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Comprehensive Systems INC.

Supporting Success



Outcome Management Report 2023

Comprehensive Systems, Inc. 2023 Organizational Profile

Comprehensive Systems, Inc. is a 53-year-old, private, nonprofit, community-based organization 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, Osage, Mason City, New Hampton, Cedar Falls, and Waterloo. 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 needs. (Attachments: 1:a - 1:a.4)

Comprehensive Systems' Mission Statement is: "We Support Individuals with Special Needs" our Logo is: "Supporting Success." As we review the mission and logo of the organization, we have determined that this mission statement continues to keep us focused on the overall goal of our organization. Our Vision Statement is: "A Recognized Leader in Providing Quality Services and Supports." Comprehensive Systems, Inc. is well known as a quality provider in our industry. Collaboration with our provider association continues to be of importance to our organization. We maintain a high level of satisfaction with parents and individuals served, as well as other stakeholders. We strive throughout all of our programs to implement and encourage best practice.

The leadership team consists of the Executive Director, Jack Brown, and the Management Team. This team 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. Members can serve unlimited 3 - year terms and efforts are made to maintain gender balance.

Comprehensive Systems, Inc. networks with similar agencies, as well as participating in 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 April of 2021, a three-year accreditation was earned in the following:

- Community Employment Services: Employment Supports
- Community Housing
- Community Integration
- Supported Living

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

Comprehensive Systems, Inc. has a \$19,600,000 operating budget, which is funded primarily by the federal Medicaid program. In the state of Iowa, the Medicaid program is administered by Managed Care Organizations who oversee the program and disburse Medicaid funds. In addition, the agency receives sales revenues through the operation of two thrift stores. Our expenses are controlled through a purchase order system and monthly budgets are monitored by management through the preparation of monthly financial statements which includes a comparison of actual budgeted amounts.

Management staff lead the fund-raising efforts and public relations for the organization. Presentations to service groups and businesses promote public awareness and serve as possible fund-raising opportunities. Due to the pandemic and staffing shortage challenges, the Tree of Lights Campaign was our only fundraiser in 2020, 2021, 2022 and 2023.

The Corporate Compliance program focuses on the Code of Ethics in financial management, quality of care and HIPAA privacy. Comprehensive Systems, Inc. has an active compliance committee. The Corporate Compliance Committee consists of the Corporate Compliance Director/Human Resources Director, Executive Director, Chief Operating Officer, Program Directors, Operations Director, Admissions Director, Chief Financial Officer, Security Officer and the HIPAA Privacy Officer. An on-site HIPAA review team monitors and provides guidance on HIPAA and confidentiality practices through bi-annual inspections of each service area.

Corporate Compliance training and monitoring are done to ensure conformance with all legal and regulatory requirements for staff members, Board of Directors, volunteers, business associates, business and financial practices and marketing activities. Direct Support Professionals contribute to Corporate Compliance through the quality of care and HIPAA Privacy that they provide to individuals within their everyday job duties.

The Corporate Compliance team identifies risks to the organization on an all hazards risk approach specific to the geographic location, and an examination of incident trends. The Risk Management Plan identifies steps to mitigate these risks. The Emergency Preparedness Plan has been integrated into the Risk Management/Disaster Recovery Plan. This unified plan is designed to meet the health, safety and security needs of individuals served and employees. The Emergency Preparedness Plan addresses the unique needs and vulnerabilities of individuals with developmental disabilities during difficult or emergency situations.

Employee Participation

Comprehensive Systems, Inc. has more than 350 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 Professionals (DSP's), who provide the hands-on supports and training with the individuals who receive services throughout the organization. These positions include residential DSP, day services staff and dietary staff (Attachment: 3:b.1 – 3.c). Administrative positions are primarily full-time. DSP positions consist of full and part-time shifts. Full-time positions are desirable to some while others prefer part-time employment. Staff have an opportunity to pick up extra hours in their primary work areas or other areas where trained. DSP's 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.

