ADAPT
Quality Improvement Plan – 2025

The Quality Improvement Plan (QIP) is based on data from the annual Outcomes Report and the annual Satisfaction Survey for the previous fiscal year. Additional observations about the activities of the organization are used to determine areas in need of improvement and proposed actions. This plan is in effect until 12/31/2025.

A. CONCERN: Adapt continues to struggle with maintaining adequate staffing. We have seen some improvement in the overall status of the direct care workforce. Our turnover rate was a little lower than last fiscal year; we also had an increase in the overall number of positions from the previous year. When employees quit, it is typically newer hires, which explains why the average length of employment increased again. The night shift is the primary area of weakness, and more substitute staff would be better than the current number we have. Overall, the hiring situation seems to have improved.

PROPOSED ACTIONS:

- Administrative Team Members will reinforce with all supervisors the need to approach employees in a supportive manner that allows for training and information to correct areas of weakness. Supervisors need to be fair and objective while enforcing policies and correcting employees, and this needs to be consistent practice. The County Directors will reinforce this approach with the people they supervise during team and individual meetings and by modeling this approach. This is necessary to improve retention of employees.

- Continue to seek ways to demonstrate appreciation of employees. Adapt has increased efforts to acknowledge employees and work-related activities on the Facebook page. Many employees and program participants were very happy with the 50th anniversary t-shirts. Adapt is having a 50th anniversary open house in August for employees and persons served.

- Continue participating in the temporary wage increase for Direct Care Workers for as long as it continues. Current premium pay is an additional $3.20/hour and is in place through 9/30/2025. It will not be possible to ask for wage increases as we did in 2021/22. The CMH agencies that fund Adapt are having financial difficulties along with the rest of SWMBH, the regional PIHP.

- With staffing levels being more stable than in previous years, Adapt management has more options when addressing staffing problems. Employees who do not want to follow the rules, learn the job, etc., and who have not been receptive to corrective measures, are more likely to be terminated. The goal is always to not fire people, but rather to train and educate them, but there are times when this is not possible in the interest of providing quality services. Removing employees with a poor work ethic typically goes a long way toward retaining good employees.

- Increase participation in the Annual Staff Satisfaction survey in order to elicit feedback and respond to employee needs/concerns. Increase the overall feeling of being heard by management and administrators. Many employees seem to be resistant to completing the survey. The annual survey was added to the MITC/attendance/payroll program and some employees found a way to bypass completing the survey, which would have been anonymous.

- Ensure employees are aware of the 50th Anniversary celebration and participate in desired activities throughout the year and receive recognition appropriately.

- Continue efforts to hire employees. Continue to utilize the following strategies:

    - Ensure training occurs and additional support is provided to new employees through frequent outreach to the employees and communication with the supervisors who observe new hires on the job.
    - Assess where Adapt's hiring signs are placed. Replace damaged signs after the winter months.
    - Utilize Facebook to promote praise and acknowledgment of employees as well as celebrate their work with the people we serve. We are currently utilizing the marketing services of 2nd Story Marketing for website redesign and increasing our social media presence.
    - Continue the referral and retention bonus.
    - Participate in local Hiring Events/Job Fairs. Contact local colleges.
    - Participate in letter-writing campaigns to local Senators and Representatives advocating permanent wage increases for all Direct Care Workers as appropriate.
    - Incorporate Cultural Awareness and Diversity strategies into hiring, management, and recognition practices.

TARGET DATE: 12/31/2025

PERSON(S) RESPONSIBLE: County Directors
Executive Director
Home Supervisors
Training Coordinator
Human Resources

B. ISSUE: Continued development of community employment opportunities for consumers as the industry continues to shift to full community integration.

PROPOSED ACTION:

- Continue making regular contacts with area businesses to develop partnerships and increase supported employment opportunities.

- Ensure all workshop workers receive the career counseling dictated by the Workforce Innovation and Opportunity Act (WIOA) to promote integrated community employment. This includes "core workers" in the workshop who are currently working at piece rate under the 14(c) Certificate program. Adapt will continue to offer as many choices as possible for people to choose where they would like to work; However, we want to ensure people know community employment is a possibility for them. The Program Excellence Advocate will be redoubling efforts to truly encourage people to consider community employment. The movement to phase out subminimum wage programs has regained its momentum, with a desired goal of the 14(c) certificate program being eliminated altogether within three years.

- Maintain a strong and collaborative relationship with MRS personnel.

