



OFFICIAL NOTICE AND AGENDA of a meeting of the Board or a Committee

A meeting of the **Quality Committee** of the North Central Community Services Program Board will be held at **North Central Health Care, 1100 Lake View Dr., Wausau, WI, Board Room** at **10:30AM**, on **Thursday, January 15th**, 2015.

AGENDA

1. Call to order
2. Moments of Excellence
3. Action: approve December 1, 2014 meeting minutes
4. Items by Consent Agenda
 - a. Outcome Data
 - Organizational outcomes
 - Program specific outcomes
 - b. Safety
 - Adverse Events
5. Closed Session - pursuant to Section 19.85(1)(c) and (f) Wis. Stats. for the purpose of considering employment and performance evaluation of any public employee over which the governmental body exercises responsibility, and preliminary consideration of specific personnel problems, which if discussed in public, would likely have a substantial adverse effect upon the reputation of any person referred to in such problems, including specific review of performance of employees and providers of service and review of procedures for providing services by Agency.
 - a. Corporate Compliance and Ethics Report
6. Motion to come out of closed session
7. Possible announcements regarding issues discussed in closed session
8. 2015 Quality Plan Updated with Approved Recommendations
 - a. Action: Approve 2015 Quality Plan
9. Hospital Utilization Review
10. Joint Commission Education
11. Future agendas
12. Adjourn

*Action may be taken on any agenda item.

*In the event that any individuals attending this meeting may constitute a quorum of another governmental body, the existence of the quorum shall not constitute a meeting as no action by such body is contemplated.

Signed: /s/ G. Bezucha
Presiding Officer or His Designee

COPY OF NOTICE DISTRIBUTED TO:

Wausau Daily Herald Antigo Daily Journal
Tomahawk Leader Merrill Foto News
Langlade, Lincoln & Marathon County Clerk Offices
DATE 1/9/15 TIME 1:30 p.m.

THIS NOTICE POSTED AT

NORTH CENTRAL HEALTH CARE
DATE 1/9/15 Time 1:30 p.m.
By Dianna Schlicher

Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative office at 715-848-4422. For TDD telephone service, call 715-845-4928.

VIA: X FAX X MAIL
BY /s/ D. Schlicher

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM
QUALITY COMMITTEE MEETING MINUTES**

December 1, 2014, 10:30 a.m.

NCHC – Wausau Campus

Present: Darren Bienvenue, Laura Scudiere, Dr. Eric Penniman, Bill Miller

Excused: Holly Matucheski, Jean Burgener

Also present: Becky Schultz, Gretchen Brown, Michael Loy, Dianna Schlicher

The meeting was called to order at 10:31 a.m.; roll call was noted and a quorum declared. Moments of excellence were shared.

Minutes

- **Motion**/second by Penniman/Miller to approve the minutes of the 9/18/14 meeting. Motion carried.

Consent Agenda

- **Motion**/Second by Bienvenue/Penniman to approve the Outcome Data and Safety information by consent agenda. Motion carried.

Closed Session

- **Motion**/second by Miller/Penniman to adjourn into Closed Session, pursuant to Section 19.85(1)(c) and (f) Wis. Stats. for the purpose of considering employment and performance evaluation of any public employee over which the governmental body exercises responsibility, and preliminary consideration of specific personnel problems, which if discussed in public, would likely have a substantial adverse effect upon the reputation of any person referred to in such problems, including specific review of performance of employees and providers of service and review of procedures for providing services by Agency and to allow staff to remain. Motion carried and moved into closed session at 10:38 a.m.
- **Motion**/second by Miller/Bienvenue to come out of closed section. Motion carried.
- **Motion**/second by Penniman/Bienvenue to approve the Corporate Compliance and Ethics Reports as presented in closed session. Motion carried.

Key Cross Functional Process Improvement (PI) Initiatives

- Employee Turnover reduction
 - As requested from the September meeting, the Committee was provided a breakdown of full-time, part-time, occasional status, professional staff turnover and voluntary versus involuntary terminations.
 - Human Resources staff have met regularly with nursing home administration and reviewed hiring practices.
 - Reviewed the turnover information; turnover decreases after the first 100 days.
 - Exit interviews are expanding to identify reasons for turnover.
 - Further discussion was tabled until the next meeting.

