The mission of Helena Industries, Inc. is to provide vocational and rehabilitative services utilizing real work, related services and individualized resources to empower persons with disabilities to lead productive and fulfilling lives in their communities.

Since 1970, Helena Industries has provided services to persons with disabilities. The purpose of these services is to provide people with assistance that will help them to reach desired goals in their lives, either by providing them with an opportunity to find work at a rewarding job through our vocational programs or assisting them in determining and reaching their life goals through our case management services.

HELENA INDUSTRIES
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FY2009

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DEMOGRAPHICS OF PERSONS SERVED

In FY2009, Helena Industries and Helena Industries Case Management provided vocational or case management services to 892 persons. The following tables reflect the number of persons served by program area and descriptions of persons served by age and gender, ethnicity and a number of other variables:

Count by Program Area	
DDP Community Supports	3
DDP Facility-based Services	83 (+2 from FY2008)
DDP Supported Employment	28
Learning Center	4
VR Supported Employment	6
Physical Disability Waiver	1
Placement Services	29 (+13 from FY2008)
VREE - Community	25
VREE - Facility	15
Work 1st	14 (+4 from FY2008)
Case Management	651 (+39 from FY2008)
Total Inactive in FY 09	33 (app count)

Total Persons Served FY 2009 892 (+58 from FY2008)

<p>*NOTE - The following data represents only the active consumer demographic information at the time this report was written. Also case management services are an entitlement service and</p>

as a result, we do not track group demographic information for that program.
All totals are a non-duplicated count.

Persons Served by Ethnicity FY 2009	
American Indian/Alaskan Native	9
White	147
Hispanic	4

Persons Served by Age FY 2009	
6-17 (Adolescents)	0
18-40 (Adults)	97
41-65 (Adults)	70
66-85 (Adults)	7
86+ (Adults)	0

Persons Served by Gender FY 2009	
Male	90
Female	84

Persons Served by Diagnosis (10 Most Prevalent) FY 2009	
Mild Mental Retardation	62
Moderate Mental Retardation	12
Down's syndrome	8
Seizure disorder	8
Head Injury	6
Depression	10
PTSD	6
Cerebral Palsy	6
Attention-Deficit/Hyperactivity Disorder	6
Hearing Loss	5

Persons Served by Mobility Needs FY 2009	
Uses a cane	7
Uses walker	5
Walks on own	155
Wheelchair	6
Crutches	2

Persons Served by Supervision Needed FY2009	
Assistance for everything	1
Assistance for personal care	8
Line of Sight	41
Never unattended	11
No supervision	82 (-14 from FY08)
Supervision for personal care	5
Alone up to a hour	1
Any time is around food, or anytime leaves work area	1
Supervision in community	3
Knowledge of location	1
Parental	1

2009 ACCOMPLISHMENTS

FY2009 PROGRAM DESCRIPTORS AND PERFORMANCE

JOB READINESS TRAINING

PROGRAM DESCRIPTION

Job Readiness Training (JRT) is a time-limited (typically 30 calendar days) facility-based training experience for persons with few or limited work related skills; especially those who have not worked before or those who have been out of the job market for an extended period. JRT is funded through the Vocational Rehabilitation Program

SERVICES PROVIDED

Job Readiness services provide an employee with intensive training needed to assist them in acquiring a competitive job.

In the JRT program, each person is placed in a facility-based work site. An ongoing assessment is completed to identify skill deficits in a variety of work-related skills and a Vocational Plan is developed and work adjustment techniques are implemented to assist in meeting the goals of the plan.

FY2009 ISSUES

In FY 2009, the agency served a total of eight persons in JRT. This is a consistent number over the last 3 - 4 years and slightly higher than last year's number of seven. Over the past year, given our current work availability, we have found that we can reliably start one new person per month. Despite the small number of persons entering the program, we will continue to offer the service as long as there is a clear referral need.

PROGRAM GOALS AND ANNUAL PERFORMANCE

Primary Measure	Goal Range			2008 Annual Result	2007 Annual Result	2009 Annual Result
Percentage of persons in JRT who complete the program at 80% or more all measures.	70	80	90	100% 7/7	75% 6/8	62% 5/8
Percentage of persons served expressing overall level of satisfaction.	80	90	100	100% 1/1	50% 1/2	100% 3/3

Discussion

Results of measures are generally within expectations. It should be noted that most participants do not complete the satisfaction survey for this very short-term program.

OBJECTIVES FOR FY2010

1. Maintain current numbers of persons entering the program.
2. Increase the percentage of persons completing satisfaction surveys at completion of the program.

WORK SERVICES

SERVICES PROVIDED

Long-term, facility-based or combination vocational services for persons with a developmental disability.