Females comprise a majority of the workforce. Administrative positions have a range of qualifications depending on the position. Staff holding these positions have qualifications including GED or high school diploma with background experience, LPN, RN or Bachelor's Degree. Requirements for employment at Comprehensive Systems, Inc. include successfully passing a background check for criminal and abuse history, a lift test, a physical examination and a TB test. 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, Inc. are provided initial orientation and on-going training. Training is based on the position requirements and may include, but is not limited to: Compliance, CPR, Child and Dependent Adult Abuse for Mandatory Reporters, Sanitation, Blood Borne Pathogens, Safety Data Sheets (SDS), Back Safety, Basic First Aid and Health Assessment Guidelines. In an effort to meet training requirements, the organization utilizes a variety of training sources including the College of Direct Support.

Providing quality services is of utmost importance to the organization. Maintaining appropriate numbers of quality staff is vital, and continues to be a challenge with workforce shortages. Recruitment and recruitment efforts and incentives are changed periodically to meet the needs of the current employment climate. (Attachment: 3:c) Comprehensive Systems, Inc. trains quality staff, promotes from within, provides benefits and focuses on employee satisfaction. Comprehensive Systems, Inc. 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, Inc. makes it a priority to assure employees feel valued. All of these practices encourage initiative and innovation.

Employees attend various conferences, committees, and association meetings, 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, Inc. staff members

communicate with other service providers, and develop relationships with the regulatory agencies. The use of webinar training has been instrumental in eliminating travel expenses, allowing for better time management for staff and keeping employees safe. Our organization utilizes Zoom, Microsoft Teams and other virtual formats for meetings, classes and training.

Key performance measures reviewed include, but are not limited to, open shifts, staff retention, staff turnover, staff recruitment and employment data. (Attachment: 3:d – 3:f) To ensure that services meet key performance requirements, staff implement program plans and maintain a safe and comfortable learning environment for the individuals served. 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 Directors of Nursing and Risk Manager coordinate health services and ensure staff follow-up on medical needs. (Attachment: 4:a – 4:c.2) 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, including direct supervision, classroom training, and online, interactive learning systems. A wage premium is in place to recognize and reward staff for picking up extra hours. Staff have the opportunity to earn an attendance bonus monthly. (Attachment: 4:d) Annual staff evaluations provide feedback on performance as well as establish personal goals for the next year. Staff have opportunities to belong to provider organizations and attend various workshops. Financial incentives are provided for staff with five years and more of service. Staff input is utilized in the decision-making process.

Specific characteristics and skills needed 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 other job requirements. Recruiting new employees is done through advertising on various websites, on Facebook, through job fairs, newspapers, and on the radio. (Attachment: 4:e). Most employee referrals are obtained through staff recruitment. A Recruitment Bonus program is in place to support this method of obtaining applicants.

Residential and Day Services

Residential supports include: Intermediate Care Facility for Individuals with Intellectual Disabilities (ICF/IID), Residential Care Facility for Individuals with Intellectual Disabilities (RCF/IID), Supported Community Living (SCL), and Home Based Habilitation. 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 identified.

ICF/IID was developed for children and adults who need ongoing, high-levels of care with 24-hour supervision. Social skills and daily living skills are taught in a homelike environment and medical supports are provided. The total number of ICF/IID licensed beds is 95.

RCF/IID services provide a structured environment for adults, who require less support and supervision to complete activities of daily living. Nursing and other professional services are provided based on the individual needs of the persons served. SCL and Home Based Habilitation are service components for individuals living in our RCF/IID programs.

Comprehensive Systems, Inc. provides an array of services to individuals in their homes and communities under the Home and Community Based Services (HCBS) program. These services include SCL, Small Group Employment Services and Day Habilitation (Day Hab).

SCL services are provided according to the individual needs as identified in their 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.

Day Habilitation services are available to individuals as an alternative to work. Day Hab services provide assistance and help to support the individual in developing or maintaining life skills and community integration. These services enable and enhance the individual'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 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 Habilitation, and Small Group Employment Services.

Small Group Employment Services are provided for individuals at the Treasure Chest Stores. This service gives individuals supervision as they continue to work toward individual community employment.