Annual Quality Report and 2015 Plan Recommendations

- Reviewed the Excellence in Quality Model.
- Discussed 2014 accomplishments:
 - Joint Commission accreditation application;
 - Culture of Safety and improvements in safety that significantly reduced the number of adverse events;
 - Establishment of the Ethics Committee which allowed NCHC to advance ethics policy, training and boundaries; and

- The continued development of leaders to drive quality/work with employees.
- Reviewed organizational outcomes.
- NCHC met or exceeded 114 program outcomes.
- Reviewed and discussed focus for 2015 Quality Measures.
 - Opportunity to get more medication errors reported due to a better reporting system.
 - Lack of alcohol and drug treatment in county and the perception of NCHC by law enforcement were discussed.
 - Residential unit for alcohol/drug treatment will reopen in January.
 - OWI recidivism rate is very low.
 - Staff has continued efforts to further communication with law enforcement.
 - The Committee commended NCHC for their continued effort in educating leadership.
 - Discussed the lack of psychiatric services and proposed increased efforts to improve psychiatric services in 2015.
 - The Committee would like to see continued focus on financial measures.
 - Discussed how lowering the employee turnover rate can increase patient satisfaction.
 - Employee engagement is important.
 - Pay system is based on job competency, core values and outcomes.
- Reviewed the recommendations for 2015.
 - Integrate Best Practice in all areas.
 - Key areas for process improvement were discussed.
 - Reviewed organizational dashboard.
 - Develop transition of care processes where there is focus on shared clients/partnering/collaborative care management, including team-based decision making.
 - Taskforce of local providers to discuss HIPAA harmonization.
 - Institute team-based decision making that engages the employee engagement and involves more staff in decision making.
 - Review/support policies and ongoing education to ensure leaders understand their role in communicating policy to staff.

Motion/second by Penniman/Bienvenue to approve the Annual Quality Report and 2015 Recommendations with additions discussed. Motion carried.

Motion/second by Penniman/Miller to approve the 2015 Organization Quality Dashboard with additions as discussed. Motion carried.

Future Agenda Items

- Employee Turnover – Ongoing with a summary of exit interviews in 3 months.
- Board training/role on Joint Commission.

Motion/second by Bienvenue/Miller to adjourn at 12:03 p.m. Motion carried.