FY2009 ISSUES

The major issue within developmental disability services in FY2009 continues to be the Montana's new rate reimbursement system that has been designed to meet the requirements of the federal Centers for Medicare and Medicaid Services (CMMS) to standardize and equalize provider reimbursement rates. Helena Industries has finished the first year of participation in this system, based on client and staff attendance on an hour by hour basis. Previously, the system was based on a monthly consumer attendance system and the general maintenance of an overall ratio of staff to consumers. These changes have required a substantial redesign of our internal accounting, documentation and program policies and procedures in order to meet the requirements. After a year's worth of effort, we know that the change requires considerable staff time to ensure that the documentation necessary for PSP action steps can be accomplished, that additional staff are needed to ensure that sick leave, vacation and staff vacancies do not result in loss of revenue and the administrative responsibilities needed to complete attendance and billing functions have increased the workload of non-direct support staff as well. As all of the increased documentation requirements will be reviewed by the SURS system (Surveillance and Utilization Review System) of DPHHS, it is imperative that these documentation systems remain consistent and completely operational for every service day to avoid unnecessary revenue loss.

Even with a small hourly rate increase for FY2010, we continue to have concerns regarding the level of the rate that has been established and will be carefully monitoring the effect this rate has upon our ability to provide services while maintaining fiscal integrity.

We have also undergone another significant change for this program with the implementation of the Personal Support Plan (PSP) system. We began implementing the new plan process in the fall of 2007 and have met the system requirements. As stated above, this change has required an extremely

substantial increase in our service documentation procedures as well as changes in the process used to prepare for each person's plan. We are more closely tracking the services delivered to most consumers than we did in the past. In part, we have addressed the documentation issue through the use of an internet-based information management system, Therap, which allows staff to record information in a very organized, efficient manner, turning what would have been an overwhelming task if completed in a traditional paper system, into a process that makes data entry quick and simple and allows for immediate monitoring of the process and result. The process does require substantial effort and monitoring to maintain on a consistent, everyday basis. It is estimated that HI program and production staff spend approximately one hour per day everyday for programmatic data entry functions. This results in more than 6000 hours per year on a duty that prior to FY 2009 was not required.

Another issue is that more than half of all current consumers (56%) say that they would like to have a community-based job and do not have one now. This number continues to go up incrementally with each passing year and remains the single biggest issue we need to address in meeting the desired need of the persons we serve. However, even under the revised funding system for developmental disabilities put into place in July 2008, it is very difficult to place someone into supported employment from facility-based services once rates have been set for an individual. Additionally, the majority of persons expressing interest in community-based employment would clearly be in need of long-term or permanent, high work-time percentage job coaching (an estimate would be that 50% or more of those requesting it would need 80 - 100% intervention), which is provided at a ratio of one job coach to one person served. Facility-based employment services are generally provided at a ratio of 1:2 to 1:7, with the majority of persons receiving 1:5 services. As such, community-based employment is, on average, 5 - 7 times more expensive to provide given the same number of hours worked. Making the equation even more complicated is the fact that the majority of persons receiving facility-based services, who are interested in community-based services, also want to remain in their facility-based employment for the remainder of the work week, if they work less than full-time in community-based employment. Our average supported employment consumer works approximately 19 hours per week in a community-based job. Many of those wanting to work in the community will still need some form of services during the remainder of a typical 30 - 40-hour work week in order to maintain their current quality of life and not dramatically change the lives of their families or residential service provider. HI currently provides daily community-based employment (either as the sole service or as a combination of facility-based and community-based service) to approximately 30 persons with developmental disabilities.

We continue to bring new consumers into supported employment services as staff capacity and individual cost plans allow (4 persons in 2009, 7 persons in 2008, 3 in 2007), but unless and until the DDP offers an increased rate under the new rate system that allows for persons receiving combination services

(facility and community based services) at a level of funding that meets their needs, significant progress towards achieving the goal of working in the community and maintaining a schedule that functions appropriately for their families and or residential services will remain as a work-in-progress.

PROGRAM GOALS AND ANNUAL PERFORMANCE

Primary Measure	Goal Range			2008 Annual Result	2007 Annual Result	2009 Annual Result
	1	2	3	4	4	6
Number of new or ported persons served.	1	2	3	4	4	6
Percentage of IP objectives met.	70	80	90	81% 220/270	90% 256/285	83% 195/235
Number of Work Services consumers placed in SE/Placement.	2	3	4	7	3	4
Percent of consumers who are satisfied with their services.	80	90	100	99% 71/72	99% 80/81	100% 80/80
Average hourly income for employees who have worked for a full year.	\$1	\$2	\$2			
Wood Products				\$2.65	\$2.53	\$2.45
Mail Center				\$2.07	\$1.96	\$2.16
Benchmark				\$2.66	\$2.43	\$2.96
Average income compiled at end of quarter for fulltime employment (minimum of 250 hours).	\$400	\$600	\$800			
Wood Products				\$877	\$870	\$823
Mail Center				\$0	\$433	\$0
Benchmark				\$751	\$780	\$969
Average income compiled at end of quarter for fulltime employment (maximum of 250 hours).	\$150	\$200	\$250			
Wood Products				\$293	\$408	\$314
Mail Center				\$278	\$279	\$248
Benchmark				\$322	\$346	\$435
Number of persons asking to leave Helena Industries.	5	4	3	3	1	1
Percentage of consumer attendance	90	95	100	NA	NA	89.23
Percentage of staff hours above the required level	90	95	100	NA	NA	109%
Percentage of facility and SE ICP funds received	85	90	95	NA	NA	94%

