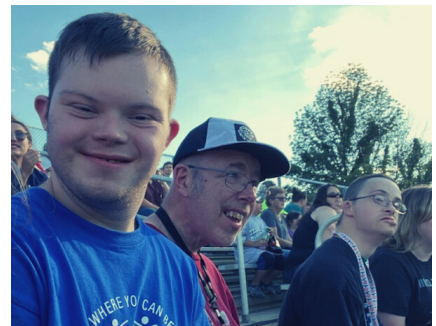


CHILD-ADULT  
RESOURCE SERVICES, INC.

# CARF REPORT

JULY 1, 2020 - JUNE 30, 2023



PREPARED BY  
Jill Pastore & Monica Freeman

# AGENCY INFORMATION

Fifty-three years ago, CARS, Inc. began as a collective of five Community ARC's operating independently, servicing a small rural population of children and adults. In 2022, CARS is a leader within the field we serve.

We believe we are among the ranks of agencies setting the highest standards of individualized services for persons with disabilities within Central Indiana and over the 60+ Indiana Counties where we provide Community Employment Services.



## Mission Statement:

*To empower by developing community-based options and opportunities that will benefit individuals, families, and the community at large.*

# AGENCY HIGHLIGHTS

C.A.R.S. is proud to highlight the overall health, wellness, and safety of the individuals we have served since 2020-current. Through the COVID-19 pandemic, we have supported individuals to remain healthy. Though we did experience some COVID illness during the height of the pandemic, we are grateful to report that we have not had any COVID-related deaths. Our staff and individuals served both impeccably followed recommended procedures and protocols.

C.A.R.S. was the recipient of Community Connections for People with Disabilities through the Office of Rural Community Affairs in Parke & Fountain Counties. We supported people to stay connected virtually with friends and family during the pandemic. This program also offered unique learning opportunities and virtual field trips for individuals in these counties.

C.A.R.S. has maintained steady growth in our waiver residential, day service, and behavioral management programs. We attribute this to our prioritization of providing quality services to those who select C.A.R.S. as their provider. We have emphasized preparing staff for the upcoming changes through the Settings Rule so we can seamlessly integrate the new requirements.



CARS has continued to raise funds from community members and businesses annually through our Golf Classic each September. We continue to develop unique partnerships in each community where we have a physical presence. These partnerships often result in financial gain for our agency through donations, grant opportunities, and/or in-kind gifts. Some examples include White Pine Manor, Purdue Extension Office, Brazil Pizza Hut, MadJax, and Paws & Claws.

# STRATEGIC PLAN 2020-2025

This plan serves as a template for planning for the next 5 to 10 years, with operational goals for the next two years. This plan will incorporate budgeting, outcome actions & program updates. A SWAT analysis is part of the plan as well and is updated every two years or before related to significant industry changes. This Strategic Plan provides direction to ensure that CARS operates efficiently and effectively during increasing compositeness.

## *Market Data*

**Geographic Area:** CARS serves an extensive section of Indiana for adult-related services. Our children's services are limited to specific service areas according to funding.

**Demographics:** CARS serves a very diverse group of people; this can be driven by needs, funders, and the community.

**Overview of Services:** CARS Services cover a broad spectrum of human services within our service areas. These collections of services are outlined below:

### **Adult Services:**

- Residential ( SGL & Waiver )
- Day Services
- Employment Services
- OBRA Services - Day Center Activities
- Industrial Services
- PAC Community Services
- Behavioral Services
- Music Therapy

### **Children's Services:**

- Healthy Families
- Family Preservation



# ORGANIZATIONAL SWAT

## *Management, Staff, & Professional Resources*

### Strengths:

- Intuitive to the changing state environment.
- Most staff are genuinely dedicated to the mission and client-oriented culture.
- Management Team.
- Excellent working relationships with state government officials and staff, state department personnel, and staff of state trade/advocacy organizations.
- Strong financial management skills compared to other human service organizations.
- Low administrative overhead (11%) relative to other not-for-profit organizations that average 16-25% in this area.
- Technical support staff in the IT department and consultant.
- Program Information System

### Weaknesses:

- The limited number of administrative staff resources available to tackle many new (different) projects or opportunities.
- No dedicated marketing staff for business units.
- Employment limitations of our current society.
- Turnover of direct service staff - 41% - still high but trending down from a high of 47% in 2008.
  - Note: 62% is an industry norm nationally that is only expected to worsen as the demand for this labor category far outstrips the supply.
- The limited number of specialists with advanced degrees of staff to work with ever more challenging consumers coming to the organization.
- No staff is dedicated solely to fundraising. In 2019, a staff member was placed in a Grant position to secure funds for programs.
- Ongoing cash shortages, financial management skills, and availability of staff in our rural setting.

# PUBLIC RELATIONS

## Strengths:

- CARS enjoys a positive image in the immediate community as a worthwhile, sincere, and responsive not-for-profit organization providing quality services. CARS is known for its quality services.
- Each physical service location has a unique relationship with its local community. Relationships are typically built with area businesses, other non-profits, and individual community members.
- Engagement from our Facebook community is steady.

## Weaknesses:

- The general public is often unaware of the scope of activities or capabilities associated with CARS and our range of services. This is slowly improving.
- CARS is not well known to the general public in neighboring counties, even though our services could benefit individuals and families living in those locations.
- Limited resources for very sophisticated promotional or marketing efforts. No sophisticated marketing effort to recruit consumers for most departments.
- No significant amount of operational cash is generated by internal fundraising efforts.
- No planned giving effort
  - Note: planned giving provides the most significant donations on average.
- No organized effort involving the board and staff to secure significant gifts/donations.
- Our range of services and area names confuse outsiders; with many different names for our divisions, this has improved dramatically over the past ten years but still exists.

# FINANCIAL & INFORMATION RESOURCES

## Strengths:

- The agency is creditworthy, helping maintain a strong banking relationship.
- Short-term line of credit available to the agency.
- While government funding stretches out receivable, payment is generally certain with few bad debts.
- Agency owns significant tangible assets with a net worth above the book.
- An internal auditing system helps maintain effective controls in most areas on an ongoing basis.
- We have a diversified revenue stream.
- Very competent IT Technical staff and contractor.

## Weaknesses:

- Government reimbursements generally do not keep pace with the inflation rate and decline in real dollar terms over time.
- Insufficient cash reserve to meet daily operational needs or to help cover cash requirements for expansion of services. Must rely on borrowing, i.e., banknote.
- Dependence on borrowing or funds from depreciation to fund capital-intensive projects; no ready supply of capital dollars available or accessible to help fund new endeavors.
- Government funding does not always cover all programs or borrowing costs.
- Heavily dependent for government reimbursement on Medicaid and its cumbersome billing process - this is slowing receivables and taking extra staff resources to manage.
- Documentation requirements for government reimbursements are becoming more burdensome and requiring additional staff resources to manage.
- The increasing burden of company-paid health care forces cuts or elimination of other company benefits or wage increases.

# PHYSICAL PLANTS & TRANSPORTATION

## Strengths:

- Central facilities are generally sound, with more than half newer and renovated.
- All buildings are ADA-compliant.
- Agency vehicles are in perfect shape.
- Strong INDOT support.

## Weaknesses:

- The need for more collaboration with expansion to other areas is both a strength and a weakness.
- Ongoing repair costs related to vans on gravel roads.
- Delays with the current slow build-out of new vehicles.
- No public transportation service.
- Some buildings no longer fit service plans.





# SERVICE AREAS

## Strengths:

- Viewed by many in the community as an innovative program.
- Adult Day Services: Serves the most severely challenged adult consumers.
- Adult Day Service is center and community orientated.
- Strong VR Program

## Weaknesses:

- Settings Rule understanding by CARS and by the State.
- Limited population in main service area.
- Community understanding of the need for services.
- Limited employment sites, for SE.



## GOVERNMENT FUNDING & REGULATIONS

- Government funding in Indiana for Medicaid services will remain the same over the next couple of years, except for a slight increase that allowed DSP wage increases.
- Medicaid has become a considerable portion of the budgets at both the state and federal levels. It will be targeted at both levels for reductions during the current economic world. There will be an attempt to look for more efficient ways of delivering services that reduce costs. This may result in a shakeout at the direct service provider level as rates are slashed, and competition intensifies.
- This heightened drive for efficiencies in government funding will result in such mechanisms as a capitated payment system or competitive bidding by government entities to purchase long-term care services. The infusion of technology to improve productivity will play an increasingly significant role in reducing the cost of service provision.
- Government regulation will continue to maintain its complexity.

## ECONOMIC & DEMOGRAPHIC TRENDS

The national economy shows present shortages of DSPs. Federal borrowing to continue operations can and will need to be reduced. Thus, we could see additional reductions in funding. Our only option is to develop our own funding streams outside the Government.

- The State of Indiana is growing both in service and manufacturing jobs. However, the complexity of the training requirements may limit opportunities for our population.
- Unemployment will remain slightly lower relative to other states and the average.
- The demand for home health aides, personal care, and other home care aides will far outstrip the supply of available labor - nationally and locally – over the next 5 to 10 years. This labor supply constraint will severely limit growth possibilities in the home care sector and drive up wages.

# CONSUMER/SERVICES TRENDS & NEEDS

## *Consumer Feedback*

- Survey information from consumers in that they are pleased with that environment.
- Generally, there is a very high level of consumer satisfaction with the programs and services, as documented by our survey method and comparison to outcome objectives.

## *General Observations*

- Supported Employment (or employment in the competitive workplace) continues to remain popular among consumers, parents, and funding sources as a preferred community vocational option to Sheltered Work Services.
- The demand for Adult Day Services for severely challenged consumers will continue to increase each year. This will result from the aging of the baby boom generation of people with developmental disabilities, combined with those with severe disabilities graduating from high school and remaining in the community rather than being institutionalized.
- As the population ages, the demand for adult daycare services for seniors will increase. The government will push for this development because it is a less expensive alternative to nursing home placement for frail elderly or those w/ cognitive dementia.
- Demand for home care services will increase significantly within the aging population and for our traditional consumers. This will dramatically stress service delivery systems because of inadequate human resources to support these consumers in their individualized settings.
- The diagnosis of Autism Spectrum Disorders has grown at the rate of 10% to 17% per year over the last decade. This is an explosion of individuals, typically children, with this disorder. With an unknown etiology, it is expected to grow at a rate in the foreseeable future. Parents of children with this disorder will grow in number and political strength, causing a shift in resources toward specialized services for this population. As these children become adults, it will affect the type of services and supports demanded for them.

## POLICALLY / LEGALLY / REGULATORY

- There is a movement in government circles (at both the state and federal levels) towards hourly-based reimbursement methods that require a significant amount of paperwork for documentation.
- Government-designated monopolies or franchises for nonprofit organizations will continue to fall by the wayside. The government sees competition as a critical element in its attempts to cut costs and increase choice for persons served.
- The definition of the term "disability" has expanded under the federal Americans with Disabilities (ADA) statute to include a variety of non-traditional disorders, conditions, or special needs (e.g., mental illness, alcoholism, AIDS, and other severe medical conditions).
- The current recession is putting a severe strain on state tax revenues. The federal stimulus package, including supplemental federal aid for Medicaid expenses in Indiana, has partially offset this. This will likely forestall or mitigate any cuts to state reimbursement rates to providers of Medicaid services in Indiana in the next biennial budget.

