It is the mission of Dreamweavers Unlimited, Inc. (DWU) to serve individuals and families with respect and kindness and to remain committed to helping them achieve their dreams. In order to continuously work towards accomplishing our mission, DWU conducts an annual performance analysis to measure performance related to defined indicators outlined in an annual Performance Measurement Plan.

The analysis includes a review of the data collected as measured against the performance target for each indicator. Any trends are noted and used to determine how to move forward in determining indicators for the following year. Additionally, client characteristics and extenuating factors are explored in their effect on the data collected. Comparative analysis may be conducted on indicators that have spanned multiple or consecutive years. If it is determined necessary, an action plan will be implemented to address performance results.

Information is shared with clients, staff, and stakeholders via the DWU website at the beginning of each calendar year.

The following performance indicators for Service Delivery were measured for the calendar year of 2020:

1. **EFFECTIVENESS -**

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| **Performance Indicator** | **Who will this apply to?** | **Responsible Party** | **Data sources** | **Relevant time-frames for data collection** | **Performance Target** |
| Reduction in client maladaptive behaviors | Non-speaking clients who show aggression when unable to communicate | CSS staff | Incident Reports | Reviewed and assessed quarterly | Decrease in Incident Reports |

**Results/Updates:**

**Q1:** No incidents to report

**Q2:** 1 incident involving a client injury. All procedures were followed.

**Q3:** 1 incident involving client pinching staff. Staff documented that the pinch occurred as they were helping to buckle client in the car. Staff inferred that client was upset to be leaving one setting and transitioning to another. Staff explained what they would be doing and client calmed down.

**Q4:** 1 incident involving staff making DSS report.

**Analysis:** Overall, DWU saw a significant decrease in overall incidents during 2020. There were 43 total incidents reported in 2019. In 202o, there were only 3 incidents reported, and only 1 of them was due to aggressive behavior. There are a number of potential factors contributing to the overall decrease in incidents. In 2020, the Covid-19 pandemic affected many services. Many clients were able to work with family members and stayed home more. Additionally, one of the clients that displayed frequent incidents of aggression transitioned to another company. Also, staff supervisions were targeted to understanding how to deescalate or anticipate aggressive behaviors in order to avoid them. Other suggestions included using transition objects or pictures and schedules, first-then cards, and tracking behaviors in a behavior log.

1. **CLIENT EXPERIENCE**

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| **Performance Indicator** | **Who will this apply to?** | **Responsible Party** | **Data sources** | **Relevant time-frames for data collection** | **Performance Target** |
| All grievances and/or concerns will be addressed and resolved. | DWU staff, clients, stakeholders who may come forward with a grievance or complaint. | Blayke, Betsy | Concern/Complaint/Grievance forms submitted and any quarterly analysis. | Reviewed immediately upon receipt. Grievance reports reviewed at quarterly QA/QI meetings. | Zero complaints or 100% concern/complaints addressed and resolved. |

**Results/Updates:**

**Q1:** No grievances/complaints reported

**Q2:** No grievances/complaints reported

**Q3:** 1 report of concerns with a speech therapist. All procedures were followed and it was concluded that the complaint was unfounded.

**Q4:** No grievances/complaints reported

**Analysis:** Dreamweavers met the performance target of 100% concern/complaints addressed and resolved.No trends noted.

1. **STAKEHOLDER EXPERIENCE**

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| **Performance Indicator** | **Who will this apply to?** | **Responsible Party** | **Data sources** | **Relevant time-frames for data collection** | **Performance Target** |
| Satisfaction with services | Innovations clients/ stakeholders | Blayke | Surveys | 2x/year | 100% satisfaction |

**Results/Updates:**

**Q1: 2 surveys returned this quarter. All were satisfied with services.**

**Q2: 2 surveys returned this quarter. All were satisfied with services.**

**Q3: 3 surveys were returned this quarter. All were satisfied with services.**

**Q4: 2 surveys returned this quarter. All were satisfied with services.**

**Analysis:** Overall return of surveys was down this year compared to previous years. This could be a result of new methods of communicating electronically due to Covid. Many of our families are continuing to learn to navigate all of the new electronic documents that have been put into place over this year. No trends were noted. Target was met as all surveys returned reported they were satisfied with services. Meeting the target is encouraging in that service delivery was still satisfactory after a difficult year full of changes caused by the Covid-19 pandemic and National Emergency. Dreamweavers will continue to use electronic paperwork but will have paper copies available upon request from clients.

1. **EFFICIENCY**

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| **Performance Indicator** | **Who will this apply to?** | **Responsible Party** | **Data sources** | **Relevant time-frames for data collection** | **Performance Target** |
| Percent of billable hours provided | Innovations staff and clients | Sarah | Utilization reports | Data collected daily, analyzed quarterly. | 85% of authorized hours billed. No more than 15% of authorized units remaining unused. |

**Results/Updates:**

**Q1:**

Units Authorized vs. Units used (CLS, CN) (Approx.)