Discussion

The results of the majority of outcome measures for this program have met or exceeded expected results. The following measures bear some discussion.

1. In general, wages were down in Wood Products and the Mail Center and showed an increase in Benchmark. The down turn is, in part, due to the economy in general. The increase in Benchmark wages is due almost entirely to the recently completed sub-contract for the Department of

2. Four persons from Work Services began community jobs in FY2009. This is a good number of folks getting into community services (meets the stated goal).
3. See section later in this report regarding the number of incident reports involving aggression.
4. Persons wishing to “port” to other services. One person requested to and ported their services. This is lower than FY 2008’s number of three.
5. Six persons ported to HI from another agency in the past year.

OBJECTIVES FOR FY2010

1. Work to increase the hourly rate for Work/Day Services at the Legislative level.
2. Continue to address at a systems level, the payment levels for persons receiving both Facility and Community based services.
3. Continue to seek consistent work opportunities for facility-based service programs in all production areas.
4. Continue to find ways to become more efficient in maintaining PSP and DDP billing documentation requirements.

EXTENDED EMPLOYMENT

SERVICES PROVIDED

Persons work and receive training for an indefinite period in one of the three facility-based production areas or in community-based supported employment.

FY2009 ISSUES

This program operates through a contract between Rocky Mountain Rehabilitation (RMREE) (the contractor) and the State of Montana Vocational Rehabilitation Program (funder). Helena Industries subcontracts with RMREE for service provision. The funding for the program is limited and persons in the service are generally in need of long-term services.

PROGRAM GOALS AND ANNUAL PERFORMANCE*

Primary Measure	Goal Range			2008 Annual Result	2007 Annual Result	2009 Annual Result
Number of persons who graduate EE services.	1	1	1	NA	NA	2
Average hourly income for EE (Facility-based) employees who have worked for full year.	\$1.30	\$1.80	\$2.30			
Wood Products				\$2.56	\$2.73	\$2.76
Mail Center				\$2.77	\$2.35	\$3.70
Benchmark				\$3.34	\$2.94	\$3.53
Average income for EE Sheltered Employees at end of quarter for fulltime employment (minimum of 250 hours).	\$800	\$900	\$1,000			
Wood Products				\$999	\$875	\$1004
Mail Center				\$914	\$833	\$204
Benchmark				\$1144	\$813	\$620
Average quarterly income for EE Sheltered Employees for fulltime employment. (maximum of 250 hours).	\$150	\$200	\$250			
Wood Products				\$287	\$440	\$311
Mail Center				\$193	\$188	\$412
Benchmark				\$327	\$240	\$487
Percentage of consumers who are satisfied with their jobs.	80	90	100	100% 7/7	100% 9/9	94% 15/16

*NOTE - Above data is in reference to persons receiving facility-based services. Data regarding persons in community-based services is a part of the supported employment section.

Discussion

The results of the measures meet or exceed outcome expectations.

OBJECTIVES FOR FY2010

1. Continue to meet the contractual obligations of RMREE to maximize contract income.

LEARNING CENTER

SERVICES PROVIDED

This unfunded program is designed to assist persons with meeting identified educational goals. Curriculum areas include, reading improvement, math skills, basic computer usage, spelling, budgeting, and assistance with preparing for the written portion of the Montana driver's license test. Services are individualized to the specific needs of each individual. Additionally, small contract activities occur in this area, including shredding preparation.

FY2009 ISSUES

In September of last year, the staff person previously responsible for the operation of the Learning Center was hired into another position within the agency (Assistant Director of Programs - Facility). This has been a very successful move, but has resulted in a substantial decrease in the amount of time available to conduct training through the Learning Center. Numbers of persons served in the program and number of hours per week have been substantially reduced as a result. Small contract efforts (e.g. shredding) previously conducted as a function of the Learning Center have been taken over by staff from Work 1st.