dls

DEPARTMENT: **NORTH CENTRAL HEALTH CARE**

FISCAL YEAR: **2014**

PRIMARY OUTCOME GOAL	TARGET (Rating 2)	↑ ↓	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD	2013
CLINICAL																
Psychiatric Hospital Readmission Rate	10-11%	↓	16.5%	8.3%	3.6%	11.8%	8.8%	8.2%	13.7%	10.5%	9.4%	10.5%	4.4%	11.1%	10.0%	9.80%
Nursing Home Readmission Rate	7-8%	↓	2.9%	3.5%	5.1%	5.9%	3.6%	4.7%	2.6%	4.3%	2.2%	5.3%	4.2%	0.0%	3.7%	8.60%
AODA Relapse Rate	13-15%	↓	0.0%	0.0%	14.6%	28.6%	0.0%	5.6%	7.7%	16.7%	27.4%	9.5%	11.8%	0.0%	10.6%	n/a
NCHC Adverse Event Rate	4.5-4.8	↓	3.7	4.6	3.1	4.0	4.3	3.4	4.1	3.5	4.7	5.0	4.0	5.2	4.1	5.0*
PEOPLE																
Employee Turnover Rate	18-20%	↓	33.5%	25.3%	21.6%	20.5%	21.6%	23.5%	22.8%	24.1%	22.9%	24.5%	24.7%	25.5%	25.5%	30.5%
Employee Adverse Event Rate	0.11-0.13	↓	0.11	0.09	0.17	0.08	0.07	0.11	0.11	0.12	0.11	0.07	0.11	0.10	0.11	0.16
SERVICE																
Client/Patient/ Resident Satisfaction Percentile Rank	50 th -60 th	↑	\	\	53rd	60th	54th	52nd	62nd	72nd	63rd	61st	32nd	57th	59th	n/a
Community Partner Satisfaction Percent Good/Excellent	75-80%	↑	\	\	86%	\	\	58%	\	\	63%	\	\	80%	71%	n/a
COMMUNITY																
Recidivism Rate for OWI	36-40%	↓	29.72%	27.50%	34.04%	31.25%	33.33%	23.68%	34.37%	48.00%	34.00%	31.90%	38.20%	12.00%	31.30%	44.7%
Outpatient Appointment Wait Days	13-14 Days	↓	13.3	11.4	9.1	10.9	7.3	9.4	13.1	19.6	14.5	5.7	6.2	8.3	10.6	16.7
Community Treatment Employment Rate	13-14%	↑	13.2%	13.3%	14.4%	14.6%	14.5%	15.3%	15.5%	17.0%	16.5%	14.1%	19.0%	17.2%	15.4%	n/a
FINANCE																
Direct Expense/Gross Patient Revenue	51-56%	↓	57.9%	59.2%	58.2%	67.2%	60.7%	51.9%	60.7%	62.0%	61.1%	62.3%	56.7%		59.7%	55.10%
Days in Account Receivable	48-50 Days	↓	55	55	56	56	57	60	60	60	60	60	62		62	52
Days Cash on Hand	60-65 Days	↑	55	55	55	55	55	55	55	55	55	58	58		58	55
Monthly Net Patient Service Revenue	\$3,488,233-\$3,571,500	↑	\$3,458,260	\$3,088,346	\$3,385,630	\$3,064,421	\$3,031,598	\$3,365,656	\$3,068,697	\$3,246,154	\$3,089,639	\$3,221,091	\$3,285,003		\$3,225,740	3,306,765

KEY: ↑ Higher rates are positive ↓ Lower rates are positive

NCHC OUTCOME DEFINITIONS

CLINICAL	
Psychiatric Hospital Readmission Rate	Percent of patients who are readmitted within 30 days of discharge from the Inpatient Behavioral Health hospital.
Nursing Home Readmission Rate	Percent of Medicare residents admitted to the Nursing Home that are rehospitalized.
AODA Relapse Rate	Percent for patients admitted to Ambulatory Detoxification or the Behavioral Health hospital for detoxification then readmitted within 30 days of discharge for repeat detoxification.
NCHC Adverse Event Rate	Rate of client/patient/resident occurrences that are considered adverse events per 1000 patient days/visits. Adverse events are occurrences with a high potential for harm, injury or adverse outcome due to human error, process failure or environmental factors.
PEOPLE	
Employee Turnover Rate	Percent of employee terminations (voluntary and involuntary) of the total workforce. Monthly figures represent an annualized rate.
Employee Adverse Event Rate	Rate of employee occurrences with a high potential of harm, injury or adverse outcome due to human error, process failure or environmental factors per 1000 hours worked.
SERVICE	
Client/Patient/Resident Satisfaction Percentile Rank	Comparison rate (to other organizations in the Health Stream database) of the percent of level 9 and 10 responses to the Overall rating question on the survey.
Community Partner Satisfaction Percent Good/Excellent	Percentage of "Good and Excellent" responses to the Overall Satisfaction question on the survey.
COMMUNITY	
Recidivism Rate for OWI	Percentage of AODA clients that have 2 or more OWI convictions.
Outpatient Appointment Wait Days	Number of days from client referral to 1st appointment offered.
Community Treatment Employment Rate	Percentage of Community Treatment clients that are competitively employed (in a position that is open to the general public).
FINANCE	
Direct Expense/Gross Patient Revenue	Percentage of total direct expense compared to gross revenue.
Days in Account Receivable	Average number of days for collection of accounts.
Days Cash on Hand	Number of days the organization can function on available cash

