

Pinal County - Managing For Results

Annual Report

FY 2009-2010

HORIZON HOME CARE

Home Care Program

Caregiver

KR % of home Caregiver consumers receiving initial visit within 5 business days (performed by case managers)

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
85.00%	88.00%	85.00%	88.89%	91.00%	90.91%	90.13%	90.48%	90.37%	89.76%	90.37%

The Home Support program received 127 new referrals for the year, of those referrals, 117 were seen within 5 business days; 10 visits were not made within the 5 days due to client/family schedules or issues. Moving forward we have assigned an intake Case Manager to make all initial visits within 5 business days, closely monitoring the initial date of referrals and making visits on a weekly basis.

Home Health Department

KR % of respondents that indicate satisfied/very satisfied with licensed home health services

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate						
85.00%*	100.00%	85.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

The percent of respondents that indicate satisfied/very satisfied with licensed home health services is 100% for this FY. Increased staff awareness of providing quality care and monthly review of this measure at staff meetings has contributed to the high success rate. The department will continue these practices in future. The CYEE is 100% based on annual trending data.

Internal Operations and Marketing Program

Internal Operations and Reporting

KR % of Revenue collected each month per Horizon Budget

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
95.00%	101.56%	95.00%	115.78%	108.00%	97.48%	96.80%	105.24%	98.91%	104.80%	98.91%

Horizon exceeded the annual target by collecting 99% of its budgeted revenues. Horizon's goal of collecting at least 95% of budgeted revenues depended a great deal on timeliness of billing and collection efforts. Although the timeliness of revenue receipt was out of Horizon's control, billing staff ensured that billing was done timely and that they communicated on a regular basis with major payor sources like ALTCS to coordinate timely receipt of revenues.

There were multiple mid year increases in revenue targets (in December 2009 and April 2010) which shifted the agency's original revenue collection target from \$5,026,314 to \$5,663,039. This increase in budget targets was due to change in demand for unskilled home care (caregiver/attendant care) services. Going forward into Fiscal Year 2010-2011, Horizon's budgetary targets for revenue collection are set at \$10,939,677. It is projected that the agency will almost double in size due to the increasing demand for unskilled homecare services from Long Term Care. This increase in client base will be gradual; it is estimated that approximately 20 clients will be added per month to Horizon's existing client base.

Horizon's current year end estimate for the fiscal year 2009-2010 is 99%.

HORIZON HOME CARE

Internal Operations and Marketing Program

Marketing and Network Outreach

KR % increase in Medicare episodes from 180 to 234

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
30.00%*	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-1.18%	0.00%	-1.18%	0.00%

This is annual measure. Current YTD trending data projects a -1.18% decrease in Medicare episodes. Please note that the measure incorrectly lists 07/08 data for FY 09/10, "from 180 to 234". FY 09/10 calculations were based off the total number of Medicare episodes made in FY 08/09 which was 338 episodes. The "from 180 to 234" portion of the measure was deleted for FY10/11 to avoid confusion in the future. Calculations are based on the prior FYE data. The annual target increase will not be met as it was unrealistic given that it was based incorrectly on FY 07/08 data and the nursing staff turnover the agency experienced in 4 /12 months of this FY. To improve next years performance the agency will strive to keep all nursing positions filled with trained nursing staff and continue it's monthly meetings with PGLTC to foster confidence and positive working relationships. Maintaining a trained nursing staff has been a challenge since nurses are able to move from one clinical setting to another with relative ease due to the high demand for their services. Use of electronic medical records, access to county I.T. network, county vehicles for travel and administrative support are being provided to help maintain employee satisfaction within the agency. Based on this FY trending data the CYEE is 334 Medicare episodes.