PROGRAM GOALS AND ANNUAL PERFORMANCE

Primary Measure	Goal Range			2008 Annual Result	2007 Annual Result	2009 Annual Result
Percentage of Learning Center consumers who are satisfied with services.	80	90	100	100% 12/12	100% 16/16	100% 6/6
Number of persons participating in educational programs.	10	12	15	9	8.75	12
Number of hours of educational training provided per week for person.	5	7	9	8.5	8.875	4.3
Percentage of persons who start services after referral within 90 calendar days of referral and an available opening.	50	60	70	21% 6/28	18% 4/22	0% 0/2

Discussion

Although reduced in hours and long-term participants in FY2009, the Learning Center continues to be an important service offered to persons served throughout the agency. Any enrolled person is eligible for services. The program is not directly funded by any of the funding agencies.

The program is only marginally operational at present due to other responsibilities of the staff person previously assigned to it and there is little chance that we will hire additional staff to provide this service in the foreseeable future. The desire to continue the program exists on the part of the agency and it is likely that some limited portion of the program will remain, if it can be maintained in the work schedule of staff.

As to the percentage of persons beginning services within 90 days of referral, we have noted a dramatic decrease in the number of persons being referred to the Learning Center as a result of the staffing changes.

OBJECTIVES FOR FY2010

1. Maintain the existence of the Learning Center program at a yet-to-be determined level.

SUPPORTED EMPLOYMENT

SERVICES PROVIDED

Supported employment services are designed to match a person seeking employment with a community-based job and provide them with ongoing assistance in the form of regular contact with an employment specialist to ensure that they become and remain successful in their position. The services provided can best be defined as doing whatever is necessary to meet the current need of the employee and ranges from regular meetings to discuss possible issues to directly assisting the person on the job to learn and complete the required tasks. Supported employment is time limited in the Vocational Rehabilitation system, but is often provided indefinitely to persons with a developmental disability or those in the Vocational Rehabilitation Extended Employment community program.

Helena Industries provides Supported Employment to persons referred through the Vocational Rehabilitation Program, Vocational Rehabilitation Extended Employment and the Developmental Disabilities Program through the efforts of 4.25 FTE Employment Specialists.

FY2009 ISSUES

The most significant issue affecting the Supported Employment program remains the rate structure for this service from the Developmental Disabilities Program. The current rate structure, combined with the inherent demands of this service (frequent need for "crisis" based level of services to maintain employment, frequent need to change number of hours needed from a job coach to provide the service, relatively frequent loss of jobs or major schedule changes, low number of hours worked by consumers, frequent need to return to facility-based employment as a result of job loss, DDP requirement that persons looking for new employment do so through the Vocational Rehabilitation system), has made it difficult to add additional persons to the service.

PROGRAM GOALS AND ANNUAL PERFORMANCE

Primary Measure	Goal Range			2008 Annual Result	2007 Annual Result	2009 Annual Result
Number of persons started in Supported Employment (DD, 6B, VREE, Private).	2	4	6	3.3 per quarter	4 per quarter	3.5 per quarter
Number of placements for Supported Employment consumers.	13	18	23	30	21	10
Average gross weekly salary for VR/VREE SE.	\$70	\$85	\$100	NA	NA	\$179.77
Average hours per week for VR/VREE SE.	12	15	20	16.18	19.54	22.59
Number of consumers enrolled in Job Class.	5	7	9	6.25	7.25	8
Percent of consumers satisfied with supported employment services.	80	90	100	100% 48/48	96% 48/50	100% 52/52
Average gross weekly salary for DD SE.	40	50	60	NA	NA	\$94.89
Average hours per week for DD SE.	12	15	20	NA	NA	13.32
Percent of persons who are placed in a job within 120 days of referral.	50	60	70	78% 18/23	73% 8/11	50% 5/10
Number of persons whose attitudes or opinions have changed because of contacts with job coaches and persons served.	4	6	8	8 per quarter	9 per quarter	7 per quarter
Number of facility-based persons waiting for SE services	55	45	35	46	36	46
Percent of employers satisfied with supported employment services.	80	90	100	100% 22/22	100% 13/13	NO DATA

DISCUSSION

The results of the measures tracked are generally in line with or exceed the goal. We had a small increase in the number of people with developmental disabilities receiving supported employment services. We will continue to try to address this growing need as our service capacity and funding allow.

OBJECTIVES FOR FY2010

1. Continue to add persons with developmental disabilities to the supported employment program as possible given staffing and cost plan limitations.
2. Continue to meet the contractual obligations of the VREE program related to numbers of persons served in order to optimize program revenue.

PLACEMENT

SERVICES PROVIDED

The goal of the placement program is to assist service recipients in identifying, obtaining and maintaining competitive employment commensurate with their vocational skills, interests and abilities. The service is limited to assisting them with obtaining a position and providing general assistance to the employee and employer for up to 90 days after placement.

Services are provided through the efforts of one full-time Placement Specialist.