## TECHNOLOGY

- Over the next ten years, automation will eliminate many existing job opportunities for people with disabilities (e.g., baggers at grocery stores may lose jobs as automatic checkout counters begin to proliferate). This will work to undermine the trend in the placement of people into Supported Employment. New job opportunities will have to be identified and developed for this population.
- Advances in medicine will continue to lengthen the life span of adults with disabilities, creating a larger class of older adults with disabilities whose special needs must be addressed.
- Technology advancements will continue to assist consumers with disabilities (especially physical disabilities) in adapting to the competitive job market.
- As technology advances, remote signaling, feedback, and communications systems will enhance consumer independence and decrease the cost of direct supervision in many supported living options paid for with Medicaid Waiver dollars.

## POLICALLY / LEGALLY / REGULATORY

- Even though CARS has a significant net worth, the organization is cash poor. This forces the organization to rely on a bank line of credit for its day-to-day cash needs. This situation points to our weakness in planned giving and major gifts that could help create an endowment for cash reserve to deal with this weakness.

# GOALS AND OBJECTIVES

## General Organizational Goals & Objectives

- Financial and Information Systems updated 10/2022

### 10-Year Financial Goal

- Develop sustained, stable, and adequate financial resources to support the model and comprehensive services. The last three years have been positive years for CARS.

### 10-year Financial Objectives

- Improve the borrowing base ratio of the line of credit each year over the previous year. The borrowing base is defined as ((Accounts Receivable plus Cash plus Inventory) divided by (Line of Credit Balance)).
- Establish a genuine cash reserve to fund the current operating needs of the organization.

### 5-Year Financial Goal

- Maintain financial ratios and borrowing base required by the bank for the line of credit.
- Maintain the percentage annual increase in total revenue at a higher level than the percentage annual increase in total expenses, or maintain the percentage of decrease in total expenses at a higher level than the percentage decrease in total revenue.
- Will maintain and expand operations of Temporary Staffing to generate extra revenue.

### 5-year Financial Objectives

- Will continue to provide quality customer service to the population in a timely and cost-efficient manner per internal customer survey results.
- Will maintain compliance with standards for accreditation status as it relates to information technology.
- Will maintain the security of the agency and its subsidiary's networks (electronic infrastructure, which includes desktops, laptops, storage, and LAN/WAN networks) at a level that meets or exceeds industry standards per external IT audit.
- Will maintain and ensure that the software available within the agency maximizes staff efficiency and provides superior documentation of services provided.
- Will have a staffing level within the IT Department and the training of such staff to meet the above-stated objective.

## HUMAN RESOURCES & SAFETY

### *CARS will:*

- Work to lower the EM for W/C. Declined the past two years.
- Will continue to identify, develop, and implement methods by which the safety culture will be enhanced by maintaining or reducing the number of OSHA recordable injuries on a year-to-year basis.
- Meet formal employee training requirements of state & national accreditation standards. Review formats that require less road time. CARS uses an online training system.
- Maintain a direct care staff turnover rate less than the state average of 70%.
- Work to keep competitive wages for direct care staff.
- Continue to offer a reliable and competitive health insurance option for all employees.

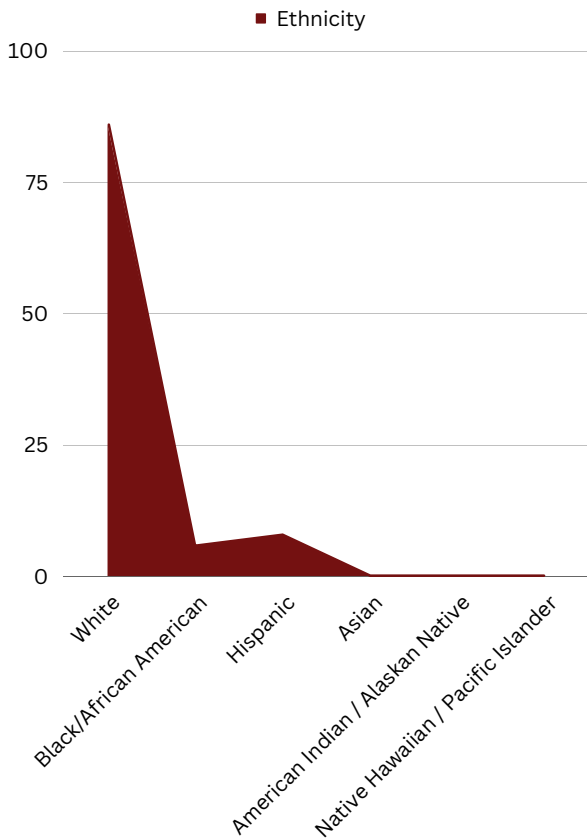
## ORGANIZATIONAL QUALITY & GENERAL STRATEGIES

### *CARS will:*

- Maintain compliance with accreditation standards for all business function areas (HR, IT, etc.) and relevant program/service areas to ensure continuous quality improvement.
- Meet state regulatory requirements for licensure/certification or quality with minimal exceptions.
- Capitalize on key partnerships with private businesses too.
- Develop additional business opportunities that create jobs for people with disabilities or special needs.
- Push the limits of opportunities for the development of opportunities.
- Act as a good community partner to help fill local needs related to its mission and evolve with the community.

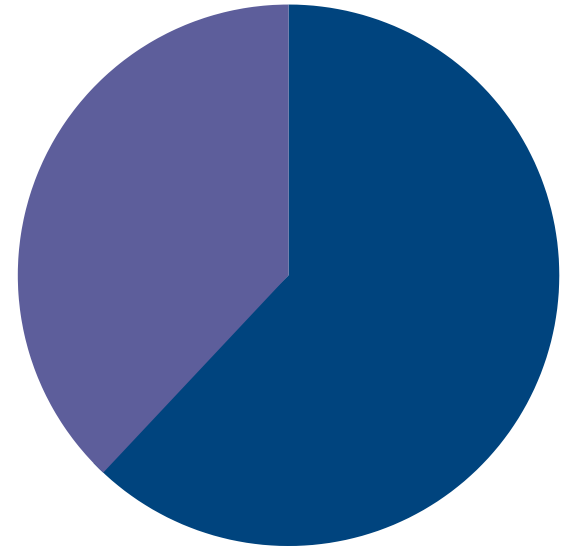
## Persons Served Characteristics

The following characteristics are used to identify trends to predict and develop associated services and programs. Resource allocation and general planning efforts will follow the identified trends and needs and will be reflected in the planning and development of CARS service options. During this reporting period, 742 persons received one or more services from our agency.



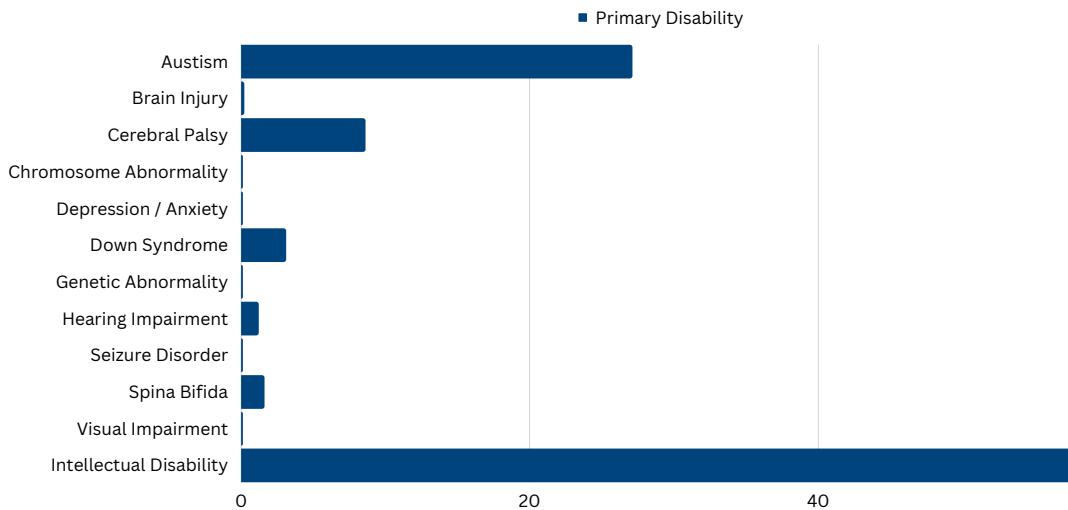
### Gender

Male 62.0%  
Female 38.0%



### Ethnicity

White 86.0%  
Hispanic 7.9%  
Black / African American 5.8%  
Native Hawaiian / Pacific Islander 0.10%  
Asian 0.10%  
American Indian / Alaskan Native 0.10%



### Primary Disability

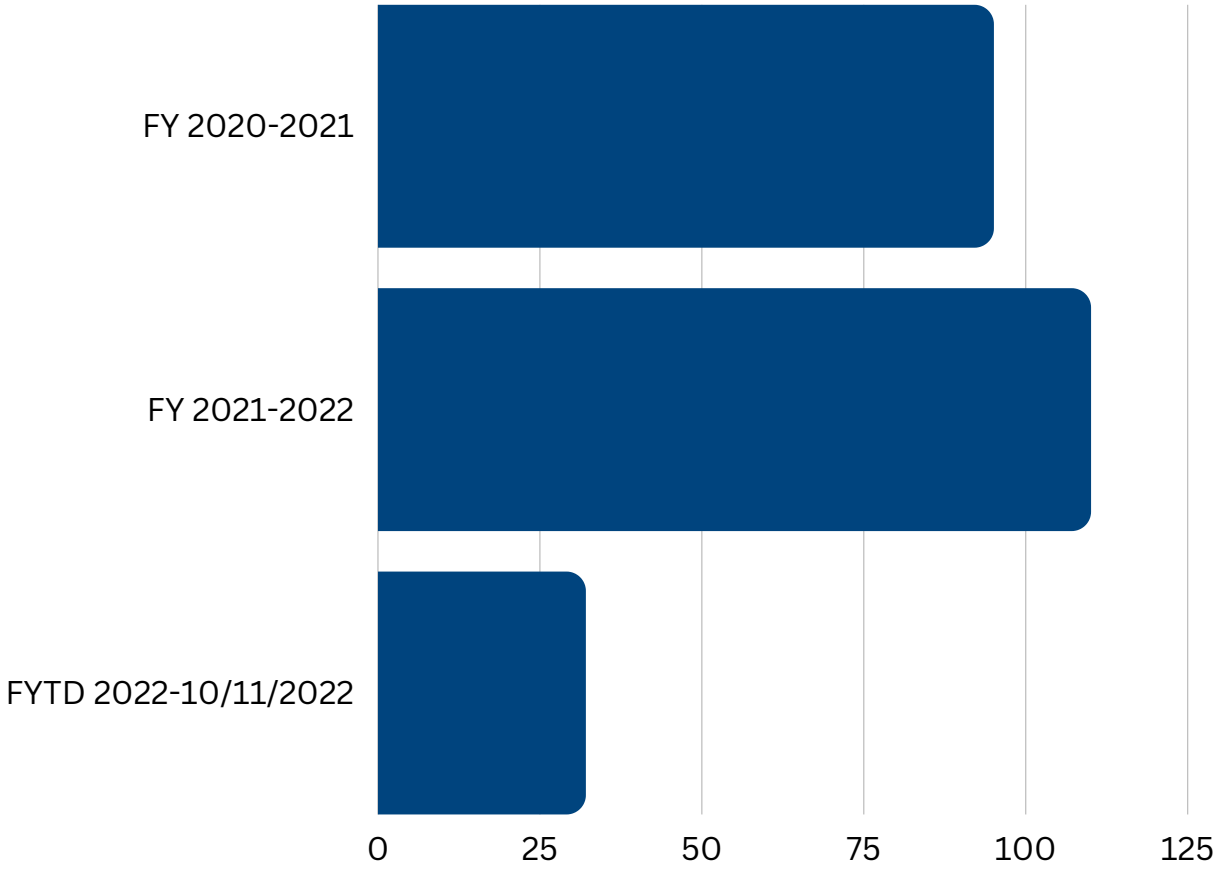
Intellectual Disability 57.70%  
Autism 27.10%  
Cerebral Palsy 8.60%  
Down Syndrome 3.10%  
Spina Bifida 1.60%  
Hearing Impairment 1.20%  
Brain Injury 0.20%  
Seizure Disorder 0.10%  
Chromosome Abnormality 0.10%  
Depression / Anxiety 0.10%  
Genetic Abnormality 0.10%  
Visual Impairment 0.10%