Inpatient Services

Department	Domain	Outcome Measure	Target Level	YTD
Crisis CBRF	Clinical			
	People	Employee Engagement Partnership Mean	60.8-65.8	61.2
		Employee Injuries	1-2	0
	Service	External Customer Satisfaction Percent 9/10 responses	45-50%	43.8%
		Community Partner Satisfaction Percent Good/Excellent	75-80%	82%
	Finance	Direct Cost/Unit of Service	\$7-\$9	\$5
Crisis Services	Clinical	Hospitalization Diversion Rate	70-75%	95%
	People	Employee Engagement Partnership Mean	61.9-66.9	72.2
		Employee Injuries	1-2	1
	Service	External Customer Satisfaction Percent 9/10 responses	68-73%	88.9%
	Community	Community Partner Satisfaction Percent Good/Excellent	75-80%	60%
		Community Outreach Efforts	2-4/month	2
	Finance	Direct Cost/Unit of Service	\$83-\$119	\$195
Inpatient Behavioral Health	Clinical	Hospital 30-Day Readmissions	10-11%	9.8%
		Adverse Event Rate (per 1000 patient days)	27-28	22.1
	People	Employee Engagement Partnership Mean	53.8-58.8	62.2
		Employee Injuries	9-10	2
	Service	External Customer Satisfaction Percent 9/10 responses	45-50%	52.5%
	Community	Community Partner Satisfaction Percent Good/Excellent	75-80%	46%
	Finance	Direct Cost/Unit of Service	\$530-\$545	\$595
MVCC Overall	Clinical	Rehospitalization within 30 days of admission	7-8%	4.0%
		Adverse Event Rate (per 1000 patient days)	12-13	13.5
	People	Employee Engagement Partnership Mean	70-75	68.9
		Employee Injuries	44-52	22
	Service	External Customer Satisfaction Percent 9/10 responses	75-80%	77%
	Community	Hours of Community Outreach	240	696
		Community Partner Satisfaction Percent Good/Excellent	75-80%	100%
Finance	Direct Cost/Unit of Service	\$160-\$169	\$172	
Post-Acute Care	Clinical	Rehospitalization within 30 days of admission	16.5-17.4%	5.6%
	People	Employee Engagement Partnership Mean	70.3-75.3	66.3
		Employee Injuries	8-9	9
	Service	External Customer Satisfaction Percent 9/10 responses	75-80%	72.1%
	Community	Community Outreach Hours and Initiatives	142-152/year	294.6
Finance	Direct Cost/Unit of Service	\$160-\$169	\$172	
Long-Term Care	Clinical	Rehospitalization within 30 days of admission	12.8-13.8%	5.5%
		Resident Adverse Event Rate	12.8-13.8	12.6
	People	Employee Engagement Partnership Mean	58.3-63.3	56.2
		Employee Injuries	15-18	3
	Service	External Customer Satisfaction Percent 9/10	75-80%	95%

		responses		
	Community	Community Outreach Hours	85-95/year	248.5
	Finance	Direct Cost/Unit of Service	\$160-\$169	\$172
Legacies by the Lake	Clinical	Percent Psychotropic Medications Reduced	10-12%	2.9%
		Legacies Adverse Event Rate	7.7-9.2	11.0
	People	Employee Engagement Partnership Mean	72.9-77.9	69.9
		Employee Injuries	21-25	9
	Service	External Customer Satisfaction Percent 9/10 responses	75-80%	95.0
	Community	Community Outreach Hours	86-99/year	180
	Finance	Direct Cost/Unit of Service	\$160-\$169	\$172