FY2009 ISSUES

The program continues to perform well without significant issues due primarily to the performance of the Assistant Director of Programs - Community, Kerrie Reidelbach, who functions as the staff person for the program. Due to a change in operation by the Veteran’s Administration with all services moving to a regional delivery system subcontracted from a national provider, we stopped providing our previously limited services to veterans in FY2009. We understand that this system may be changing and that it may become possible for us to work with the local VA office to assist them in finding employment for veterans with severe disabilities.

PROGRAM GOALS AND ANNUAL PERFORMANCE

Primary Measure	Goal Range			2008 Annual Result	2007 Annual Result	2009 Annual Result
Number of persons started in placement	36	40	44	28	32	36
Number of consumers placed on jobs in the community.	25	30	35	38	37	31
Number of successful closures (“26’s”)	20	23	25	22	22	20
Number of consumers placed in WE, off-site situational assessment, volunteer placement.	10	12	15	17	12	12
Average gross weekly salary at time of follow-up.	\$170	\$185	\$200	\$204	\$335	\$264
Percentage of consumers satisfied with placement services.	80	90	100	100% 4/4	100% 7/7	100% 5/5

Discussion

The results for the Placement program for FY2009 are generally within the range of anticipated. The program remains successful and without major issues.

OBJECTIVES FOR FY2010

1. Continue to maintain current outcome goals.
2. Continue to seek out additional employer resources.
3. Continue discussions leading to a return to service provision with the Veteran’s Administration.

WORK 1st

SERVICES PROVIDED

A combination of long-term facility and community-based vocational services for persons with a developmental disability who have more significant adaptive and behavioral needs.

FY2009 ISSUES

Work 1st provides services primarily to persons with developmental disabilities and, as such, is affected by the same issues identified earlier in this report concerning the rate redesign changes and the new Personal Support Plan process. The effect of these changes, potentially, are even more pronounced in the Work 1st area than the rest of the DDP-funded programs, as the level of support required to provide successful services to these persons is significantly higher than those provided to persons in our Work Services program and as a result, significantly more costly to provide. (In general, all persons in Work 1st receive a 2:1 consumer to staff ratio, in all other area of facility-based services the ratio is at least 3:1 and the vast majority of folks are 4:1 or 5:1.)

PROGRAM GOALS AND ANNUAL PERFORMANCE

Discussion

Results of primary measures meet or exceed expected results. This program

Primary Measure	Goal Range			2008 Annual Result	2007 Annual Result	2009 Annual Result
	Number of persons served through the end of the year.	7	8	8	10.5	9
Percentage of IP objectives met.	80	90	100	86% 25/29	92% 23/25	97% 32/33
Percentage of persons satisfied with Work 1 st services	80	90	100	100% 10/10	100% 9/9	100% 13/13

continues to be extremely successful in meeting its mission of providing a vocationally oriented service for persons with very significant needs.

OBJECTIVES FOR FY2010

1. Continue to provide successful, high ratio facility and community services.
2. Maintain PSP action documentation through the use of Therap.

CASE MANAGEMENT

SERVICES PROVIDED

Case management is the first step in accessing services for adults with a developmental disability. Case management links and coordinates service delivery systems for persons with developmental disabilities. Case management ensures that a comprehensive program for meeting individual needs is developed and implemented by assisting individuals to gain access to any needed (including residential and employment) services and to monitor those services to ensure quality and appropriateness.

PROGRAM GOALS AND ANNUAL PERFORMANCE

Case management includes the organizing, coordinating and directing of services to meet the needs of an individual through evaluation, planning, monitoring and follow-up. Case management does not provide direct care services but can assist with accessing these services.

Primary Measure	Goal Range			2008 Annual Result	2007 Annual Result	2009 Annual Result
Number of persons served through the end of the year.				602 (mean)	566 (mean)	642 (mean)
Percentage of persons directly met (6x per year in service 4x per year not in service).	95	95	95	NA	NA	72% 48%
Number of days between referral for services and initial contact.	7	5	3	1.05	4.25	1.29
Percentage of persons served with a contact "on behalf of" in a 2 month period.	95	95	95	99%	98%	99%
Percentage of consumer screening referrals completed	100	100	100	NA	NA	70%
Percentage of files that contain all required information.	25	35	45	61% 359/586	37% 202/546	53% 388/597
Percentage of persons satisfied with case management services.	80	90	100	97% 347/353	97% 335/347	96% 378/392

FY2009 ISSUES

The most significant issue facing case management in FY 2009 was the mid-year imposition of a new 15 minute contact recording requirement through the Developmental Disabilities Program. In the past, the contact requirement was a minimum of one contact per month and requirements related to meeting minimum annual face-to-face contacts and contacts could be "on-behalf- of". The new system requires a minimum contact requirement of 17-19 documented fifteen minute periods per day, every day, to result in the same revenue level. This system follows other system changes that require the case manager to manage the Individual Cost Plans for all persons on their case loads and to have additional responsibilities for the creation and maintenance of the Personal Support Plan which was instituted in FY 2008. The combination of these changes has resulted in a dramatically increased workload for state and private case managers alike.

