

# Comprehensive Systems, Inc.

## 2010 Organizational Profile

Comprehensive Systems, Inc. is a 40-year-old, private, non profit, community-based corporation whose mission is to support individuals with special needs in north Iowa. The organization was developed in 1970, by parents, to meet the needs and desires of individuals served, and continues today to maintain that priority. A wide range of services are provided in Charles City, Elma, Osage, Mason City, New Hampton, Cedar Falls, and Waterloo. Our consumer base comes mainly from the local counties. (Attachment: 1:a) Comprehensive Systems provides services for all age groups. The primary services delivered are to individuals with intellectual disabilities, but services are also provided to individuals with other limitations. (Attachments: 1:b - 1:e.2)

The leadership team consists of the Executive Director, Jack Brown, and the Executive Committee, comprising the upper level management staff. The Executive Committee meets regularly with the Board of Directors to set the mission and the direction for the organization.

The Board of Directors consists of five individuals representing a variety of professions and geographic communities. An effort is made to maintain a gender balance with board members. Members can serve up to two consecutive 3 - year terms.

In order to stay on the cutting edge of service provisions and trends, Comprehensive Systems, Inc. does networking with similar agencies, as well as participating in local, state, and national organizations. The agency continuously evaluates management structure and committee structure to ensure efficiency.

Comprehensive Systems, Inc., is accredited by CARF, the Commission on Accreditation of Rehabilitation Facilities. In May of 2009, a three-year accreditation was earned in the following:

- Employment Planning Services
- Employee Development Services
- Organizational Employment Services
- Community Employment Services
  - Job Development
  - Job Site Training
  - Job Supports
- Community Housing
- Community Integration
- Respite Services
- Supported Living

Comprehensive Systems owns facilities that are licensed and operated under the Iowa Department of Human Services (DHS), Iowa Department of Inspections and Appeals (DIA), and the Iowa Department of Health. In addition to licensing requirements, three facilities are also governed by the requirements of the U.S. Department of Housing and Urban Development.

Comprehensive Systems, Inc. has a \$16,000,000(+) operating budget, which is funded primarily with federal dollars but also receives dollars through county and state funding streams. In addition, the agency receives contract revenues through our vocational programs and sales revenues through our "used goods" stores. Our expenses are controlled through a purchase order system and monthly budget reviews are monitored by management. (Attachment: 2:a - 2:a.1)

Management staff lead the fund-raising and public relations for the organization. Presentations to service groups and businesses promote public awareness and develop fund-raising opportunities. The Annual Comprehensive Systems, Inc. Benefit Golf Tournament, and The Holiday Campaign were highly beneficial in 2010. Grant writing has been successful in obtaining some needed equipment for our facilities. Success in this area is essential for long term financial planning.

The Code of Ethical Conduct outlines specific areas of responsibility for staff members, Board of Directors, volunteers, business associates, business/finance practices, treatment of persons served, treatment of community members, and marketing activities.

The leadership of Comprehensive Systems, Inc. is aware of and fully committed to the need to prevent and detect fraud, waste, abuse, fiscal mismanagement and misappropriation of funds. The Corporate Compliance Program provides regular monitoring and helps ensure conformance with all legal and regulatory requirements.

## **Employee Participation**

Comprehensive Systems, Inc. has more than 500 staff members throughout the organization. Approximately 100 of these work in an administrative capacity with positions including executive, management, nursing, clerical and maintenance (Attachment: 3:a & 3:b). The balance of employees are Direct Support Staff (DSS), who provide the hands-on supports and training with the individuals who receive services throughout the organization. These positions include residential DSS, vocational trainers and dietary staff (Attachment: 3:c). Administrative positions are full-time. DSS positions consist of full and part-time shifts. Full-time positions are desirable to some; others prefer part-time employment. Staff have an opportunity to pick up extra hours in their primary work areas as well as other areas in which they have been trained. DSS have the option of joining the United Food and Commercial Workers International Union (UFCW) and are covered under the Collective Bargaining Agreement. Comprehensive Systems is an equal opportunity employer and complies with all ADA and OSHA regulations. Employment policies are written in accordance with the Department of Labor.