Outpatient Services

Department	Domain	Outcome Measure	Target Level	YTD
Adult Day and Prevocational Services	Clinical	Prevoc-Wausau – Number of consumers obtaining community employment	3-5	5
		ADS Wausau/Antigo - % Consumers functional outcomes met/exceeded	75-85%	70%
	People	Employee Engagement Partnership Mean	71.5-76.5	64.4
		Employee Injuries	10-13	5
	Service	External Customer Satisfaction Percent 9/10 responses	68-73%	91%
	Community	Community Partner Satisfaction Percent Good/Excellent	75-80%	83%
		% Program Operation Hours Performing Community Outreach	20-25%	28%
	Finance	Direct Cost/Unit of Service	\$6-\$7	\$7.00
Aquatic Services	Clinical	% of clients meeting treatment goals of 80-100% in 8-12 sessions	75-85%	88%
	People	Employee Engagement Partnership Mean	77.7-82.7	69.7
		Employee Injuries	1-3	0
	Service	External Customer Satisfaction Percent 9/10 responses	68-73%	94.5%
	Community	Community Service Hours/Month	9-12	12.3
		Community Partner Satisfaction Percent Good/Excellent	75-80%	96%
Finance	Direct Cost/Service	\$105-\$108	\$107	
Birth to 3	Clinical	% of parents indicating an increased understanding of their child's strengths, needs & abilities and an increased ability to help their child grow/develop	90-95%	93%
	People	Employee Engagement Partnership Mean	74.7-79.7	65.9
		Employee Injuries	1-2	2
	Service	External Customer Satisfaction Percent 9/10 responses	68-73%	96%
	Community	% of children who, after receiving B-3, reach age-expected levels and discharge early	20-22%	25%
		Community Partner Satisfaction Percent Good/Excellent	75-80%	91%
Finance	Direct Cost/Unit of Service	\$136-\$142	\$151	
Children's Waivers and Family Support	Clinical	% of families who indicate they & service coordinator share a common understanding of the strengths/needs & services which support identified outcomes	70-75%	91%
	People	Employee Engagement Partnership Mean	74.7-79.7	65.9
		Employee Injuries	1-2	0
	Service	External Customer Satisfaction Percent 9/10 responses	68-73%	91%
	Community	Develop one tool/quarter for parent tool kit which will support parent/child in transition from Children's Waiver into "Adult" services	4-6 Tools/year	6
		Community Partner Satisfaction Percent Good/Excellent	75-80%	82%
Finance				

Community Corner Clubhouse	Clinical	% Community Corner Clubhouse members are working on SE/IE at least 15 hrs/week	50-55%	82%
	People	Employee Engagement Partnership Mean	86.3-89.3	81.0
		Employee Injuries	1-2	0
	Service	External Customer Satisfaction Percent 9/10 responses	68-73%	62.1%
	Community	Community Outreach Efforts	2-4/month	14.2
		Community Partner Satisfaction Percent Good/Excellent	75-80%	71%
	Finance	Direct Cost/Unit of Service	\$44-\$47	\$64

Department	Domain	Outcome Measure	Target Level	YTD
Community Treatment	Clinical	% Consumers are Competitively Employed	13-16%	15.2 %
	People	Employee Engagement Partnership Mean	72.5-77.5	65.7
		Employee Injuries	3-5	2
	Service	External Customer Satisfaction Percent 9/10 responses	68-73%	64.9
	Community	% of days hospitalized for AODA or psychiatric reasons	0.5-1.0%	.77%
		Community Partner Satisfaction Percent Good/Excellent	75-80%	87%
	Finance	Direct Cost/Unit of Service	\$60-\$63	\$69
Outpatient Mental Health	Clinical	Hospitalization Rate	1-2%	1.36%
	People	Employee Engagement Partnership Mean	74.6-79.6	67.5
		Employee Injuries	1-2	0
	Service	External Customer Satisfaction Percent 9/10 responses	68-73%	64.9%
	Community	Access to Outpatient Services from referral to first offered appointment	13-14 Days	10.8
		Community Partner Satisfaction Percent Good/Excellent	75-80%	57%
		Recidivism rate for OWI	36-40%	32.5%
Finance	Direct Cost/Unit of Service	\$100-\$104	\$114	
Residential Services	Clinical	% Consumers that meet/exceed functional outcomes	80-85%	77%
	People	Employee Engagement Partnership Mean	77.8-80.8	67.6
		Employee Injuries	14-16	3
	Service	External Customer Satisfaction Percent 9/10 responses	75-80%	89.3%
	Community	Community Volunteer/Integration Hours per year	525-550 hrs/yr	1273
		Community Partner Satisfaction Percent Good/Excellent	75-80%	40%
Finance	Direct Cost/Unit of Service	\$121-\$126/day	\$131	