On a positive note, caseloads remained somewhat reduced from a high of approximately 45 per casemanager in FY07 and administrative staff positions were put in place in those offices previously without them. In addition, case manager supervisors in Butte and Great Falls had their caseloads eliminated allowing them to spend all of their time on monitoring the efforts of casemanagers.

Currently the Helena Industries case management program consists of the following:

There are a total of four offices in two different regions of the state (Region II and Region IV) in the cities of Bozeman, Butte, Anaconda and Great Falls.

Staffing for HICM consists of:

Case management Director (Bozeman)

Twenty-two casemanagers (totaling 19 FTE's)

Two casemanager supervisors (Butte and Great Falls).

Discussion

All results of measures are within the expected range for the year with the exception of the DDP requirement that persons in services be seen a minimum of four times per year in person and persons on the waiting list for services be seen a minimum of two times per year in person. In neither case does this requirement count the number of times the casemanager has a contact on behalf of the person or a non face-to-face contact. In FY 08, this requirement increased to six direct contacts a year for those in services, and four direct contacts for those without services. Case managers will be required to meet this at 100% in FY09 which is higher than the 95% expected for FY09. Also in FY10, case managers will be required to have a contact for or on behalf of each consumer at least once in every 3 months, a change that became necessary when expectations in the federal case management rule of tracking fifteen minute intervals created a "response type" of case management, rather than a monitoring system. In addition, FY10 will bring new tracking responsibilities due to changes imposed by the Centers for Medicaid and Medicare (CMS).

It should be noted that the goal related to the percentage of files containing all required information requires that EVERY item be present and up to date for a file to be considered complete.

OBJECTIVES FOR FY2010

1. **Satisfaction of services:** Maintain or increase current level of consumer satisfaction with case management services.
3. **Effectiveness:** Each consumer in services will have 6 face to face contacts and each consumer on the waiting list will have 4 face to face visits for consumers on the waiting list or with case management only.
4. **Efficiency:** Maintain or decrease the current time between initial contact from a new consumer requesting services and response by a case manager.
5. **Effectiveness:** Maintain the percentage of consumers that have a contact for or on their behalf at least once in a 3 month period. (Every consumer will have a contact on their behalf at least once a quarter.)
6. **Effectiveness:** Maintain or increase the current percentage of consumer files that have 100% of the required information in them.
7. **Effectiveness:** Maintain or increase the percentage of completed referrals to assure opportunities for screening.

- 8. Satisfaction of services: Maintain completion of actions steps assigned to case managers.
- 9. Effectiveness: Maintain compliance with DDP quality assurance review.

FY2009 SATISFACTION DATA

A separate, in-depth report of satisfaction data reviewing each program area results in detail is available by contacting Greg Olsen, the Director of Programs at greg@helenaindustries.org or at 442-8632 or the report is also available on the Helena Industries website at www.helenaindustries.org.

FY2009 COMPLAINT REVIEW

2009 COMPLAINTS			
	Case Management	Helena-based services	Total
# of Complaints	2	1	3

FY09 COMPLAINT ANALYSIS

In FY09, there were three complaints filed with the agency.

The agency defines a complaint in one of two ways. The first is an issue that a person receiving services or their guardian considers unresolved after their primary staff person has attempted to address the issue and the person served wants to elevate the issue to the next step in the agency complaint process. This step would typically involve an Assistant Director of Programs, the Director of Programs, the Director of Case Management or the President/CEO. The second is any person having an issue with any action by the agency or its staff that is brought to the attention of management staff with a desire for a specific resolution.

The only identified complaint in FY 2009 for Helena-based services was from a Work Services consumer who was unhappy with not receiving supported employment services. At issue was the contention of the consumer that they wanted supported employment services in a particular type of employment and our belief that the person was not ready for community employment in the type of employment requested. We thoroughly reviewed the situation with the consumer and their team, meetings concerning the services were held and a decision to port from services to another agency was ultimately made. We reviewed our policies related to supported employment because of this issue and discussed some possibilities, but did not make any changes as a direct result.

In FY09, there were two requests to change case managers. HICM policy is to honor those requests regardless of the reason. Investigation of these requests is only completed if there the complaint in the process involves some type of inappropriate behavior on the part of the case manager. In these two instances the changes were made more as a matter of comfort level of the consumer and family as opposed to any claim of wrongdoing or inappropriate behavior. The requested changes were made.