Outcome: Employment Services

# EFFECTIVENESS

## TOTAL OF REACHED MILESTONE 1

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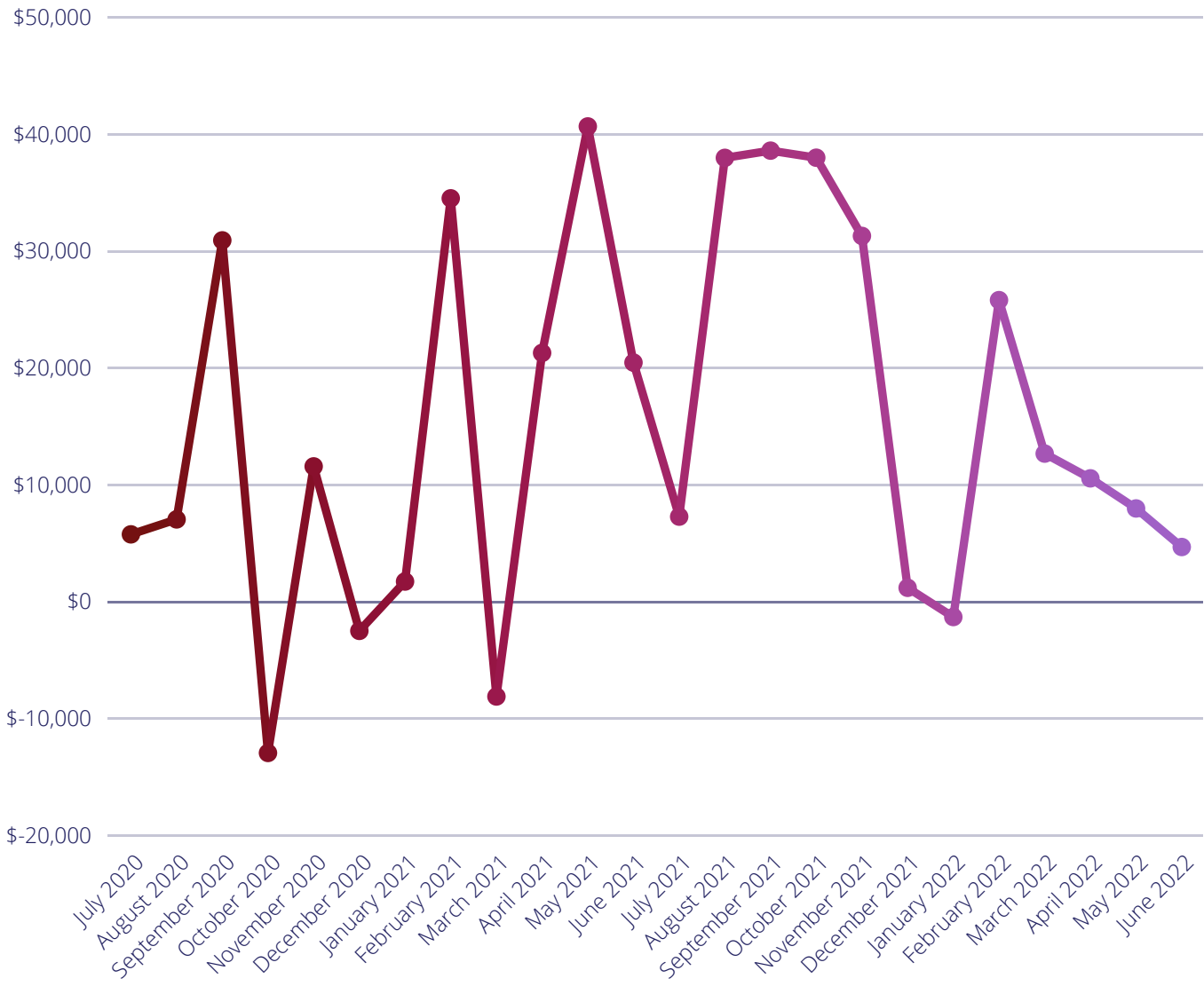


Outcome: Employment Services



# EFFICIENCY

## MONTHLY REVENUE AFTER EXPENSES

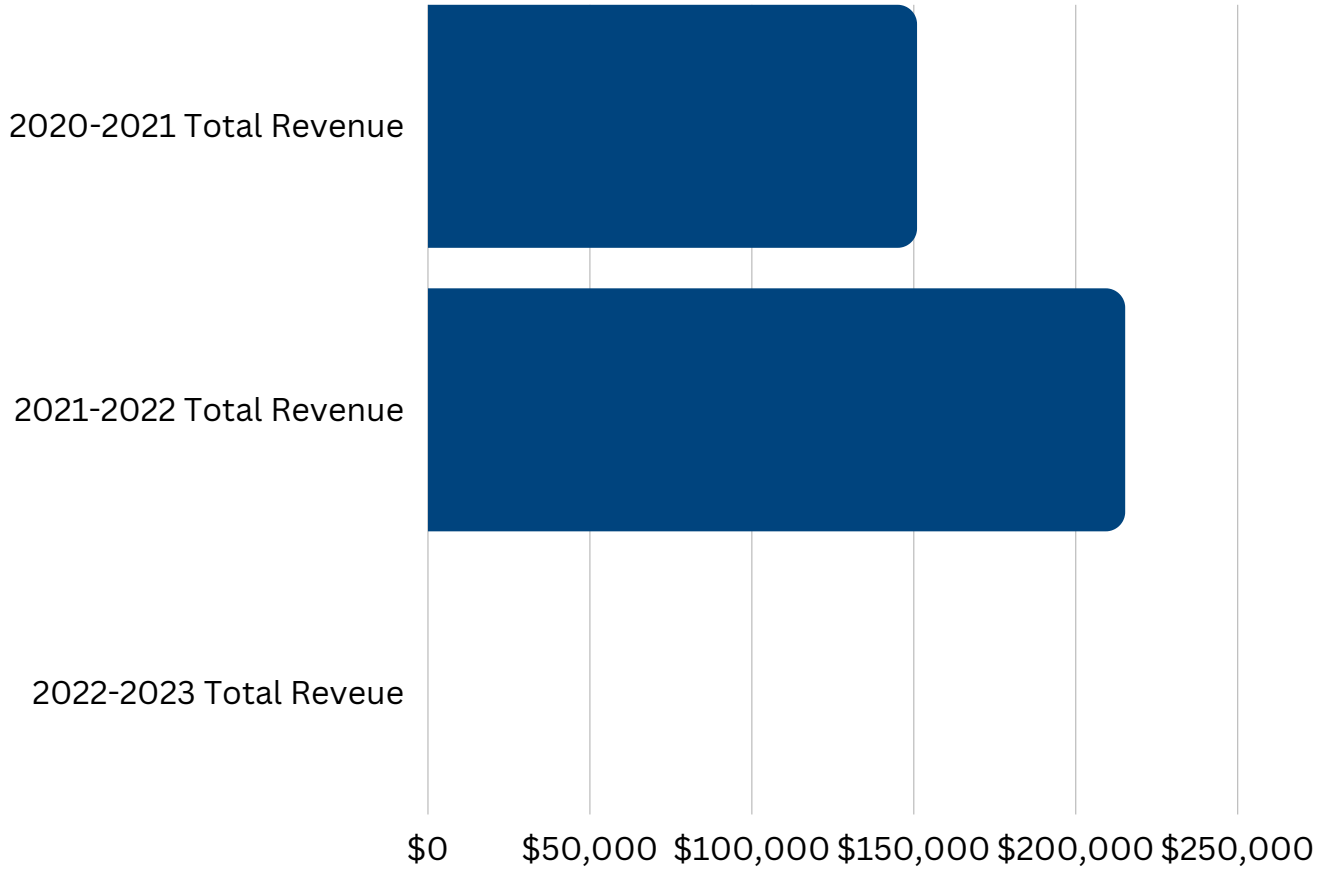




# EFFICIENCY

## ANNUAL REVENUE AFTER EXPENSES

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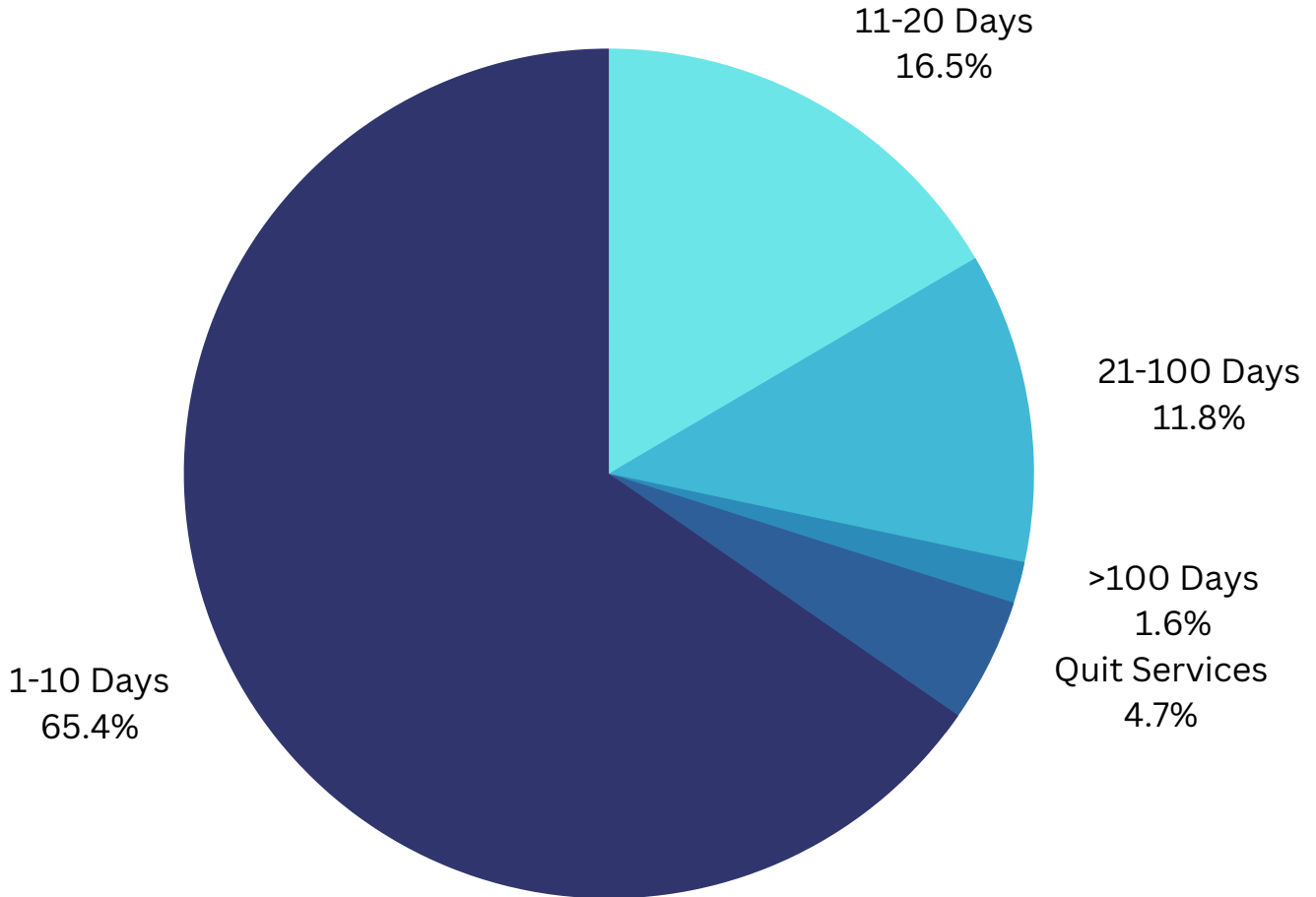