Financial Division

Department	Domain	Outcome Measure	Target Level	YTD
Business Operations	Clinical			
	People	Employee Engagement Partnership Mean	78.9-83.9	70.8
		Employee Injuries	1-2	0
	Service	% Excellent on Internal Customer Satisfaction	75-80%	84%
	Community			
	Finance	Expense Budget	\$808,879-\$860,510	\$719,555*
		Audit results	2-4 adjustments	\
F/S Deadlines by 3 rd Tuesday of Next Month		90-100%	100%	
Demand Transportation	Clinical	Double Occupancy per Trip	9-11/week	11
	People	Employee Engagement Partnership Mean	78.9-83.9	70.8
		Employee Injuries	1-2	0
	Service	% Excellent on Internal Customer Satisfaction	75-80%	78%
	Community	Community Partner Satisfaction Percent Good/Excellent	50-75%	100%
	Finance	Direct cost per trip	\$24-\$27	\$23
Information Services	Clinical	Clinical documents scanned within required # of days once live with TIER ≤ 4 days	90-100%	98%
	People	Employee Engagement Partnership Mean	78.9-83.9	70.8
		Employee Injuries	1-2	1
	Service	% Excellent on Internal Customer Satisfaction	75-80%	90%
		Processing of report requests IMS/Data Services (Tracking of requests for reports when they are complete) in 3-4 days	90-100%	100%
	Community			
Finance	Expense Budget	\$2,305,867-\$2,453,051	\$2,344,120*	
Patient Accounting and Enrollment Services	Clinical			
	People	Employee Engagement Partnership Mean	78.9-83.9	70.8
		Employee Injuries	1-2	0
	Service	% Excellent on Internal Customer Satisfaction	75-80%	89%
	Community			
	Finance	Expense Budget	\$757,385-\$805,729	\$727,153*
		Administrative Write Off's decrease from 2013	\$69,500-\$73,180	\$96,230
Percent of Claims over 90 days		8-10%	21.33%	
Purchasing	Clinical			
	People	Employee Engagement Partnership Mean	78.9-83.9	70.8
		Employee Injuries	1-2	0
	Service	% Excellent on Internal Customer Satisfaction	75-80%	98%
		Deliver all packages within the day of arrival	85-95%	99.9%
		% of accurate paperwork	85-95%	97.8%
	Community			
Finance	Expense Budget	\$204,889-\$217,968	\$209,759	

Support Services

Department	Domain	Outcome Measure	Target Level	YTD
Adult Protective Services	Clinical	Adult protective placement reviews will be completed 10 days prior to the due date	55-56%	75%
	People	Employee Engagement Partnership Mean	77.7-80.7	69.8
		Employee Injuries	1-2	0
	Service	External Customer Satisfaction Percent 9/10 responses	68-73%	91%
	Community	Community Partner Satisfaction Percent Good/Excellent	75-80%	73%
Finance	Direct cost/investigation	\$789-\$829	\$707	
Communication and Marketing	Clinical			
	People	Overall NCHC Employee Engagement Partnership Mean	79.1-82.1	82.9
	Service	% Excellent on Internal Customer Satisfaction	70-75%	81%
	Community	Foundation Campaign Increase	0-25%	\
	Finance	Outpatient mental health revenue growth	\$1,145,000-\$1,175,000	\$1,096,515*
		Post-Acute Care revenue growth	\$6,799,000-\$6,969,000	\$5,837,098*
County/City IT	Clinical			
	People			
	Service	% Excellent on Internal Customer Satisfaction	70-75%	40%
	Finance	IT utilization – partnership %	38-40%	39.78%
Environmental Services	Clinical	Environmental Safety (adverse events related to environment)	10-15/year	1
	People	Employee Engagement Partnership Mean	77.2-81.1	85.1
		Employee Injuries	8-9	0
	Service	% Excellent on Internal Customer Satisfaction	70-75%	93%
		External Customer Satisfaction Percent 9/10 responses	53.7-57.7%	56.3%
	Community			
Finance	Expense Budget Management (5% Under/5% Above)	\$3,253,486-\$3,461,156	\$3,105,445*	
Human Resources	Clinical	Employee Adverse Events/1000 hours worked	0.11-0.12	0.11
	People	Employee Engagement Partnership Mean	79.1-82.1	82.9
		Employee Turnover Rate	18-20%	22.9%
		Employee Injuries	1-2	0
	Service	% Excellent on Internal Customer Satisfaction	75-80%	41%
	Community			
Finance	Expense Budget	\$633,415-\$673,846	\$720,834*	
Nutrition Services	Clinical	Diet order accuracy	90-95%	93.0%
	People	Employee Engagement Partnership Mean	69.7-74.9	73.2
		Employee injuries	9-10	2
	Service	External Customer Satisfaction percent 9/10 responses	39.9-44.3%	46.6%
	Community	Social accountability: community based events	2-3	2
Finance	Direct Expense Budget	\$2,568,338-\$2,732,275	\$2,732,879*	