Administrative

Department Director

KR % of applicable Key Results achieved

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
100.00%	85.71%	95.00%	92.31%	91.00%	91.67%	89.59%	100.00%	93.06%	93.48%	93.06%

10 out of 11 applicable key results were met for this fiscal year. The details on the achieved key results for Department Director are as follows:

Caregiver: Met- The Home Support program received 127 new referrals for the year, of those referrals, 117 were seen within 5 business days; 10 visits were not made within the 5 days due to client/family schedules or issues. Moving forward we have assigned an intake Case Manager to make all initial visits within 5 business days, closely monitoring the initial date of referrals and making visits on a weekly basis.

Home Health Dept: Met- The percent of respondents that indicate satisfied/very satisfied with licensed home health services is 100% for this FY. Increased staff awareness of providing quality care and monthly review of this measure at staff meetings has contributed to the high success rate. The department will continue these practices in future. The CYEE is 100% based on annual trending data.

Internal Ops: Met- Horizon exceeded the annual target by collecting 99% of its budgeted revenues. Horizon's goal of collecting at least 95% of budgeted revenues depended a great deal on timeliness of billing and collection efforts. Although the timeliness of revenue receipt was out of Horizon's control, billing staff ensured that billing was done timely and that they communicated on a regular basis with major payor sources like ALTCS to coordinate timely receipt of revenues. Horizon's budgetary targets for revenue collection are set at \$10,939,677. It is projected that the agency will almost double in size due to the increasing demand for unskilled homecare services from Long Term Care. This increase in client base will be gradual; it is estimated that approximately 20 clients will be added per month to Horizon's existing client base.

Marketing & Network: Not Met- Currently YTD trending data projects a -1.18% decrease in Medicare episodes. Please note that the measure incorrectly lists 07/08 data for FY 09/10, "from 180 to 234". FY 09/10 calculations were based off the total number of Medicare episodes made in FY 08/09 which was 338 episodes. The "from 180 to 234" portion of the measure was deleted for FY10/11 to avoid confusion in the future. Calculations are based on the prior FYE data. The annual target increase will not be met as it was unrealistic given that it was based incorrectly on FY 07/08 data and the nursing staff turnover the agency experienced in 4 /12 months of this FY. To improve next years' performance the agency will strive to keep all nursing positions filled with trained nursing staff and continue its monthly meetings with PGLTC to foster confidence and positive working relationships.

Administrative: Met- Horizon has met the annual target by collecting 100% of the surveys stating the client is satisfied or very satisfied with services received from Horizon. Moving forward we will explore other avenues to receive surveys anonymously.

Financial: Of the 238 requisitions entered into the system for the quarter, 223 were received on within a 3 day period. We will continue to have a back up staff member to receive on purchase orders timely.

Human Resources: Met- Of the 16 annual employee appraisals completed 16 were submitted to H.R. by January 29, 2010. The annual target was set at 20, due to loss of employees we now have 16 FT employees that receive employee appraisals.

Records: For the upcoming fiscal year, we will continue to monitor our record series to ensure we are in compliance with AZ State Library of Archives. We will also explore alternative resources in the development of a cost-effective solution for information management design to reduce risk and increase information protection and recovery of our records.

Training: Met- The total amount of dollars spent for training this fiscal year equates to \$20,356.00. Training is directly aligned to departmental mission/goals and is related to training para-professional staff in quality care measures as well as additional training specific to professional clinicians providing skilled home health care.

Vehicles: Met- Most of Horizon vehicles were operated more than 10,000 miles annually. Only one vehicle did not meet the target. Vehicle # 11285 was at 9979 miles at year end. We meet our goal for the most part since we were only short by 21 miles on vehicle #11285. The average miles driven on Horizon vehicles were 15,743 per vehicle based on our analysis.

Overall, we were able to keep all vehicles current on major preventative maintenance per schedule and meet our annual goal. Our analysis shows that the current year-end estimate is 95% based on year-to-date data.

Internal Ops: Met- There were multiple mid-year increases in revenue targets (in December 2009 and April 2010) which shifted the agency's original revenue collection target from \$5,026,314 to \$5,663,039. This increase was due to change in demand for unskilled home care services.