* + 1. Jan 2020:
       1. CLS Authorized Units: 8,425
       2. CLS Units **NOT** used: 601
       3. CLS Units used: 7,824
       4. CLS Approx. Loss: $3,050
          1. CN Authorized Units: 1,028
          2. CN Units **NOT** used: 115
          3. CN Units used: 913
          4. CN Approx. Loss: $605
    2. Feb 2020:
       1. CLS Authorized Units: 7,836
       2. CLS Units **NOT** used: 1,428
       3. CLS Units used: 6,408
       4. CLS Approx. Loss: $7,240
          1. CN Authorized Units: 912
          2. CN Units **NOT** used: 93
          3. CN Units used: 819
          4. CN Approx. Loss: $490
    3. Mar 2020:
       1. CLS Authorized Units: 11,216
       2. CLS Units **NOT** used: 3,200
       3. CLS Units used: 8,016
       4. CLS Approx. Loss: $16,225
          1. CN Authorized Units: 979
          2. CN Units **NOT** used: 199
          3. CN Units used: 780
          4. CN Approx. Loss: $1,045

1. Innovations– Number of Total Authorized Units Used
   1. 2020 compared to 2019 data

**1st Quarter Analysis:**

* + 1. Jan 2020 – 8% of authorized units were not used. Possible reasons include:
       1. No significant change in usage to report.
    2. Feb 2020 – 17% of authorized units were not used. Possible reasons include:
       1. BF inconsistent billing.
       2. LM changed providers, last dos 1/31/2020.
    3. Mar 2020 – 28% of authorized units were not used. Possible reasons include:
       1. BF no billing due to COVID-19. AB no billing 1 wk, staff at hospital with child.
       2. 3 new consumers DA, LW, & JS (SCS).

**Target only met during January 2020.**

**Q2:**

Units Authorized vs. Units used (CLS, CN) (Approx.)

* + 1. April 2020:
       1. CLS Authorized Units: 11,829
       2. CLS Units **NOT** used: 3,377
       3. CLS Units used: 8,452
       4. CLS Approx. Loss: $17,120
          1. CN Authorized Units: 979
          2. CN Units **NOT** used: -89
          3. CN Units used: 1,068
          4. CN Approx. Loss: +$465
    2. May 2020:
       1. CLS Authorized Units: 11,829
       2. CLS Units **NOT** used: 3,380
       3. CLS Units used: 8,459
       4. CLS Approx. Loss: $17,000
          1. CN Authorized Units: 979
          2. CN Units **NOT** used: -5
          3. CN Units used: 984
          4. CN Approx. Loss: +$26
    3. June 2020:
       1. CLS Authorized Units: 10,911
       2. CLS Units **NOT** used: 3,049
       3. CLS Units used: 7,862
       4. CLS Approx. Loss: $15,500
          1. CN Authorized Units: 979
          2. CN Units **NOT** used: -131
          3. CN Units used: 1,110
          4. CN Approx. Loss: +$685

1. Innovations– Number of Total Authorized Units Used
   1. 2020 compared to 2019 data

**2nd Quarter Analysis:**

* + 1. April 2020 – 20% of authorized units were not used. Possible reasons include:
       1. COVID-19. Hours increased for some. Services provided in-home by parent/guardian for some. Many staff not working. Unit usage has been consistent even during the pandemic.
    2. May 2020 – 20% of authorized units were not used. Possible reasons include:
       1. COVID-19. Hours increased for some. Services provided in-home by parent/guardian for some. Many staff not working. Unit usage has been consistent even during the pandemic.
    3. June 2020 – 25% of authorized units were not used. Possible reasons include:
       1. COVID-19. Hours increased for some. Services provided in-home by parent/guardian for some. Many staff not working. Unit usage has been consistent even during the pandemic.

**2nd quarter was greatly affected by Covid-19. Target not met during any month in second quarter.**

**Q3:**

Units Authorized vs. Units used (CLS, CN) (Approx.)

* + 1. July 2020:
       1. CLS Authorized Units: 10,116
       2. CLS Units **NOT** used: 1,860
       3. CLS Units used: 8,256
       4. CLS Approx. Loss: $9,430
          1. CN Authorized Units: 979
          2. CN Units **NOT** used: +179
          3. CN Units used: 1,158
          4. CN Approx. Loss: +$940
    2. Aug 2020:
       1. CLS Authorized Units: 9,918
       2. CLS Units **NOT** used: 1,223
       3. CLS Units used: 8,695
       4. CLS Approx. Loss: $6,200
          1. CN Authorized Units: 979
          2. CN Units **NOT** used: +73
          3. CN Units used: 1,052
          4. CN Approx. Loss: +$380
    3. Sept 2020:
       1. CLS Authorized Units: 9,757
       2. CLS Units **NOT** used: 2,303
       3. CLS Units used: 7,454
       4. CLS Approx. Loss: $11,680
          1. CN Authorized Units: 914
          2. CN Units **NOT** used: +178
          3. CN Units used: 1,092
          4. CN Approx. Loss: +$930