Outcome: Employment Services

# SERVICE ACCESS

## DAYS FROM VR REFFERAL TO INTAKE MEETING

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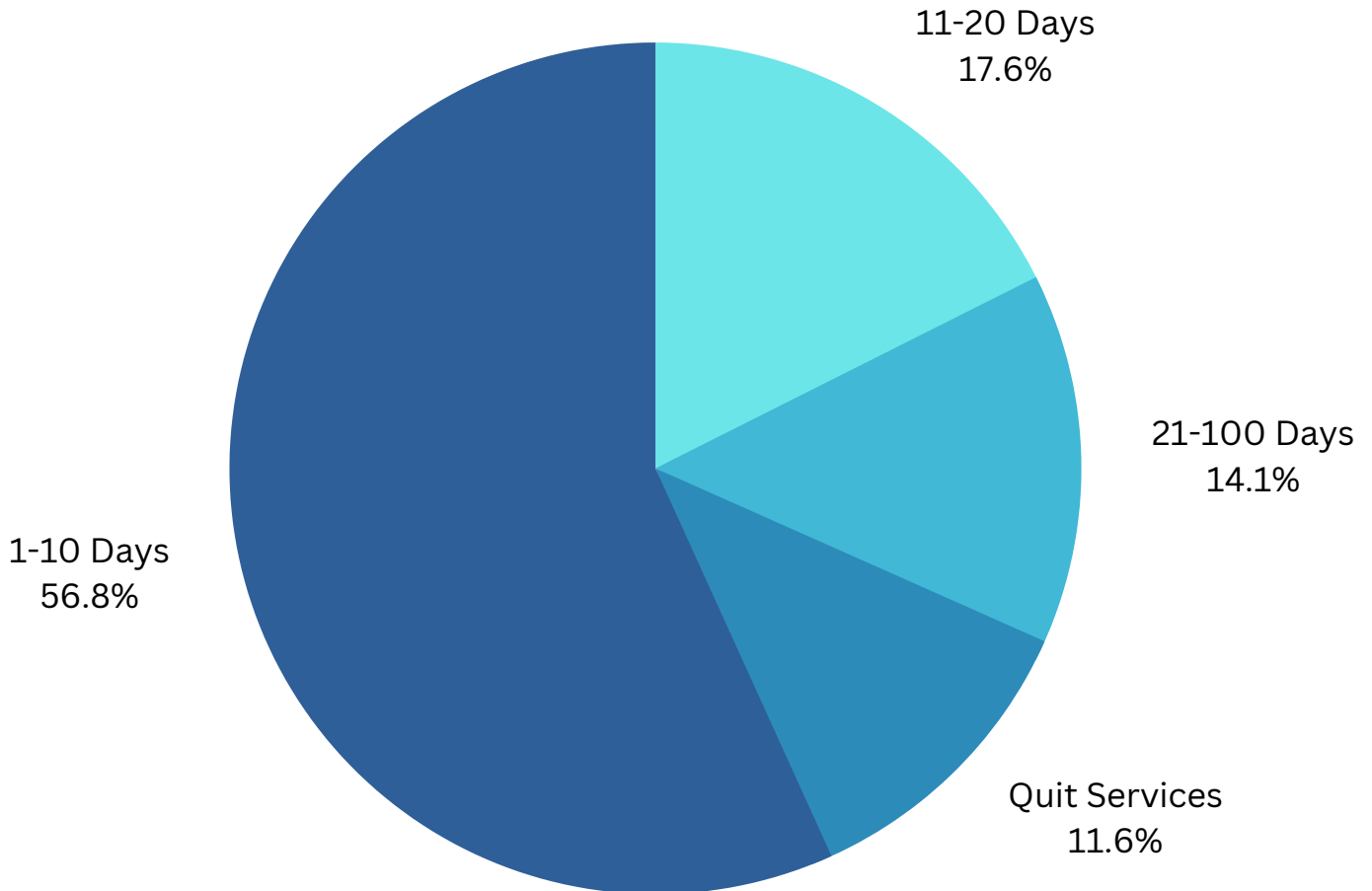
In FY 2020-2021, we received 127 referrals. Three individuals experienced a six-week wait time for intake meetings. Five individuals quit services before the intake meeting; one individual moved counties before the intake meeting. One individual had personal matters that needed to be handled before scheduling the intake meeting, causing a significant delay in the intake meeting.

Outcome: Employment Services

# SERVICE ACCESS

## DAYS FROM VR REFFERAL TO INTAKE MEETING

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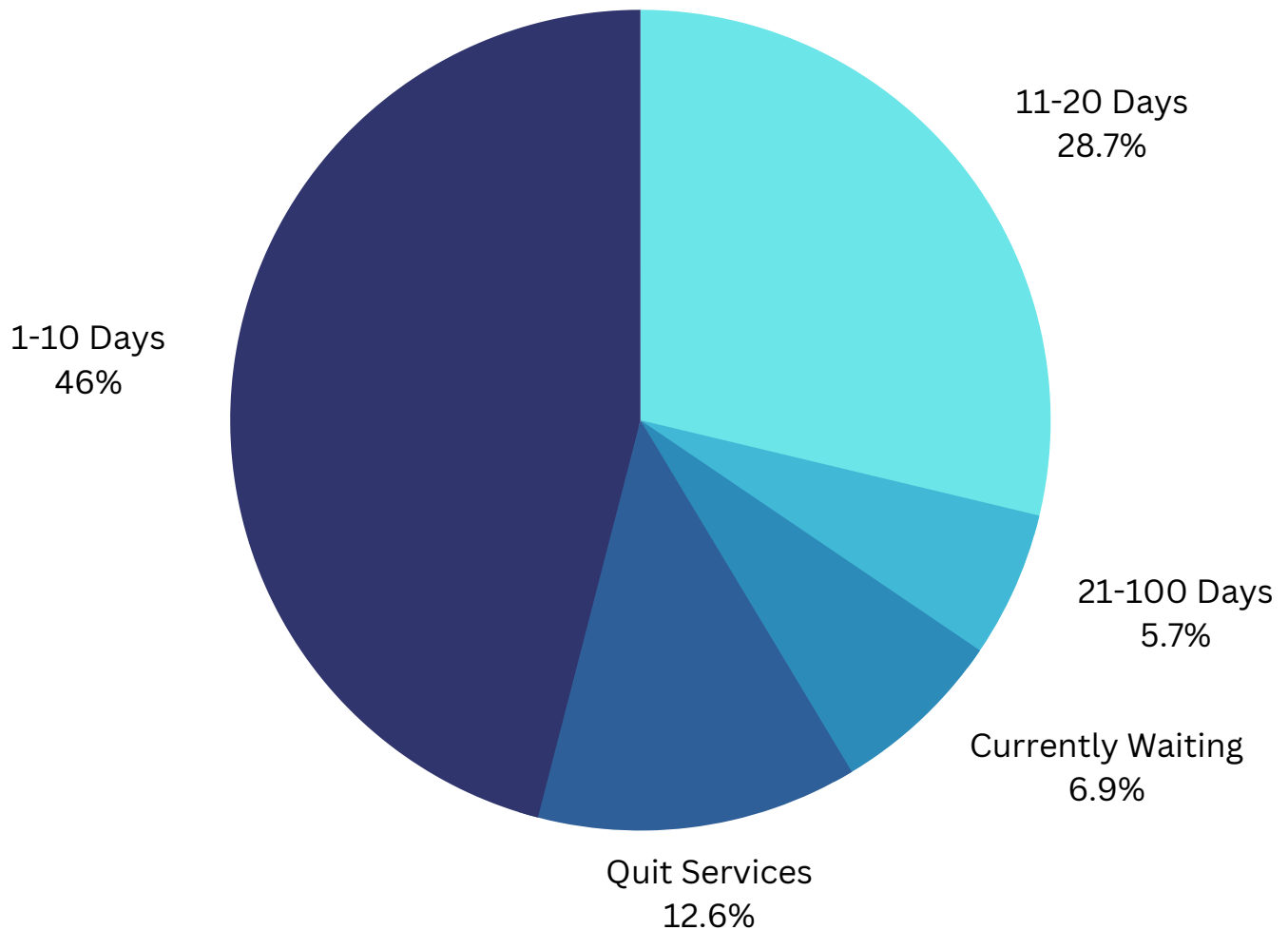
In FY 2021-2022, we received a total of 199 referrals. Six individuals experienced a six week wait time for intake meetings. Twenty-three individuals quit services or changed providers before the intake meeting. One individual had personal matters that needed to be handled before scheduling the intake meeting, causing a delay in the intake meeting.