Females comprise a majority of the workforce. Administrative positions have a range of qualifications depending on the position. Staff holding these positions have qualifications ranging from a GED or high school diploma with background experience, to a Master's Degree. Requirements for employment at Comprehensive Systems include successfully passing a background check for criminal and abuse history, a lift test, a physical examination and a TB Mantoux test. Also, employees must be able to speak, read and write the English language, meet the essential functions of the job, and abide by the organization's mission, policies, procedures and code of conduct. All staff employed by Comprehensive Systems are provided initial orientation and on-going training. Training is based on the position requirements and may include, but is not limited to: Corporate Compliance, Physical Intervention Alternatives (PIA), CPR, Child and Dependent Adult Abuse, Sanitation, Blood Borne Pathogens, Material Safety Data Sheets (MSDS) and Back Safety.

Providing quality services is of utmost importance to the organization. Maintaining appropriate numbers of quality staff is vital, but continues to be a challenge. The plans are constantly changing to meet the needs of the current employment climate. (Attachment: 3:d & 3:e) Comprehensive Systems recruits quality staff, promotes from within, provides benefits and focuses on employee satisfaction. Comprehensive Systems provides services 24-hours-a-day, seven days a week and 365 days a year. The design of work schedules and jobs are critical; when designing jobs, input is gathered from all stakeholders involved. This allows for creativity and flexibility for employees. Comprehensive Systems makes it a priority to assure employees are valued. All of these practices encourage initiative and innovation.

Staff are very involved with conferences, committees, and associations, both state wide and nationally. In order to stay current with changes in regulations, standards, and other trends that may be occurring in the health-care field, Comprehensive Systems staff members communicate with other service providers, and develop relationships with the regulatory agencies.

Key performance measures reviewed include, but are not limited to, open shifts, staff retention, staff turnover, staff recruitment and employment data. (Attachment: 4:a) To ensure that services delivered meet key performance requirements, staff implement program plans and maintain a safe and comfortable learning environment for the consumers. Management staff monitor service delivery through supervision, observation, and review of documentation to determine whether services delivered reflect the agency's mission, policies and procedures, along with the licensing regulations and standards. The Risk Manager and nurses coordinate health services and ensure staff follow-up on medical needs. (Attachment: 4:b , 4:c & 4:c.1 & 4:c.2) Management staff coordinate efforts with the business office and budgetary staff to meet financial obligations. Maintenance department staff assist with safety, housekeeping and accessibility needs as they arise in each area.

Comprehensive Systems Inc. has a very thorough orientation and training program for new employees. Managers and supervisors encourage and motivate employees to develop and utilize their full potential through various methods. A reward's system is in place to recognize and reward staff for picking up extra hours. Staff have the opportunity to earn an attendance bonus each quarter. (Attachment: 4:d) Annual staff evaluations provide feedback on performance as well as establish personal goals for the next year. Staff have many opportunities to belong to provider organizations and attend various workshops. Financial incentives are provided for staff with ten years and more of service. Managers and supervisors allow for staff input in the decision-making process.

Specific characteristics and skills needed by potential employee employees depend on the type of position that is available. Job descriptions have been developed for each position. Descriptions include essential functions of the job, education, experience, training requirements, and background checks. Recruiting new employees is done through advertising over the web site, in the newspaper, and on radio and television. (Attachment: 4:e - 4:g) Many employee referrals are obtained by word of mouth.

## **Residential, Vocational, and Day Services**

Residential supports provided include: Intermediate Care Facility for Persons with Intellectual Disabilities (ICF/ID), Residential Care Facility for Persons with Intellectual Disabilities (RCF/ID), Supported Community Living (SCL), Respite, and Habilitation. (Attachments: 5:a, 5:a.1, 5:a.2) Each individual served has an annual program plan meeting with the interdisciplinary team. Goals that the individual would like to work on are discussed and determined.