HORIZON HOME CARE

Administrative

Department Director

KR % of surveyed customers who say they are satisfied or very satisfied with the services provided by the department

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
75.00%	100.00%	95.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Horizon has met the annual target by collecting 100% of the surveys stating the client is satisfied or very satisfied with services received from Horizon. Moving forward we will explore other avenues to receive surveys anonymously. Until then, we will continue to contact random clients utilizing our services.

Horizon's current year end estimate for the fiscal year 2009-2010 is 100%.

Financial Services

KR % of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
90.00%	91.86%	100.00%	100.00%	98.00%	102.44%	98.00%	100.00%	98.53%	97.39%	98.53%

Of the 238 requisitions entered into the system for the year, 223 were received on within a 3 day period. We will continue to have a back up staff member to receive on purchase orders timely.

Our CYEE has been updated to 98.40% based on trending for the last 12 months of data.

Human Resources

KR % of all annual employee appraisals will be submitted to Human Resources by the end of January due date.

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
98.00%	0.00%	100.00%	0.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%

Of the 16 annual employee appraisals completed 16 were submitted to Human Resources by January 29, 2010. The annual target was set at 20, due to loss of employees we now have 16 FT employees that receive employee appraisals.

Based on our actual number of 16 FT employees, we have met our CYEE 100% .

Records Management

KR % of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
100.00%	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%

For the upcoming fiscal year, we will continue to monitor our record series to ensure we are in compliance with AZ State Library of Archives.

We will also explore alternative resources in the development of a cost-effective solution for information management design to reduce risk and increase information protection and recovery of our records.

Training

KR % of training dollars spent that directly align to County or Department strategic goals.

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
85.00%	0.00%	85.00%	0.00%	100.00%	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%

The total amount of dollars spent for training this fiscal year equates to \$20,356.00. The majority of training dollars are allocated from staff time and are not additional training expenses (ie,workshops, outside training costs, etc). Training is directly aligned to departmental mission/goals and is related to training para-professional staff in quality care measures as well as additional training specific to professional clinicians providing skilled home health care. The training log will continue to be updated on a monthly basis throughout the upcoming fiscal year.

HORIZON HOME CARE

Administrative

Vehicle Management

KR % of department vehicles operated more than 10,000 miles per year

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
95.00%	0.00%	95.00%	0.00%	95.00%	0.00%	95.00%	83.33%	83.33%	83.33%	83.33%

Most of Horizon vehicles (five out of six) were operated more than 10,000 miles annually. Only one vehicle did not meet the target. Vehicle # 11285 was at 9979 miles at year end. We met our goal for the most part since we were only short by 21 miles on vehicle #11285 (which is not material). The average miles driven on Horizon vehicles were 15,743 per vehicle based on our analysis.

This measure remains the same in the upcoming fiscal year (FY). To optimize all Horizon vehicles in FY 2010-2011, we plan to reassign our vehicles more frequently between staff to ensure meeting this measure.

Our current year end estimate is 83.33% based on year-end odometer readings.

KR % of department vehicles with preventative maintenance performed as scheduled

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
95.00%	96.03%	95.00%	98.25%	97.00%	83.33%	92.59%	100.00%	95.00%	94.52%	95.00%

During FY 2009-2010, all operational vehicles were maintained per vehicle maintenance schedule and were on track for oil changes, tire rotation, and tune-up services as planned. We were faced with challenges in maintaining vehicles in quarter 2 and quarter 3 due to shortage of resources and lack of county authorized automotive shops in Florence and outlying areas of Pinal County. We made this measure a priority, shifted our resources, and took vehicles out of town for maintenance to reach our goals. Overall, we were able to keep all vehicles current on major preventative maintenance per schedule and meet our annual goal. Our analysis shows that the current year end estimate is 95% based on year-to-date data.

In FY 2010-2011, our target remains the same (i.e., 95% of department vehicles with preventative maintenance as scheduled) and we plan to continue meeting this target by using the existing strategies that assisted us in accomplishing our FY 2009-2010 target.