FY2009 INCIDENT REPORT REVIEW

2009 Incidents	Medical/ Seizure	Injury	Aggression	Sexually Related	Other	Outside HI	Total
# Incidents	9	34	55	6	39	8	151

FY 2009 Annual Incident Review and Analysis Narrative

REVIEW OF INCIDENTS

During FY 2009, there were 151 incidents (up from 128 in FY08, 94 in FY07, 61 in FY06 and 65 in FY 2005) recorded involving persons receiving services through Helena Industries. Of these, 143 were incidents that occurred while the person was receiving services through HI. (The remaining eight incidents occurred outside of Helena Industries property and outside of the time that the person involved was receiving services through the agency. Typically incidents of this sort are not recorded in a Helena Industries incident report, but we do report incidents for persons served who have no residential services if we are aware of them and if the incident could impact the person’s vocational status.)

A simple comparison of the total number of incidents for the five-year period would appear to present a concern, with a more than a 100% increase in number from FY05. A more in-depth analysis of the incidents and changes in agency policy and procedure, however, proves that concern largely unnecessary.

There are three primary reasons for the increased number of reported incidents.

The first is that three years ago we began the process of writing incident reports for each person involved in an act of physical aggression in which contact was made, regardless of whether or not any injury occurred. In 2009, this accounted for 19 “victim” reports.

The second reason is an increase in the number of injury related incidents (34 in 2009, 22 in 2008, 14 in 2007). In addition, we started a new category in FY09 called “Accident No Apparent Injury”, accounting for 8 incidents, in which from the onset of the incident there was no report or evidence of an injury whatsoever, but it was considered prudent to report the incident. We are very

Careful to document all incidents in which there is an accident, including those in which an injury is possible but may not be apparent at the time, to ensure that those persons who need to know about the welfare of the person receive that information and can observe for a possible injury across the next hours and days.

Injury incidents ranged considerably in severity from persons falling/tripping without any immediately identifiable injury to someone leaving the facility without permission on an extremely frigid day and getting severely frostbitten fingers recovering extensive medical treatment (complete recovery). Eight of the injury incidents required treatment from medical personnel. None required admission to a medical facility. More than half ultimately required no medical attention of any kind.

The third reason to consider relates to incidents of aggression against another person. There were 55 incidents of aggression, up from 48 in FY2008. We document any incident in which a person served verbally threatens or has any form of purposeful physical contact, regardless of the severity. There were no injuries requiring medical treatment from aggressive incidents in FY2009. Additionally, it should be noted that, three persons served were somehow involved in 21 of the 51 aggressive incidents for the year.

The result is that while the overall number of incidents is up from previous years, a significant portion of the increase can be attributed to a lowering of the threshold of what constitutes an incident and therefore what type of occurrence requires the creation of a report.

INCIDENT TRENDS

There are no specific trends identifiable in this year's data, other than those mentioned above for the three persons served. (It should be noted that one of these three persons did not have an incident for the last six months of the fiscal year, due to a successful behavior intervention.) No other person had more than a total of five incidents, of any type/subject, during the year. In addition, there are no identifiable agency-wide safety issues to address (falls continue to be an issue of some concern, but the locations of the falls this year and the persons involved are different enough that there is no identifiable trend).

Finally, although it does not represent a trend, there were six incidents involving some form of sexual activity that occurred while the person was involved in services. That is the highest annual number recorded for this type of incident in recent memory. Incidents ranged in severity from an accusation by a consumer against another consumer that inappropriate comments were made to them (which ultimately proved to be false) to an instance of a consumer having inappropriate physical contact with another consumer while the victim was working at their community job. All incidents were dealt with

appropriately, involving investigation by Adult Protective Services (APS) as required and, in one instance, involving the criminal justice system. There were no persons with more than one incident of this type for the year.

ACTIONS FOR IMPROVEMENT

Agency efforts to reduce incidents range from an active safety program to reduce work-related injuries (includes monthly safety meetings in all work areas, ergonomic exercises for possible repetitive motion injuries in the textile area, monthly safety inspections by HI staff and annual external inspections and training by the Helena Fire Department and the Montana State Fund). We continue to provide training for staff in 1st Aide, CPR, Mandt behavior management, an on-line training program for all direct care staff through the Developmental Disabilities Program (College of Direct Support) and State of Montana medication delivery training for staff who deliver medications. Finally, HI staff are in frequent contact with planning teams of persons who have behavioral, medical or other issues in order to assist in providing supports necessary to resolve these issues to the degree possible.

All incidents involving persons funded through DDP are reported to the Developmental Disabilities Program in a weekly meeting attended by the Director of Programs, the appropriate Assistant Director of Programs, the Safety and Maintenance Manager and the CEO and DDP staff (Quality Improvement Specialist and a DDP case manager) in which all incidents from the preceding week are reviewed and discussed as to possible ways to resolve any issues, possible causes, the need for planning teams to meet to discuss and resolve medical, behavioral or other concerns. Additionally, all incident reports are provided in real time to DDP staff and case managers through our internet-based information management system, Therap, and are mailed within 24 hours of occurrence to other planning team members who do not have Therap access.