Department	Domain	Outcome Measure	Target Level	YTD
Pharmacy	Clinical	Medication error rate (dispensing)	0.1125-0.15%	0.10%
	People	Employee Engagement Partnership Mean	69.5-74.5	68.2
		Employee Injuries	1-2	0
	Service	% Excellent on Internal Customer Satisfaction	70-75%	77%
	Community	Community outreach hours/year	21-30/year	70
	Finance	Net Revenue to Direct Expense	\$1.17-\$1.22	\$1.02
Quality Services	Clinical	NCHC Adverse Event Rate	4.5-4.8	4.0
	People	NCHC Overall Employee Engagement Partnership Mean	79.1-82.1	69.8
		Employee Adverse Event Rate	0.11-0.13	0.10
	Service	% Excellent on Internal Customer Satisfaction	75-80%	75%
	Finance	Expense Budget	\$907,878-\$965,828	\$797,287*
Volunteer Services	Clinical			
	People	Employee Engagement Partnership Mean	79.1-82.1	82.9
		Employee Injuries	1-2	0
	Service	% Excellent on Internal Customer Satisfaction	70-75%	96%
	Community	Outreach hours	86-100	109
Finance	Expense Budget	\$90,822-\$96,619	\$93,720*	

2013 YTD Cumulative Rates

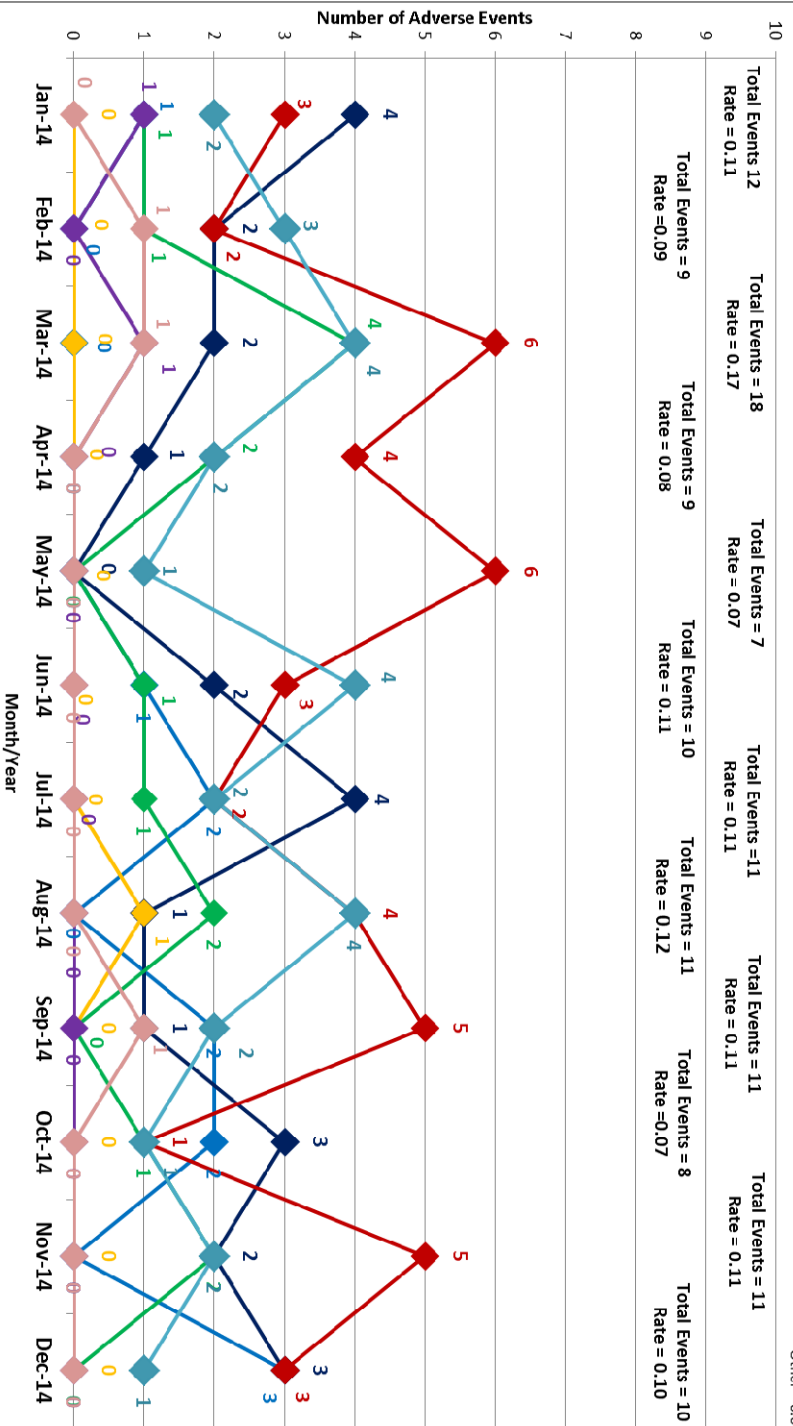
Overall Cumulative Rate = 0.16
 Altercation Rate= 0.03
 Fall Rate= 0.03
 Direct Patient Care Injury =0.03
 Other Work Activities Injury = 0.4
 Struck by/Against/between object = 0.01
 Lost/Theft/Damaged = 0.006