Outcome: Employment Services

# SERVICE ACCESS

## DAYS FROM VR REFFERAL TO INTAKE MEETING

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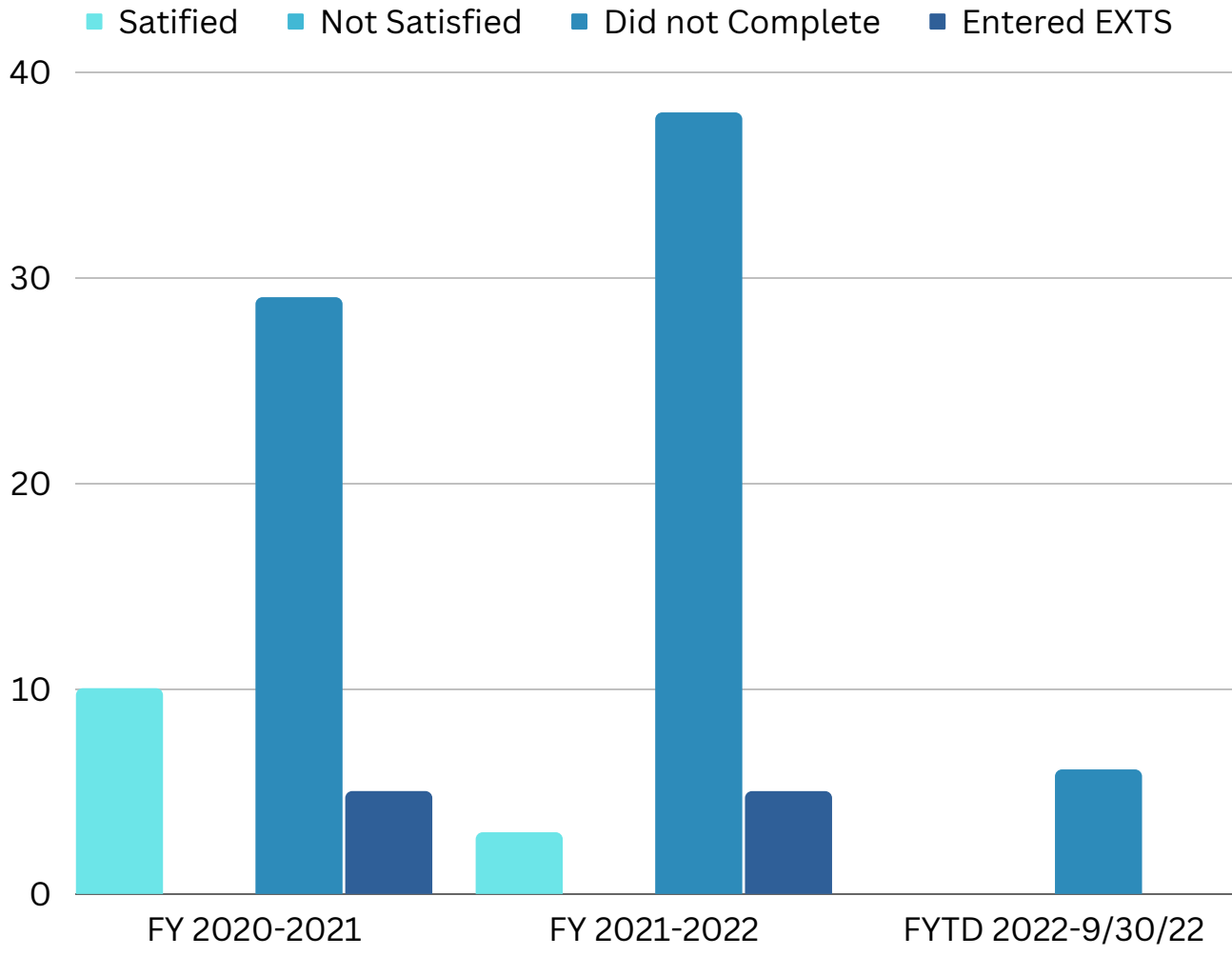


In our current FYTD 2022 - Nov 20, 2022, we have received 87 referrals. Seven individuals have quit services. One individual is on hold. Two individuals transferred from Extended Services and did not require an intake meeting. One individual was reactivated and did not require an intake meeting. Six individuals referred in November are currently awaiting an intake appointment.

Outcome: Extended Services

# EXPERIENCE OF SERVICES

## (PERSONS SERVED) EXIT SUMMARY FORM

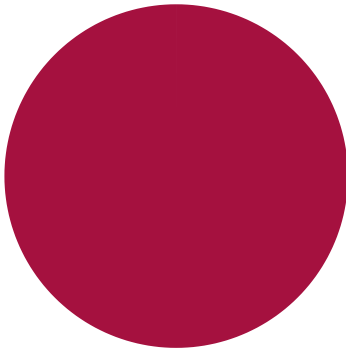


Clients who entered EXTS do not complete Exit Forms. In future outcomes, we would like to see a higher percentage of forms completed to track the satisfaction of services among our clients.

Outcome: Employment Services

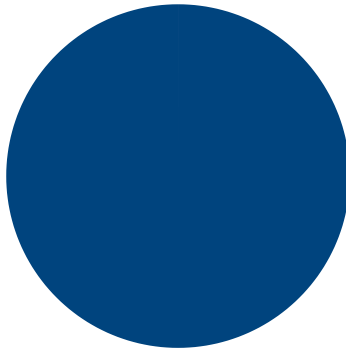
# EXPERIENCE OF SERVICES (STAKEHOLDERS - EMPLOYERS)

We received 2 responses from Employers in FY 2022-2023. This is our first year for this survey.



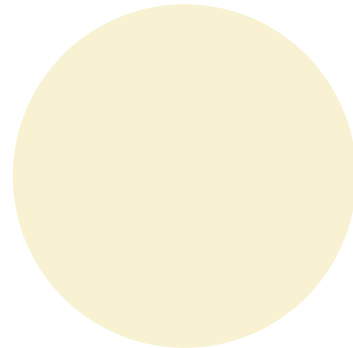
Very Satisfied  
100%

How satisfied are you with the support provided by Employment Consultant to you as an employer?



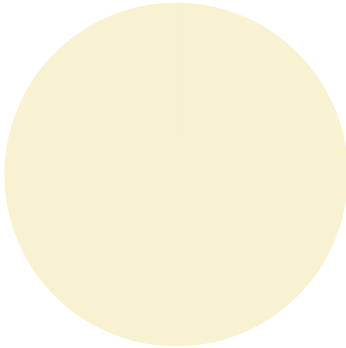
Very Satisfied  
100%

How satisfied are you with the services the Employment Consultant provides to the individual we support (your employee)?



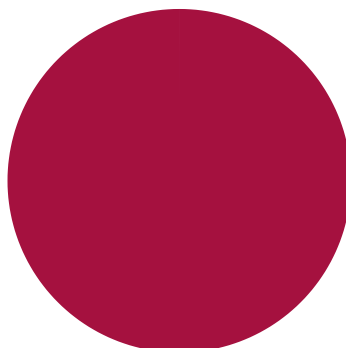
No  
100%

Do you have any concerns regarding the services from our Community and Employment Services program?



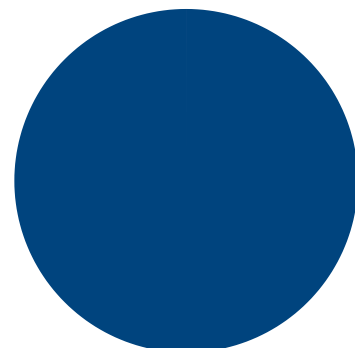
No  
100%

Is the Employment Consultant who supports your employee courteous and respectful?



No  
100%

Have you had any problems accessing or contacting Community and Employment Services during COVID-19?



Excellent  
100%

Please rate your experience with our organization and services you/your employee received.

**Please provide any feedback about the Employment Consultant's treatment of others:**

- Shannon always comes in with a smile and is very respectful to the employee and staff.
- Always respectful and mindful of surrounding employees while at job site.

**Is there anything we do that you especially appreciate?**

- We are always kept informed of anything going on with the employee ahead of schedule.
- Continued follow through and sharing important information related to clients needs

**What could we do to improve our services?**

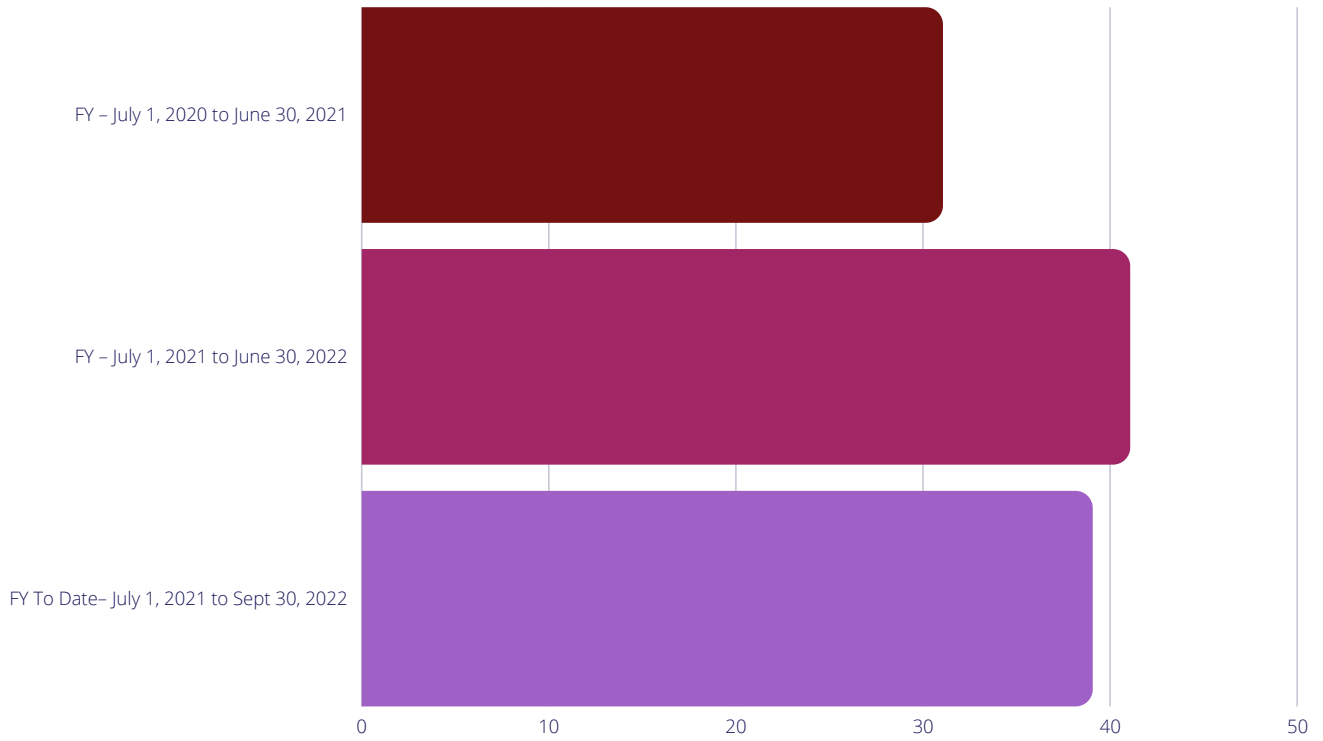
- Not sure at present satisfied with all services.