ICF/ID was developed for children and adults who need a ongoing, high-level of care with 24-hour supervision. Medical supports are provided and social skills and daily living skills are taught in a homelike environment. The total number of ICF/ID licensed beds is 93. (Attachment: 5:b & 5:d.1)

RCF/ID services provide a structured environment for adults, who require minimal support and supervision in completing activities of daily living. Nursing and other professional services are provided based on the individual needs of the consumer. SCL is a service component for individuals living in our RCF/ID programs. (Attachment: 5:c & 5:d.1)

Comprehensive Systems, Inc. provides an array of services to children and adults in their homes and communities under the Home and Community Based Services (HCBS) program. These services include SCL, Respite, Home and Vehicle Modification, Pre-Vocational (Pre-Voc.) Services, and Day Habilitation (Day Hab).

SCL services are provided according to the individualized consumer needs as identified in his/her Individualized Comprehensive Plan (ICP). The basic components of the services include, but are not limited to, personal and home skills training services, individual advocacy services, and community skills training services. (Attachment: 5:d & 5:d.1)

Respite services are those services provided to consumers who are living with other caretakers. Respite is short-term relief services provided in the absence of the family or legal representative who normally provide the care. These services are generally provided when the primary caretaker needs a break.

Home and vehicle modification is a service that allows physical modifications to the consumer's home environment and vehicle. These are necessary to provide for the health, welfare, and safety of the consumer, and enable the consumer to function with greater independence in their home or vehicle. Comprehensive Systems, Inc. contracts with other providers to coordinate these services.

Pre-Vocational services are services aimed at preparing eligible consumers for paid or unpaid employment. These services include teaching job readiness skills, following directions, attending to task, task completion, problem solving, and safety and mobility training. Pre-Voc services are intended to have a more generalized result and are not job-task oriented, whereas vocational training is more job specific. (Attachment: 5:e, 5:e.1 & 5:f)

Vocational services are available for individuals who do not qualify for Pre-Vocational services. These services provide training opportunities for consumers and are job-task oriented. Consumers are paid a wage based upon their productivity. (Attachment: 6:a)

Day Habilitation services are available to individuals as an alternative to work. Day Hab services provide, assistance or help support the consumer in developing or maintaining life skills and community integration. These services enable and enhance the consumer's intellectual functioning, physical and emotional health and development, language and communication development, cognitive functioning, socialization and community integration, functional skill development, behavior management, responsibility and self-direction, daily living activities, self-advocacy skills, and mobility.

Habilitation services are provided to adults with a chronic mental illness. These services are provided to individuals in their homes, communities or work settings to assist with the acquisition, retention and improvement of skills. Habilitation Services offered by Comprehensive Systems are, Day-Habilitation, Home Based Habitation, Pre-Vocational services and Supported Employment.

Comprehensive Systems, Inc. provides a variety of vocational services. These services include Organizational Employment Services, Community Employment Services, Employee Development Services, and Employment Planning Services.

Organizational Employment Services provide skills training to individuals in a paid work environment to help them prepare for community employment.

Community Employment Services provide job coaching and follow-along supports to assist consumers with attaining and maintaining a job in the community.

Employment Planning Services assist with evaluating the consumers' skills and need areas and determining whether or not they are ready to work in the community.

Employee Development Services assist the individuals with perfecting skills necessary to become community employable.

## Consumer Focus

Since Comprehensive Systems, Inc. provides a wide variety of residential and vocational services, the consumer base is broad. Because of our success with diversified customer groups, Comprehensive Systems has become known, in the state, as a premier provider. Referrals for services are received from across the state due to our reputation for providing high-quality services. (Attachment: 7:a , 7:a.1- 7:a 2) Because of the size and variety of services, Comprehensive Systems is able to match residential and vocational supports for individuals ranging from infants to adults of retirement age. Comprehensive Systems continues to design services which are tailored to meet each individual's desires and needs. (Attachment: 7:b - 7:c)

Persons receive services in a very home-like and comfortable atmosphere. All of the facilities are well-maintained, safe, and tastefully decorated. Well-qualified and dedicated staff provide training and supports in a nurturing environment. This environment helps to attract referrals for services.