Focus of Individuals Served

Comprehensive Systems, Inc. provides a wide variety of residential and day services. Because of our success with diverse customer groups, Comprehensive Systems, Inc. is 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:b). Comprehensive Systems, Inc. continues to design services which are tailored to meet each individual's desires and needs.

Individuals 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, Inc. 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, Inc. Virtual and in-person tours and pre-admission meetings are held to enable a potential individual to learn about services (Attachment: 7:c).

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, give input, 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 individual served or parent/guardian 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, along with Psychology, Pharmacy and Dietary are some of these consultative services. Staff work toward each individual's desires or long range goals.

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

All individuals are treated with dignity and respect. Each individual, parent, or legal guardian, supported by Comprehensive Systems, Inc., is informed of his/her rights upon admission and annually thereafter. Comprehensive Systems, Inc. posts Rights Statements for Persons Served in each area.

Comprehensive Systems, Inc. has a formal grievance procedure that is reviewed and acknowledged annually through a signature by the individual and the guardian. Most complaints are resolved at lower levels of the grievance procedure (Attachment 7:e). Satisfaction surveys are distributed on a regular basis. This input is aggregated by the Quality Assurance Manager and disseminated to the Program Directors, who ensure that follow-up is done. There are many ways for individuals to voice concerns and complaints, include meetings, staffings, and day-to-day conversations with staff, and through the formalized complaint process. This is documented in meeting minutes and daily logs to ensure that follow-up occurs.

The Accessibility Plan is reviewed quarterly and 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, and Transportation. As feasible, accommodations are made for individuals served and employees. (See Accessibility Plan).

Cultural awareness requires us to first look at ourselves and become aware of our own cultural values, beliefs and perceptions. We not only look at our obvious cultural identity, but also consider age, gender, sexual orientation, spiritual beliefs, socioeconomic status and language. We have developed a plan with a focus on our services and programs for children and adults. We also have considered how this applies to staff and other stakeholders. We are sensitive to cultural considerations within each individual's program plan. We complete annual inservices on Cultural Diversity and Awareness (See Cultural Diversity Plan).

Volunteer Participation

Comprehensive Systems, Inc. volunteers provide a very important service to the organization and the individuals we support and their contributions are essential to meeting our mission. Comprehensive Systems, Inc. has over 50 volunteers. Approximately 34 of these volunteers are at the Treasure Chest stores and the remainder of the volunteers assist in various committees.

Comprehensive Systems, Inc. is governed by a volunteer board of directors who help shape the organization's direction. Volunteer positions are available from one hour per month and up. Treasure Chest volunteers typically work at least one, four hour shift per week. Committee volunteers may meet for an hour biweekly, monthly or quarterly (Attachment: 8:a).

Females comprise a majority of the volunteer pool. 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 of the position, and abide by the organization's mission, policies and procedures. All volunteers of Comprehensive Systems, Inc. are provided initial orientation and on-going training as appropriate. Training is based on the requirements for the position.

Quality Improvement

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

The Quality Assurance team is responsible for maintaining a schedule of Quality Assurance Reviews. There are reviews conducted for each service within Comprehensive Systems at least 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, individual satisfaction, electronic document reviews, staffing minute reviews, personnel file review, nursing book reviews, med pass observations, interviews, investigation checklist reviews, financial audit reviews, on-site compliance reviews and staff in-service and meeting reviews. Quality Assurance compiles the data, analyzes information and routes the outcome reports to the Area Managers, Program Directors, Chief Operating Officer 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, Appeals and Licensing (DIAL), Iowa Medicaid Enterprise (IME), and the MCO's
- Satisfaction Surveys from all Comprehensive Systems, Inc. stakeholders
- The Policy and Forms Committee review standards, policies and regulations
- Iowa Association of Community Providers (IACP)
- 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 all services .
- The Outcome Management Report is shared with the Board of Directors, employees and stakeholders
- HCBS Self-Assessment / HCBS Periodic Review and Certification

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. 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, Inc. has developed an internal audit process for discovery, remediation and continuous improvement. Our electronic documentation system (Setworks) has helped with this process.