Outcome: Employment Services: Extended Services

# EFFECTIVENESS

## CONTINUATION OF EMPLOYMENT

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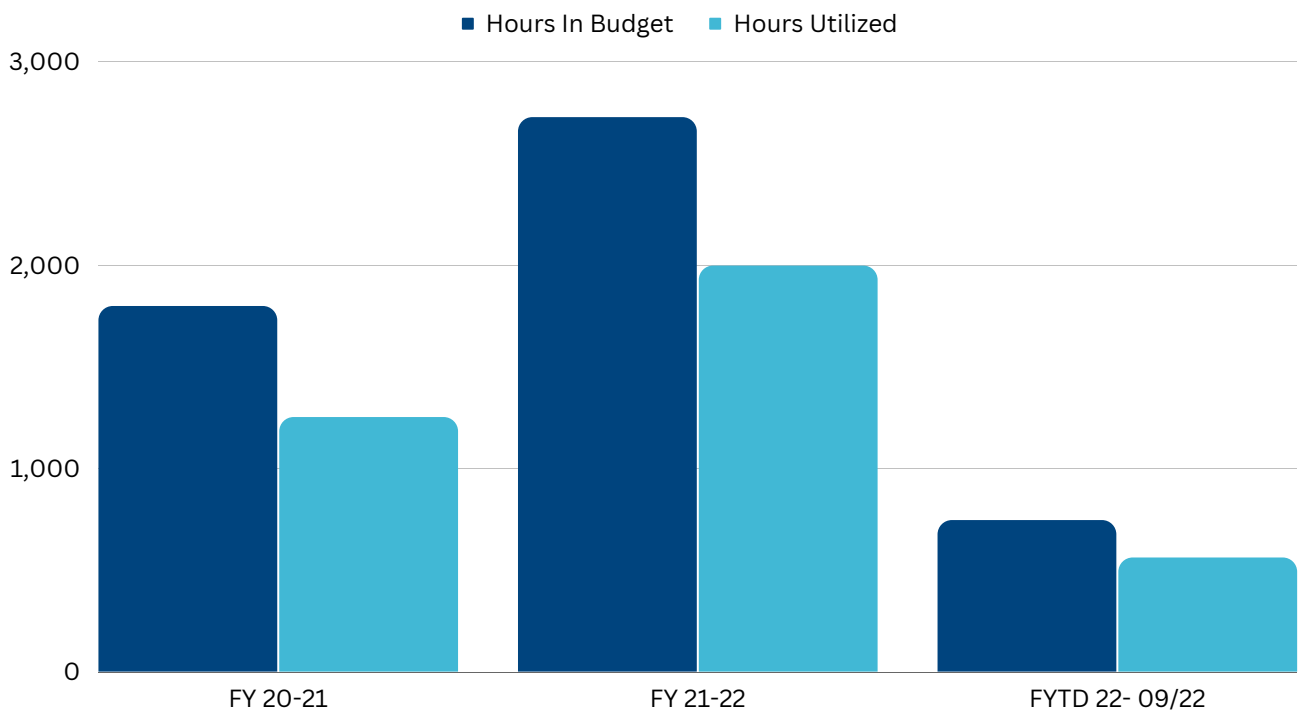
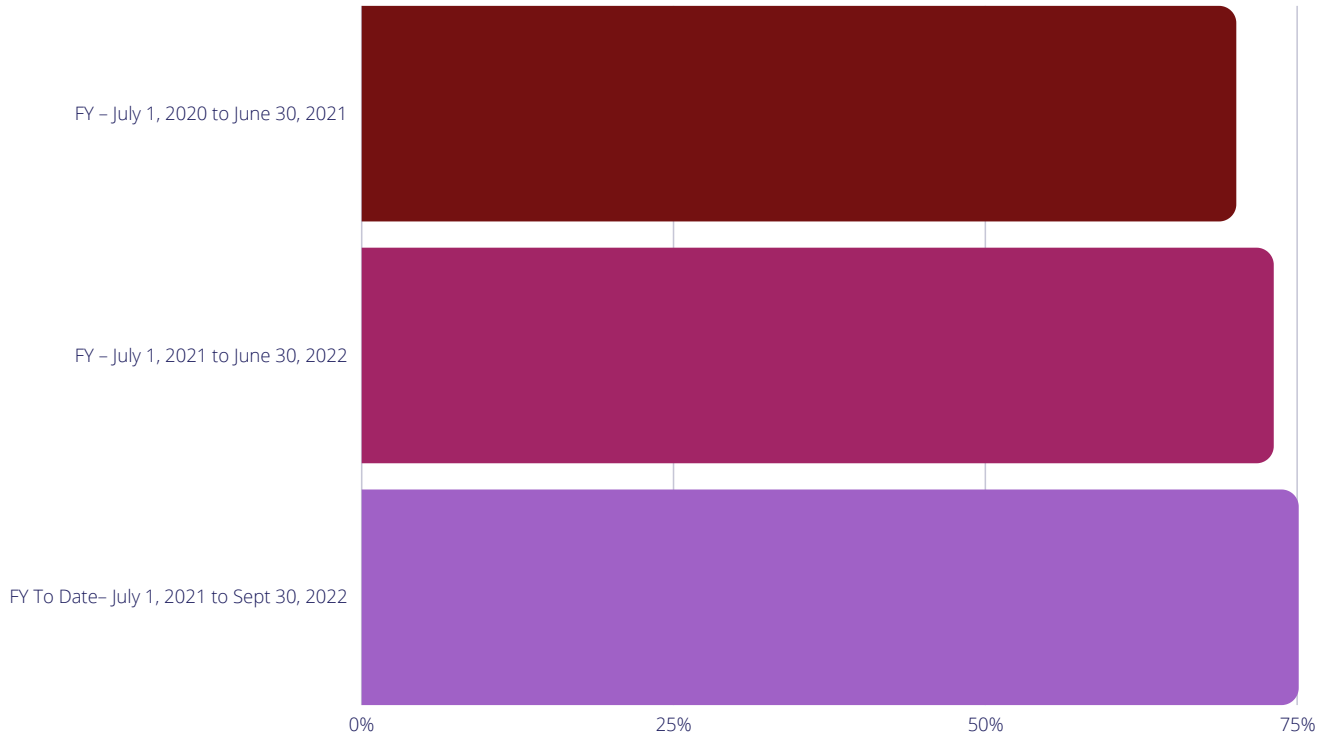




Outcome: Employment Services: Extended Services

# EFFICIENCY

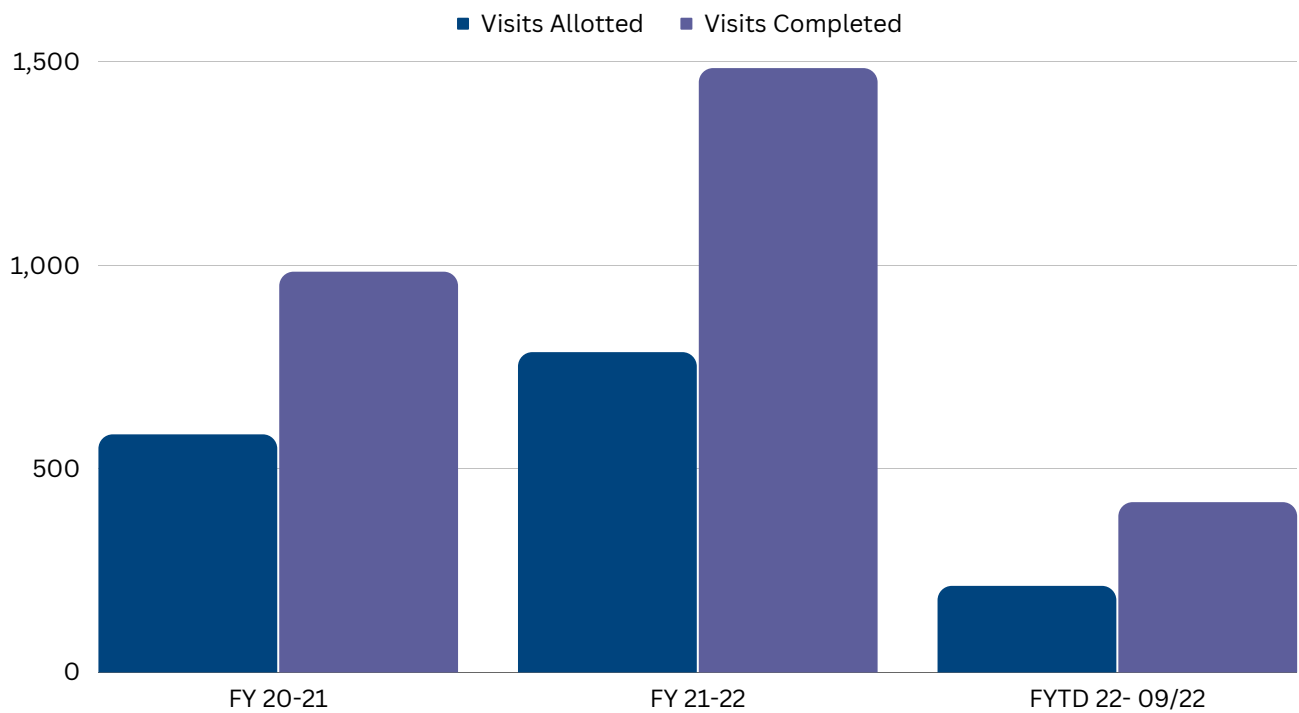
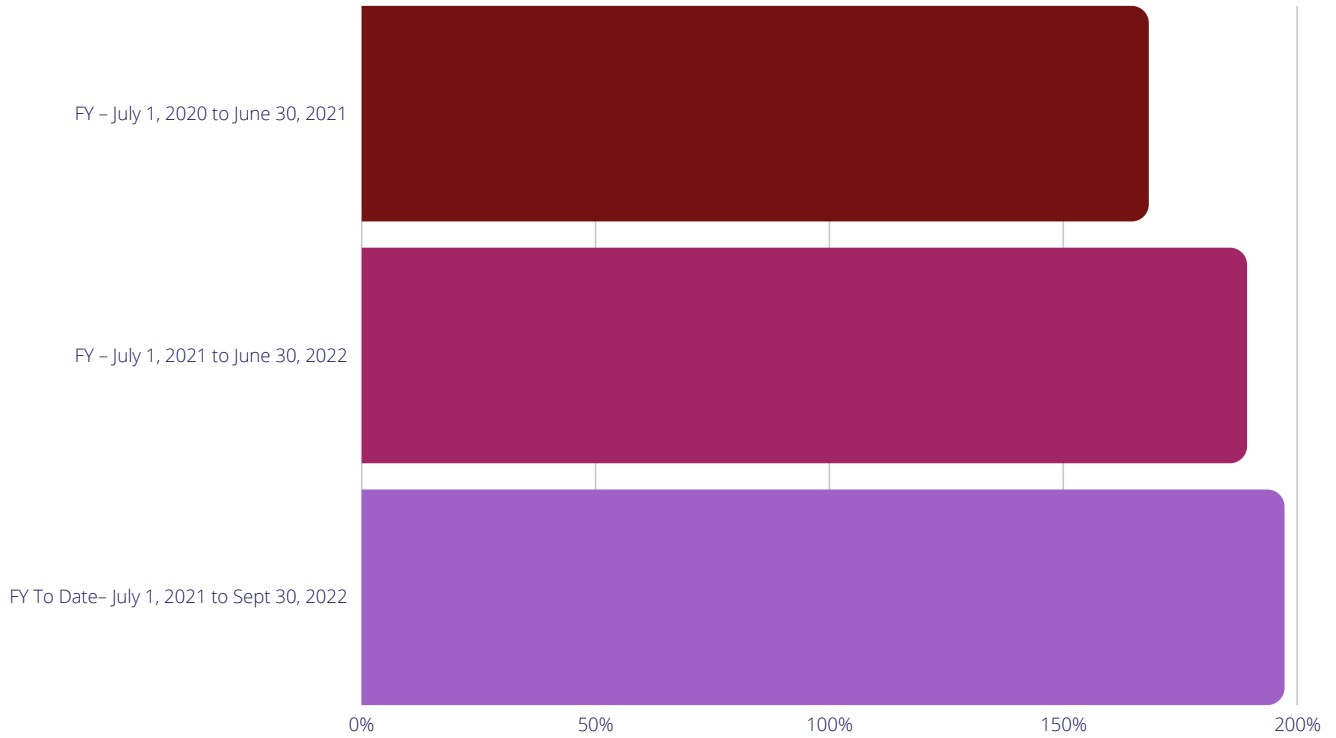
## UTILIZATION OF BUDGET