The service delivery processes at Comprehensive Systems are based on the needs and requirements of the various stakeholders. It begins with a thorough pre-admission process where information about the person referred is obtained. The team assesses this information to determine if the agency can provide services to meet the individual's needs through existing services or by planning for future services. Admission packets and the agency's website provide information about Comprehensive Systems. Tours are provided and pre-admission meetings are held to enable a potential consumer to learn about services.

Each person served has his/her own plan designed to meet their individual needs. The Interdisciplinary Team (IDT) approach is used in order to develop and implement each person's Individual Program Plan (IPP). All members have the opportunity to review and discuss information, to give input, to make recommendations relevant to strengths, needs, abilities and preferences, and to reach a decision as a team on how the individual needs can best be met. If the consumer or parent would like something changed in the IPP, a "special staffing" is held to do so. Consultants are available to assist in the program plan as needed. Physical Therapy, Occupational Therapy, Speech Therapy, Psychology, Pharmacy and Dietary are some of these services. To the extent possible, staff work toward each consumer's desires or long range goals.

Our goal is to have individuals receive services in the least restrictive environment. For this reason, individuals are moved to appropriate sites either within or outside of Comprehensive Systems. Reasons for discharge from Comprehensive Systems residential services may include choosing another provider, the need for greater medical support or behavioral challenges. (Attachment: 7:d)

All consumers are treated with dignity and respect. Each consumer, parent, or legal representative supported by Comprehensive Systems is informed of his/her rights upon admission and annually thereafter. Comprehensive Systems posts Consumer Rights in each area.

Comprehensive Systems, Inc. has a formal grievance procedure that is reviewed and acknowledged annually through a signature by the consumer and the guardian. Most complaints are resolved at lower levels of the grievance procedure. Satisfaction surveys are distributed on a regular basis. This input is aggregated by the Quality Assurance Director and disseminated to the Program Directors, who ensure that follow-up is done. Formal ways for consumers to voice concerns and complaints include consumer meetings, staffings, and day-to-day conversations with staff. This is documented in meeting minutes and daily logs to ensure that follow-up occurs.

The Accessibility Plan is evaluated annually. This document identifies barriers and includes a plan for correction. Barriers are identified in the following areas: Architectural, Environmental, Attitudinal, Financial, Employment, Communication, Technology, Policy and Practice, Community, Mobility and Transportation. (See Accessibility Plan)

## **Volunteer Participation**

Comprehensive Systems, Inc. has more than 80 volunteers throughout the organization. Approximately 52 of these individuals volunteer at our Treasure Chest stores. The remainder of the volunteers assist in capacities such as members of various committees, and an art therapy leader. Treasure Chest volunteers typically work at least one, four hour shift per week. Committee volunteers may meet for an hour bi-weekly, monthly or quarterly. (Attachment: 8:a) Comprehensive Systems is governed by a board of volunteer leaders who help shape the organization's direction. Volunteer positions are available from one hour per month and up.

Females comprise a majority of the volunteer pool. They range in age from 42 to 93 years young. Volunteers are required to successfully pass a background check for criminal and abuse history. Volunteers must be able to speak, read and write the English language, meet the essential functions fo the job, and abide by the organizations's mission, policies and procedures. All volunteers of Comprehensive Systems are provided initial orientation and on-going training as needed. Training is based on the requirements for the position.

Comprehensive Systems' volunteers provide a very important service to the organization and for the individuals we support. Whether it is serving on the Board of Directors, providing coverage at the Treasure Chest or offering input on various committees, the contributions of volunteers are essential to meeting the mission of Comprehensive Systems. By volunteering at Comprehensive Systems, Inc., individuals can gain great personal satisfaction knowing that they have made an impact in another persons life.

## Quality Improvement

At Comprehensive Systems, Inc. we strive to continuously improve the quality of services that we provide to persons with special needs. The Quality Assurance process, under the direction of the Quality Assurance Director and the Quality Assurance Teams, use discovery, remediation, and improvement to ensure quality services.