- Maintain efforts to build strong relationships with area schools and the Intermediate School District by continuing to operate the Summer Youth Program.

- Information about community employment opportunities for the people we serve should be discussed in more detail during New Hire training and highlighted in the Adapt newsletter.

- The Program Excellence Advocate will meet with consumers on a regular basis and upon intake into services and discuss employment services to expand consumer knowledge of employment opportunities.

- Discuss the possibility of meeting with BISD faculty and presenting information on Adapt services and the referral process.

TARGET DATE: 12/31/2025

PERSON(S) RESPONSIBLE: Program Supervisor
Executive Director
Program Excellence Advocate
Job Coach
Job Developer

C. ISSUE: Continue to increase traditional Clubhouse activities that were beneficial pre-Covid time period.

PROPOSED ACTION:

- The Clubhouse Supervisor will participate in activities held at Pines that will increase the Pines' staff knowledge of the Clubhouse to promote referrals and team efforts in planning for members.

- Sustain current Transitional Employment (TE) sites and develop new sites, as needed, for members. Continue working with Advisory Board members on TE's and network in the community, as appropriate.
- Maintain Clubhouse International accreditation and improve services by adhering to standards and seeking feedback from members. The next Accreditation survey is due in the Spring of 2026.
- Increase fundraising efforts. Clubhouse has done car washes and breakfast sandwich sales in the past.
- Recruit new Advisory Board members to increase the size of the Board and to replace members who do not realistically have the time to attend meetings.
- Hold Advisory Board meetings as scheduled.
- Review Clubhouse policies and procedures and update accordingly.
- Ensure Clubhouse has its own brochure that is current.
- Attend training as needed and appropriate.
- Periodically evaluate the schedule and the work-ordered day, along with the current staffing ratio.

TARGET DATE: 12/31/2025

PERSON RESPONSIBLE: Program Supervisor
Executive Director
Program Excellence Advocate
Outlook Colleagues

D. ISSUE: Increase community participation and integration for all program participants/persons served.

PROPOSED ACTION:

- Full community integration is the expectation of the HCBS rule as well as ensuring individual choice. Adapt is working with funding/referral sources to ensure compliance. The County Directors will ensure all new directives regarding the HCBS rule are followed by remaining up to date with communications on the topic.
- Increase the number of outings, as appropriate, in all homes and programs. Overall, Adapt is serving fewer people in Residential, so the number of hours may not increase, but more outings should be planned to reflect pre-pandemic levels. Outings should be individualized and reflect activities the individuals served like.

- Re-evaluate the types of outings available in the community, the activities the people we serve appear to enjoy, and how we are using our human and monetary resources.

- Increase attention to achievements by persons served by highlighting in the bi-annual newsletter and on Facebook, as appropriate.

- Ensure all supervisors have adequate training and support and have periodic reviews about the expectations of their roles, which includes ensuring opportunities for increased independence.

- Provide ongoing and customized training to all employees that will assist them in caring for the people we serve and in working toward Adapt's mission statement.

- Involve the people we serve who are interested in the planning of Adapt's 50th Anniversary celebration.

- Ensure employees write Unusual Incident Reports (UIR's) to ensure proper documentation of incidents which relate to staffing ratios and the level of safe participation and independence at home and in the community.

- Update a master list of activities available within a 30-mile radius of each county.

TARGET DATE: 12/31/2025

PERSON RESPONSIBLE: Program Supervisors
County Directors
Executive Director
Training Coordinator
Program Excellence Advocate

E. ISSUE: Aging homes and buildings increasingly need more attention to remain safe and look presentable, according to Adapt standards. The physical environment is important to the overall quality of services and culture of the organization.

PROPOSED ACTIONS:

- Ensure all homes and programs have working equipment/appliances in good condition.

- Ensure all homes and programs have the indoor and outdoor furniture needed for the comfort of the people we serve.

- Assess all homes and buildings for repairs and updates.

- Assess the appearance and functionality of kitchens and bathrooms of all homes/programs. Prioritize projects based on need and funds available.
- Work with Home and Program supervisors on recognizing needed repairs, replacements, etc.
- Schedule dumpsters as needed for large clean up.
- Ensure employees use appropriate cleaning products and correct amounts, especially on floors and with appliances. Each supervisor should cover these topics in staff meetings and discuss them with new hires. Ensure products that are used are on the OSHA list.

TARGET DATE:	12/31/2025	
PERSON RESPONSIBLE:	County Directors Program Supervisors Home Supervisors Maintenance Worker	Executive Director Safety Committee