 Motor Vehicle =0.006
 Other/HIPPA =0.01

EMPLOYEE ADVERSE EVENTS

Altercation
 Direct Patient Care Injury
 Other Work Activity Injuries
 Motor Vehicle
 Falls
 Struck by/Against/Caught between Object
 Lost/Theft/Damaged Items
 OTHER

2014 Cumulative Rates

Overall Cumulative Rate= 0.11
 Altercation Rate=0.009
 Fall Rate=0.02
 Direct Patient Care Rate=0.04
 Other Work Activities Injury= 0.02
 Struck by/Against/between object= 0.01
 Lost/Theft/Damaged= 0.001
 Motor Vehicle= 0.002
 Other = 0.002



Adverse Event: Unexpected occurrence with a high potential for harm, injury or adverse outcome due to human error, process failure or environmental factors.

2013 YTD Cumulative Rates

Overall Cumulative Rate 5.1
 Altercation Rate 0.49
 Behavior Rate 0.18
 Fall Rate 1.62
 Injury Rate 0.89
 Medication Error Rate 0.61
 Infection Rate 1.47
 Other Safety/Medical 0.18

NCHC Client/Patient/Resident Adverse Events

Altercations
 Infections
 Behaviors
 Injury (Unknown Origin)
 Falls
 Medication Errors
 Other Safety/Medical

2014 YTD Cumulative Rates

Overall Cumulative Rate 4.0
 Altercation Rate 0.24
 Behavior Rate 0.17
 Fall Rate 1.42
 Injury Rate 0.51
 Medication Error Rate 0.46
 Infection Rate 1.09
 Other Safety/Medical Rate 0.13