The Quality Assurance Director is responsible for maintaining a schedule of Quality Assurance Reviews, which are conducted for each service within Comprehensive Systems annually. Quality Assurance utilizes random sampling of activities which include, but are not limited to, the following: Primary Book Reviews, Discharge/Closed File Reviews, Data Book Reviews, Consumer Satisfaction, Log Reviews, Staffing Minutes Reviews, Personnel File Review, Nursing Book Reviews, Med Pass Observations, Consumer Interviews, Investigation Checklist Reviews, Financial Audit Reviews, and Staff Inservice and Meeting Reviews. The Quality Assurance Director compiles the data, analyzes information and routes the outcome reports to the Area Managers, Program Directors, Associate Director and Executive Director. If concerns exist, a plan of correction is developed and implemented. Follow-up will occur.

Other measures which help provide quality improvement include the following:

- CARF Standards and the CARF Accreditation Process
- Information and results of surveys completed by the Department of Inspection and Appeals and Iowa Medicaid Enterprise (IME)
- Satisfaction Surveys from all Comp Systems' stakeholders
- The Policy and Forms Committee reviews standards, policies and regulations.
- Iowa Association of Community Providers (IACP) - QA Meetings
- SWOT Analysis with input from all stakeholders
- The Strategic Plan is developed from the results of SWOT and stakeholders input
- An internal auditing system designed to ensure accuracy with billing and documentation for HCBS services
- Organizational data is shared with the Board of Directors, Executive Committee and all staff and stakeholders

## Strategic Challenges

An on-going challenge in the human service field is to create a capacity for the rapid change and flexibility of funding and referral sources. Comprehensive Systems, Inc. has demonstrated versatility and is often on the leading edge of change in the state. The leadership of the organization collaborates with state and national policy makers as well as with other providers.

Additional challenges with HCBS are to provide validation of services through proper documentation to reflect accuracy within billing. Comprehensive Systems has developed an internal audit process for discovery, remediation and continuous improvement.

There are competitors that provide similar services in many of the communities where Comprehensive Systems provides services. These organizations are seen as partners rather than as competitors. There are numerous collaborative efforts among service providers in each of these communities. Collaboration with these agencies is an essential component of Comprehensive Systems' success in providing community-based services. The organization has good working relationships and communication with County Central Points of Coordination (CPC), Case Management, Department of Human Services (DHS), school systems, Department of Inspections and Appeals (DIA), Mayo Clinic, Iowa City Hospitals and Clinics, the Home and Community Based Services (HCBS) Technical Assistant, as well as many other agencies and organizations.

It is important for Comprehensive Systems, Inc. to maintain positive and collaborative relationships with suppliers and partners as well. (See Satisfaction Data)

## Strategic Planning

The Strategic Plan is the basis for all the planning activities within Comprehensive Systems, Inc. The activities associated with the main components of the plan, when executed well, will yield tremendous benefits for the organization. Comprehensive Systems is continually learning to use research as a means for better service design and resource allocation. Required outcomes are identified, data is gathered and an information based decision-making process is utilized.

Strategic Planning is the ongoing process that guides, monitors, and improves the organization. The planning process respects our organization's, roots and history, but remains open to the possibilities for change and growth. The planning does examine all components of the organization and relevant components of the external environment. Then goals and objectives, for these components, are identified based on the mission, vision, and other available data. However, keystone to the entire process are the needs, wants, and satisfaction of our consumers and potential consumers. The Comprehensive Systems, Inc. Strategic Plan Diagram 2010, illustrates clearly that **CONSUMERS** are the heart of all our strategic planning. Consumers come first.

The process of strategic planning is broken into three steps. Step One - is the development of the plan through analysis of SWOT, Satisfaction Surveys, and other input from stakeholders gathered annually. Step Two - is to establish the processes whereby the plan will be monitored, strategies implemented, and reports produced. Step Three - is where data is analyzed, lessons learned are identified, and recommendations for change are made. The process is ongoing and continuous. This is the tool Comprehensive Systems, Inc. uses to set direction, measure performance, and monitor improvement. (See Strategic Plan)

## 2010 Review

Comprehensive Systems, Inc., celebrated its 40<sup>th</sup> Anniversary in 2010. The organization was opened with 11 consumers in 1970 at the Crestview building by a group of parents. The Crestview building had been a county hospital for many years. Crestview has been through several remodeling projects and looks much different than it did 40 years ago. Today Crestview provides services for 42 consumers. Comprehensive Systems provides residential services for two hundred twenty two (222) consumers throughout the organization. Two hundred forty-nine (249) persons with disabilities are being served in Comprehensive Systems Day and Vocational Programs.