1. Innovations– Number of Total Authorized Units Used
   1. 2020 compared to 2019 data

**3rd Quarter Analysis:**

* + 1. July 2020 – 15% of authorized units were not used. Possible reasons include:
       1. COVID-19
       2. Appendix K for additional units
       3. Retainer Payments not calculated as used units
    2. Aug 2020 – 11% of authorized units were not used. Possible reasons include:
       1. COVID-19
       2. Appendix K for additional units
       3. Retainer Payments not calculated as used units
    3. Sept 2020 – 21% of authorized units were not used. Possible reasons include:
       1. COVID-19
       2. Appendix K for additional units
       3. Retainer Payments not calculated as used units

**3rd quarter saw an increase in authorized units used. Target was met in July and August.**

**Q4:**

Units Authorized vs. Units used (CLS, CN) (Approx.)

* + 1. Oct 2020:
       1. CLS Authorized Units: 9,885
       2. CLS Units **NOT** used: 1,645
       3. CLS Units used: 8,240
       4. CLS Approx. Loss: $8,340
          1. CN Authorized Units: 914
          2. CN Units **NOT** used: +218
          3. CN Units used: 1,132
          4. CN Approx. Loss: +$1,140
    2. Nov 2020:
       1. CLS Authorized Units: 9,937
       2. CLS Units **NOT** used: 1,493
       3. CLS Units used: 8,444
       4. CLS Approx. Loss: $7,570
          1. CN Authorized Units: 914
          2. CN Units **NOT** used: +126
          3. CN Units used: 1,040
          4. CN Approx. Loss: +$660
    3. Dec 2020:
       1. CLS Authorized Units: 9,392
       2. CLS Units **NOT** used: 1,481
       3. CLS Units used: 7,911
       4. CLS Approx. Loss: $7,510
          1. CN Authorized Units: 914
          2. CN Units **NOT** used: +236
          3. CN Units used: 1,150
          4. CN Approx. Loss: +$1,240

1. Innovations– Number of Total Authorized Units Used
   1. 2020 compared to 2019 data

**4th Quarter Analysis:**

* + 1. Oct 2020 – 14% of authorized units were not used. Possible reasons include:
       1. COVID-19
       2. Appendix K for additional units
       3. Retainer Payments not calculated as used units
    2. Nov 2020 – 2% of authorized units were not used. Possible reasons include:
       1. COVID-19
       2. Appendix K for additional units
       3. Retainer Payments not calculated as used units
    3. Dec 2020 – 14% of authorized untis were not used. Possible reasons include:
       1. COVID-19
       2. Appendix K for additional units
       3. Retainer Payments not calculated as used units

**Target met each month in 4th quarter.**

**Analysis:** 2020 had many extenuating circumstances affecting the number of authorized units billed. The Covid-19 Pandemic significantly affected staff’s ability to work with their clients. This was apparent during the 2nd quarter when the target was not reached at all. By the 4th quarter, billing was up significantly due to flexibilities in Appendix K. Service Delivery slowed down during the end of 1st quarter and all of 2nd quarter, however billing still occurred as possible during the National Crisis. No significant trends were noticed outside of restrictions put into place due to the Covid-19 pandemic. Dreamweavers will continue to monitor local, state, and federal guidance and any updates to Appendix K and the ability to provide services.

1. **ACCESS TO SERVICES**

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| **Performance Indicator** | **Who will this apply to?** | **Responsible Party** | **Data sources** | **Relevant time-frames for data collection** | **Performance Target** |
| The time-frame in which a staff is hired, completes their required training/documentation and begins working with client. | Newly hired employees | Betsy | Hire date, training dates, first day worked with client | Dates are documented at each step of employment | No less than 2 week wait time from hire to first day worked with clients. |

**Results/Updates:**

**Q1:** 5 CSS staff were hired during 1st quarter. 2 additional CSS staff began the process and were hired but never started. Of the 5 staff that were hired and started, 2 of them took more than 2 weeks to begin working after they were hired.

**Q2:** 3 CSS staff were hired during 2nd quarter. All 3 CSS staff started working within 2 weeks of being hired.

**Q3:** 1 CSS staff was hired during 3rd quarter. This staff did not start working for 3.5 weeks after hire.

**Q4:** 2 CSS staff were hired during 4th quarter. 1 never started. The CSS staff that was hired this quarter started working in less than 1 week.

**Analysis:** Of the 10 CSS staff hired this year, 3 of them took longer than the performance target range of 2 weeks from hire to first day working with client. Typically, any delays in staff beginning to work with clients are a result of necessary paperwork being turned in late, staff working a notice, plan approvals taking longer than anticipated, and/or illnesses of staff or client. This affects service delivery negatively by halting revenue from services that could be provided and causing clients to experience a delay in their service start date. If the delay to start is significant, this can affect client satisfaction overall. Procedures were put into place to streamline the HR process. This plan of action has helped decrease the time between staff hire date and their first date working with clients, however, Dreamweavers has little control if the delay is due to a plan approval, illness, or other emergency. Overall, the actions taken have been successful.