Outcome: Employment Services: Extended Services

# SERVICE ACCESS

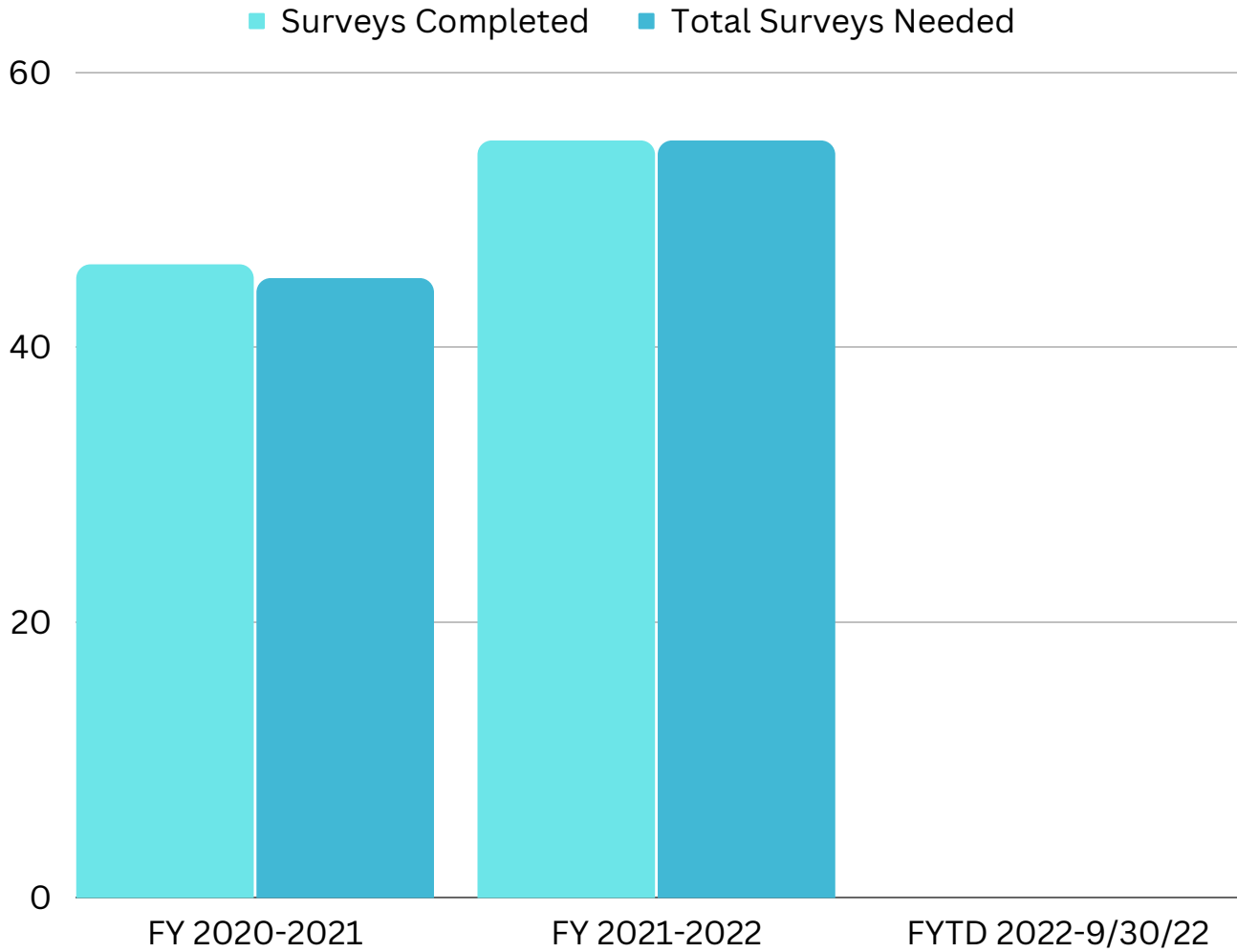
## NUMBER OF VISITS FROM JOB COACH



Outcome: Employment Services: Extended Services

# EXPERIENCE OF SERVICES

## (PERSONS SERVED) JOB SATISFACTION SURVEY



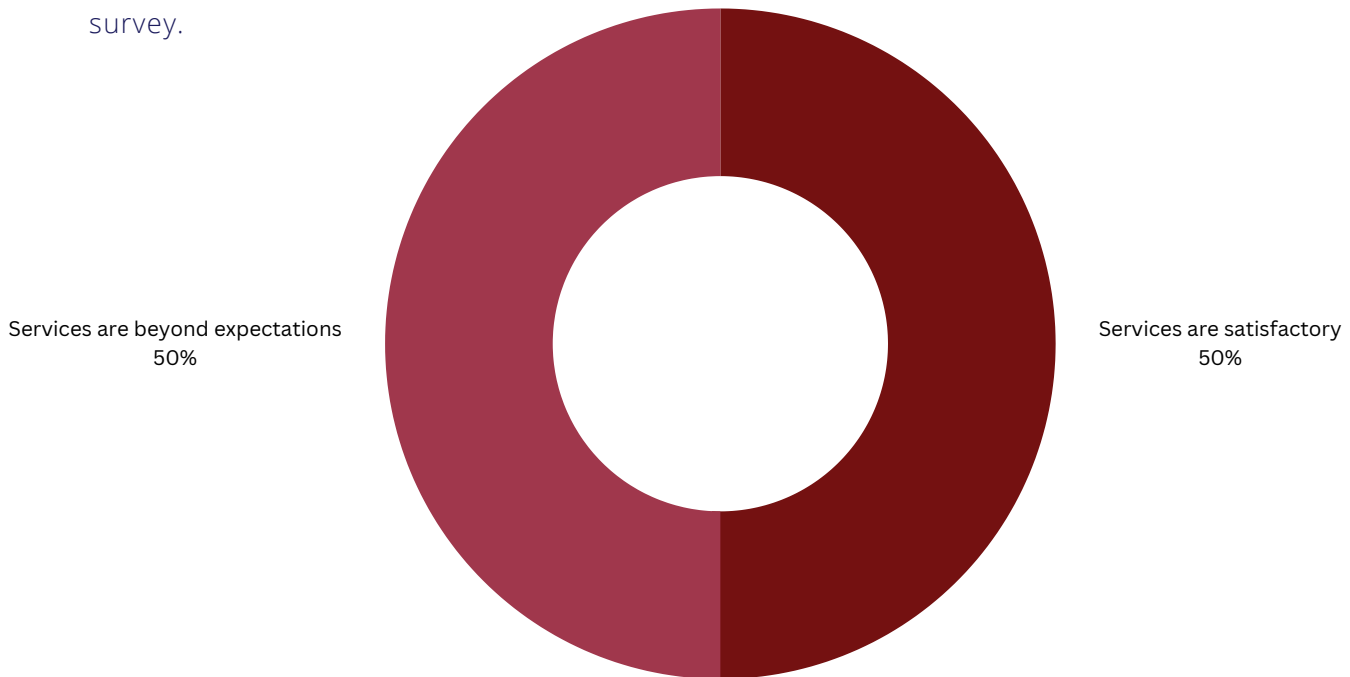
Data has not yet been collected for our fiscal year-to-date due to the timing of the surveys.

Outcome: *Extended Services*

# EXPERIENCE OF SERVICES (STAKEHOLDERS - CASE MANAGERS)

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We received 4 responses from Case Managers in FY 2022-2023. This is our first year for this survey.



### Stakeholder Comments regarding their ratings:

- I only have a few clients using employment services and at one time my client nor her mom didn't know who her employment specialist was. The communication needs to improve when a change in employment specialist happens. My client's employment specialists was no longer with CARS and she was waiting on another employment specialists. Actually neither had no idea the original employment specialist left. They didn't know until they called in the CARS office and was told this person is no longer employed with CARS and it was a few weeks later before they found out the name of the newly assigned employment specialists.
- Employment services - change staff frequently for my clients, often do not communicate with family as much as they should

### Stakeholder Additional Comments:

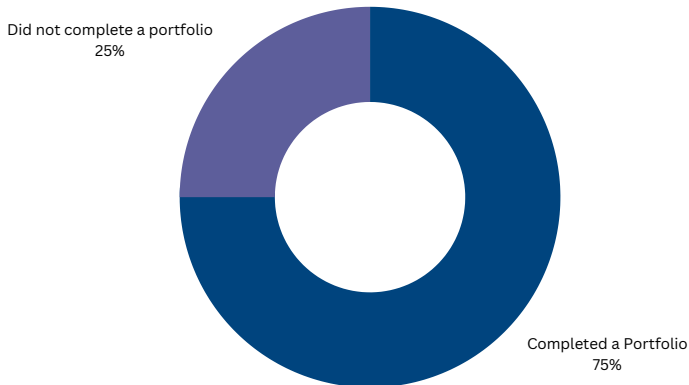
- CARS is a provider I would recommend to others. Staff and coordinators are caring and really want the best for their clients.

Outcome: Pre-Employment Transition Services

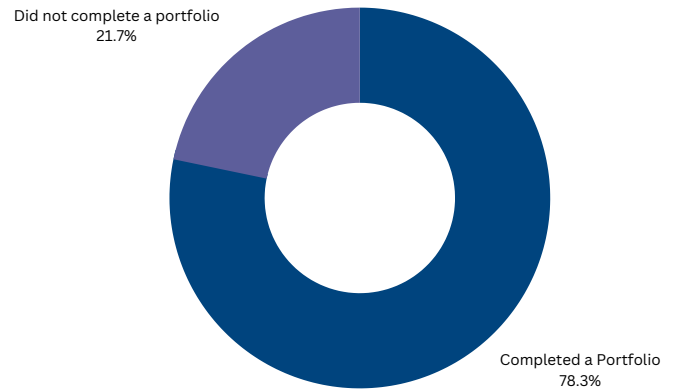
# EFFECTIVENESS

## SENIORS WHO COMPLETED A PORTFOLIO

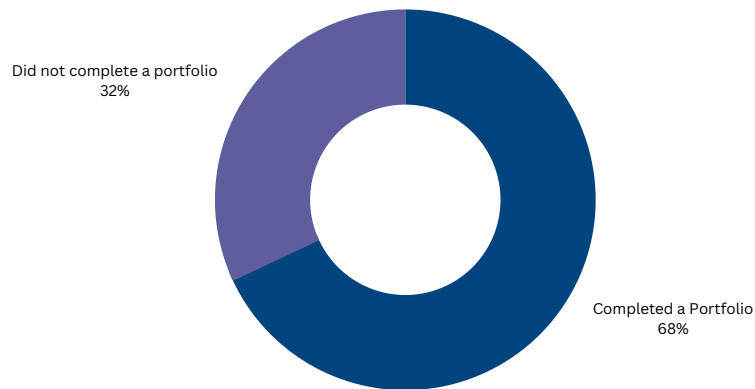
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**2020-2021**



**2021-2022**



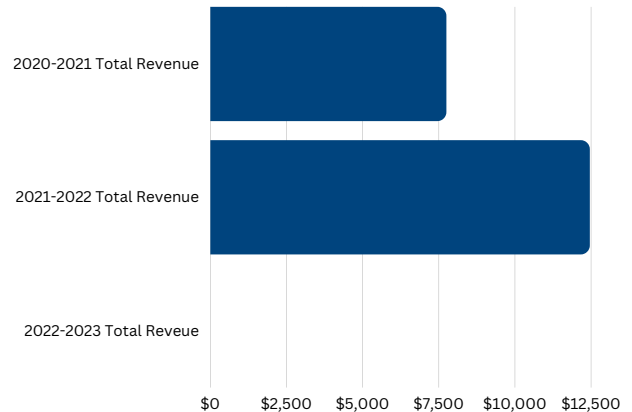
**2022-2023 YTD**

2022-2023 numbers may increase as seniors have additional time to complete portfolios before the end of the school year. A portfolio includes a cover letter, resume, and references for employment.