With the uncertainty of the economy, service industries have struggled with their financial obligations. In late autumn of 2008, Comprehensive Systems, Inc. obtained bond refinancing to consolidate debt and to meet major capital needs for our facilities in Charles City. This was a tremendous financial assistance to the agency and allowed us to use other funds for needs in the outlying areas.

A majority of the planning and initial work on the projects began the first of January, 2009. Some of the projects completed in the year 2010 included the addition of a new storage warehouse and carpenter shop for the maintenance department. Automatic door openers for Memories, the Crestview Gym, Rainbow, CI-CC 1 and CI-CC 3 were added. The previous whirlpool room at Crestview was remodeled to provide the consumers with space for physical therapy needs. A new roof was installed at the Crestview building. The Labor Center was renovated to more efficiently accommodate the individuals served at that location. Activity areas and bathrooms were remodeled. A new handicap accessible kitchen was installed. Other improvements to the Labor Center included adding new windows. A major landscaping project was also completed at Crestview, which included new concrete sidewalks, landscape blocks, and new plants. Much of the work was completed by our skilled maintenance employees.

From 2008 and 2010, we have been implementing and expanding a computerized documentation program called E-Doc. E-Doc is a secure, internet-based program that was initially used for log narration, incident reporting, program data entry and attendance. In 2010, we began utilizing nursing notes and contact forms on the E-Doc system agency wide. Some areas are also using the scheduling component of E-Doc.

The plan to have all program areas within Comprehensive Systems, Inc. using the E-Doc program by the end of 2010 has been accomplished. We continue to find ways to utilize all of the features available on E-Doc to become more efficient. The process to implement the Event Tracker Module has begun. This system will track employee training, performance evaluations, medical evaluations and licenses. Once the initial entry is completed, employees will be trained on its use. Implementation is planned for spring 2011.

E-Doc has promoted efficiency with documentation and the review of documentation. Efficiency with quality assurance reviews, reducing the amount of paper documents and the time spent filing paper documents are also benefits of this system.

The Quality Improvement tools developed within E-Doc have been very useful this past year. Requirement reviews of narrative logs are completed monthly by the Quality Improvement team, and scores are collected within E-Doc. This past year's error rate reviews for narratives have improved from 12 percent to 2 percent as of December 2010.

On July 14, 2010, we hosted our annual Comprehensive Systems, Inc. Benefit Golf Outing. More than 160 individuals participated in the event that was held at Cedar Ridge Golf Course in Charles City. The winning score card of 57 belonged to Rick Kriener, Paul Ewert, Matt Mixdorf, and Brad Neitzke. This was a Successful Event! The proceeds went toward the purchase of adaptive equipment which included accessible shower units, wheelchairs, and automatic doors.

Citation free surveys through the Department of Inspections and Appeals were awarded in several locations in 2010. Surveyor comments have included: locations are clean and home like, the consumers rooms were homey, homes were clean and well maintained, consumers are happy and they enjoy the staff who provide services, staff interactions were positive and upbeat, med passes are terrific, consumers are involved, records are well-organized and easy to follow and great medical care. This is a reflection of the organization's commitment to following "best practices".

Comprehensive Systems, Inc. hosted its annual Volunteer Recognition Luncheon at the Pinicon Restaurant in New Hampton in October. Over 80 volunteers put in a total of more than 7,700 hours of volunteer work in 2010.

Many individuals served were involved in their communities through their volunteer efforts. These individuals volunteered for the local food bank, delivered lunches for the Meals on Wheels program, picked up litter through the Adopt a Road program and rang the bell for the Salvation Army.