RESULTS OF PERFORMANCE IMPROVEMENT PLANS FOR FY 2009

1. Monthly safety checks of facilities by Safety and Maintenance Manager were completed and safety issues identified were addressed. Monthly safety meetings in all production areas were completed addressing items specific to each area.
2. Daily ergonomic exercises occur in Benchmark to reduce sewing-related repetitive movement injuries.
3. Annual external safety inspections by Montana State Fund and Helena Fire Department occurred and items found as a result of the inspections were corrected, including the purchase of a system to enclose the top of scaffolding used in Wood Products and the installation of a railing system in the areas in the Wood Shop used to store supplies. Measures put into place in FY2008 to reduce noise levels in the Wood Products remain in place (mufflers on nail guns, sound dampening materials on several machines, requirements for use of ear plugs and/or muffs). In addition, the replacement of the saw blades on the "gang saw" with another

4. Staff received training in 1st Aide (all program and production staff), CPR (all program and production staff), Mandt (all program and production staff), State of Montana medication delivery (as identified for specific program staff), the Developmental Disabilities Program sponsored College of Direct Support (Tier 1 and Tier 2) were completed for all part-time and full time staff providing direct support services. Mandatory forklift training was begun for all staff whose job responsibilities include operation of the forklift. A Helena Industries staff person became a MANDT instructor to allow us to have more flexibility in scheduling this training.
5. Weekly Incident Management Committee meetings were held to identify possible causes of and solutions to incidents.
6. Planning team meetings to coordinate between team members in addressing incidents was completed for several persons with both behavioral and medical needs.

PERFORMANCE IMPROVEMENT GOALS FOR FY 2010

1. Continue monthly safety checks of facilities by Safety and Maintenance Manager.
2. Continue monthly safety meetings in all production areas
3. Continue daily ergonomic exercises in Benchmark
4. Continue annual external safety inspections by Montana State Fund and Helena Fire Department.
5. Continue staff training in 1st Aide, CPR, Mandt, State of Montana medication delivery, abuse and neglect, HIPAA, on-line direct support professional training through the College of Direct Support and selected video safety refreshers sessions.
6. Continue weekly Incident Management Committee meetings to identify possible causes of and solutions to incidents.
7. Continue to call for team meetings to coordinate between team members in addressing behavioral incidents.

FY2009 ACCESSIBILITY PLAN REVIEW AND ISSUES

Helena Industries maintains a comprehensive accessibility plan (available on request) that is created and coordinated by a staff committee. The plan reviews potential and existing barriers related to accessibility and determines the means and timelines by which the issue will be addressed.

Areas of accessibility that the plan covers are:

Physical Access Issues
Program Access Issues
Environmental Issues
Transportation Issues
Communication Issues

Financial Issues
Employment Issues
Attitudinal Issues
Individual Issues

Highlights of barriers that have been addressed through the plan in FY 2009 include:

TRANSPORTATION BARRIERS

The agency remains interested in improvements to the crosswalk at the corner of Helena Ave and Roberts Street, increasing the level of safety for persons served at Helena Industries, including persons in wheelchairs. These improvements are likely to occur as a result of inclusion into a project to build a new HATS bus transfer/office building on Gallatin Ave which includes ADA improvements to the area (sidewalks, crosswalks, etc.). Project completion is dependent upon funding. In addition, Helena Avenue is being considered as a part of the City's Centennial Trail linking Spring Meadow Lake State Park with the major shopping areas east of town. If this occurs, it will make Helena Avenue a designated bike/ped route.

The Director of Programs remains as a member of the City of Helena Non-Motorized Transportation Advisory Council. The purpose of the committee is to propose improvements to the City Commission regarding non-motorized transportation alternatives, most particularly to improve safety of pedestrians and bike users.

PROGRAM BARRIERS

The agency continues to support the efforts of PEERS, a local advocacy agency. The Director of Programs and the Assistant Director of Programs - Facility are Board members of the organization. The agency continues to support the efforts of the local People 1st self-advocacy organization with logistical (allow staff member who is also a PEERS employee to make work schedule alterations to accommodate PEERS activities) and financial/staff support (HI management team members and staff have been the cooks for PEERS 2 day adult camp for eight years).

ATTITUDINAL BARRIERS

The agency continues its practice of tracking community attitudinal changes brought about as a result of our contacts with community members. Staff are asked quarterly to report on interactions that they have had during that time period that represent a change in the attitudes of community members towards persons with disabilities in the community. In FY09, staff reported a total of 31 interactions.