There are other organizations that provide similar services in many of the communities where Comprehensive Systems, Inc. provides services. These organizations are seen as partners rather than competitors. There are numerous collaborative efforts amongst service providers in each of these communities. Collaboration with these agencies is an essential component of our agency's success in providing community-based services. The organization has good working relationships and communication with Case Management/MCO's, Istart, Money Follows the Person, Department of Health and Human Services (HHS), school systems, Department of Inspections, Appeals and Licensing (DIAL), Iowa Association of Community Providers (IACP), ANCOR, Mayo Clinic, University of Iowa Hospitals and Clinics, the Home and Community Based Services (HCBS) Technical Assistant, etc.

Our service system has been under the MCO's (Managed Care Organizations) since the beginning of 2016. Managed Care has impacted how we bill and are paid for all services provided; our billing department has worked tirelessly to coordinate information for MCO billing. The state of Iowa has added a third MCO (Molina).

One of the biggest challenges this past year has been the shortage of employment applicants in various communities. Comprehensive Systems, Inc. is continually assessing options to increase recruitment efforts and make adjustments within our services to continue to provide quality care. Staff referral remains to be our best source of recruitment. Pay scale was evaluated in order to remain competitive in each community.

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

Strategic Planning

Strategic Planning is the ongoing and continuous process that Comprehensive Systems, Inc. uses to set direction, measure performance, and monitor improvement. This process takes place through an analysis of SWOT activities, satisfaction surveys, and input from stakeholders. The plan is monitored and strategies are implemented. Data is then analyzed and recommendations are made for improvement. The status of each goal helps set the direction.

Board members, individuals and employees formally review the plan a minimum of annually. Parts of the strategic plan are also made available to the public and other stakeholders through the outcome management report. (See Strategic Plan).

2023 Review

Comprehensive Systems provides residential services one hundred thirty-six (136) individuals throughout the organization, and one hundred seventy (170) individuals are being served through Comprehensive Systems, Inc. Day Programs and Employment Services.

The transition from EDOC to Setworks is complete and will be the agencies' documentation software effective January 1, 2024.

In October 2023, we had a year under our belt using Paycom for our payroll system. We have successfully added other HR components which include Personnel Action Forms. Training, Performance Evaluations and Performance Discussions have been purchased and are currently in the set up phase.

On April 7-9, 2021, Comprehensive Systems, Inc. participated in a CARF Survey. The outcome was a three-year accreditation with no recommendations. Less than 3% of organizations surveyed attain this outcome. Our survey was a virtual survey, due to the Pandemic, and was conducted through Microsoft Teams.

Comprehensive Systems continues to maintain its high standards of adherence to infection prevention and control (IPC) practices throughout our agency, through monitoring and identifying infectious agents quickly, providing IPC education and training of all employees and effective cleaning and disinfection practices. CSI continues to provide safe and high quality care of the individual served across all settings.

Comprehensive Systems received ARPA grant dollars designated for staff recruitment and retention, and to help cover the high cost of required PPE and equipment needed to help slow the

spread of Covid. Our agency continues to seek other grant opportunities to enhance the lives of the individuals we serve.

Compliance and HIPAA has been at the forefront of the agency. Comprehensive Systems Inc., has a goal for Compliance and HIPAA to ensure all employees "Do the Right Thing." All on-site inspections have been completed in 2023.

We continue to focus on recruitment of qualified employees. Wage premiums and weekend premiums have remained in place for 2023. We were able to use grant monies to provide employee bonuses throughout the year.

Grant monies continue to be beneficial to the agency. In 2023 grants and donations provided the following: new carpet, concrete, therapeutic whirlpool, walk in therapeutic whirlpool tub, energy efficient refrigerators and freezers, wander guards and a med cart. Community Integration day programs received grant money to incorporate more technology into the service. Comprehensive Systems, appreciates all grants and donations received.

The HCBS Settings Rule went into effect on March 17, 2023. The HCBS Specialist has toured our RCF/IID facilities and found Comprehensive Systems to be in compliance with these rules. We continue to monitor the DOJ's directive to serve no more than 4 individuals in a waiver home, down from Iowa's current 5 bed exception to policy.