# EFFICIENCY

## REVENUE AFTER EXPENSES



*Outcome: Pre-Employment Transition Services*

# SERVICE ACCESS

## PARTICIPATION DURING SUMMER BREAK

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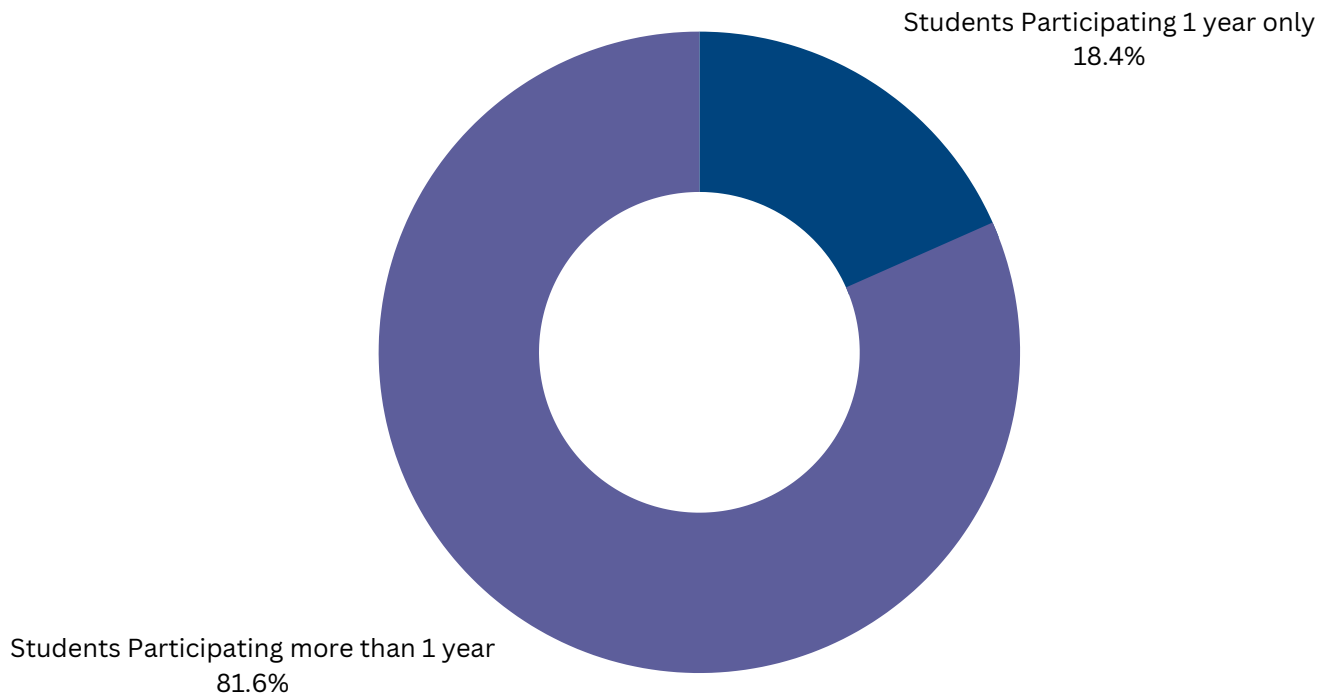


*Outcome: Pre-Employment Transition Services*

# EXPERIENCE OF SERVICES

## UNDERCLASS PARTICIPANTS WHO CONTINUE SERVICES (PERSONS SERVED)

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**2020-2023**

We serve six schools: Attica, Indiana Connections Academy, Covington, North Vermillion, Parke Heritage, and Fountain Central.



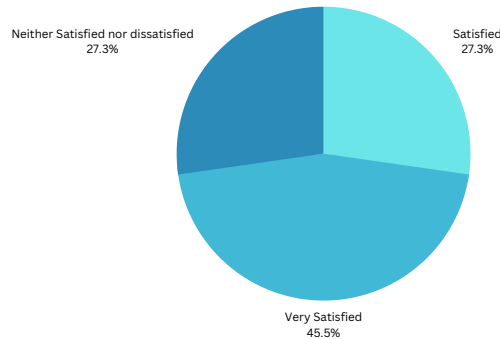
Outcome: Pre-Employment Transition Services

# EXPERIENCE OF SERVICES

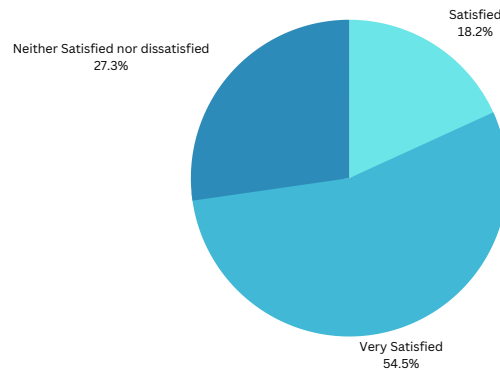
## SATISFACTION OF SERVICES AMONG SCHOOL PERSONNEL (STAKEHOLDERS)

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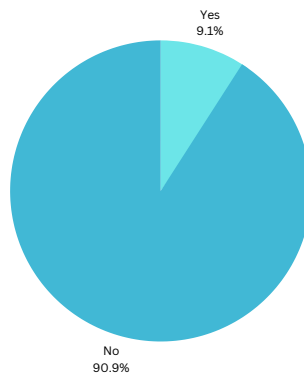
**How satisfied are you with CARS Pre-Employment Transition Services?**



**How satisfied are you with the CARS staff for Pre-Employment Transition Services?**



**Do you have any concerns with the services provided to students in your school?**



This is the first year we have completed a stakeholder survey of school personnel. Eleven surveys were conducted. One response indicated a concern with services. Comment noted, "Services the past few months have not been consistent. The current counselor seems to be [sic] reserved with what she knows and could benefit from training." Additional training is in process.

# EXPERIENCE OF SERVICES

## SATISFACTION OF SERVICES AMONG SCHOOL PERSONNEL (STAKEHOLDERS)

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**Please share anything we could do to improve our services.**

- I am not sure of the frequency that are students are being visited.
- Our first counselor was knowledgeable about portfolios, student's activities, graduation requirements, and goals after high school. With our current counselor, I feel there should be better communication with teachers about students. For example, one of my seniors was told to sign up for the SAT when he had already taken it. SAT scores are not a requirement for community colleges. That time was wasted when research could have been done of perspective careers and application requirements. It could be that the current counselor needs additional training to assist our students.
- More communication about the services for new teachers
- The services are great. The students like to work on transition things. It motivates them to work harder and go for things they otherwise would have been hesitant to try.
- More providers would help make sure that each student is getting enough time to make their goals. Also help with a work program would be helpful!
- It would meet the needs of our students more if they could meet with a staff member more frequently.
- You do a good job
- I wish there a way to have more resources during the school day to allow kids to have employment/opportunities, instead of just outside school hours.

*Outcome: Pre-Employment Transition Services*

# EXPERIENCE OF SERVICES

## SATISFACTION OF SERVICES AMONG SCHOOL PERSONNEL (STAKEHOLDERS)

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### **Is there anything we do that you especially appreciate?**

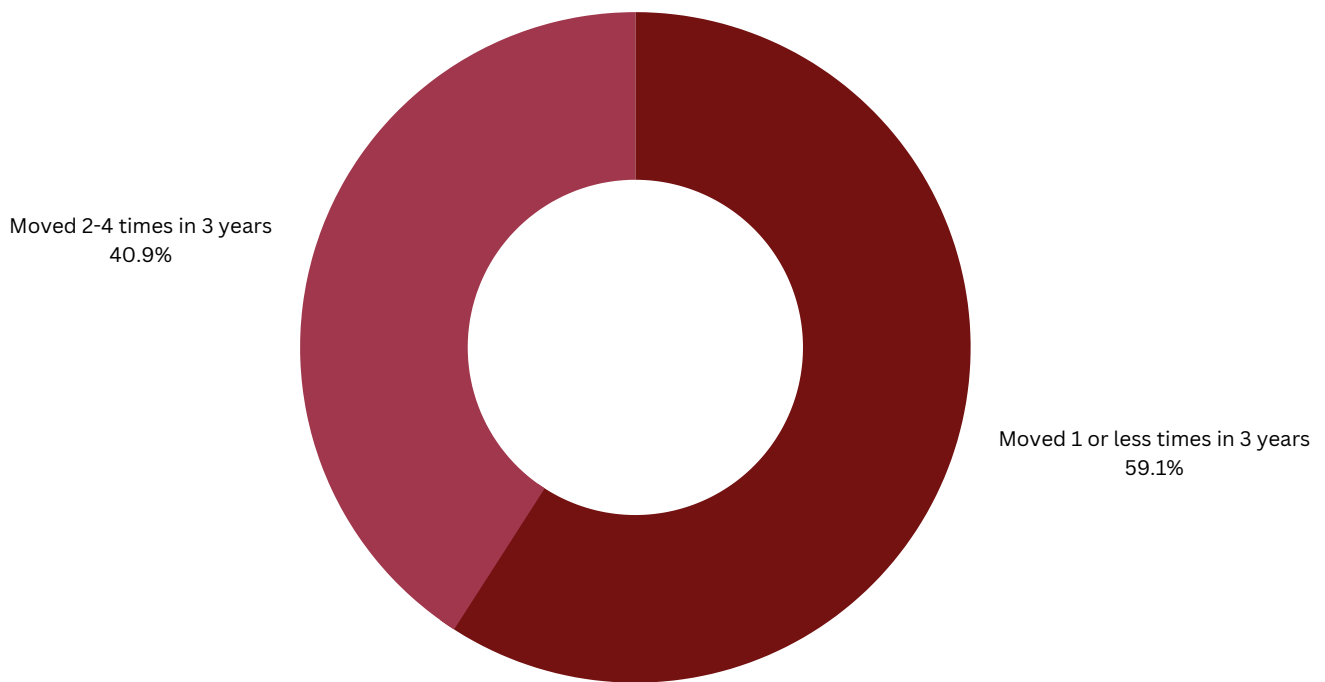
- The one thing I appreciate is the help with career research, college applications, and resume building.
- Helping students refine their resume writing, ,interview skills, improve confidence ---which will benefit them after leaving HS.
- I appreciate how thoughtful both Tiffany and Alexis are when they come to get students. They always make sure that they aren't pulling them if they are behind on classwork. This gives the students an extra push to get their work done because they like to work on transition items.
- I love that your personnel are very polite and helpful when at the school.
- Give good information regarding life after high school.
- She works to schedule around our students' schedules. She is always willing to answer questions if we have them.
- I appreciate all of the help our Pre-Ets coach gives in educating our students on concepts and skills we typically can't get to in the normal school day.

# EFFECTIVENESS OF LIVING ARRANGEMENT

## NUMBER OF MOVES IN A 3 YEAR PERIOD

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During this time period, we served 22 individuals in 10 homes.



### Reasons for moves:

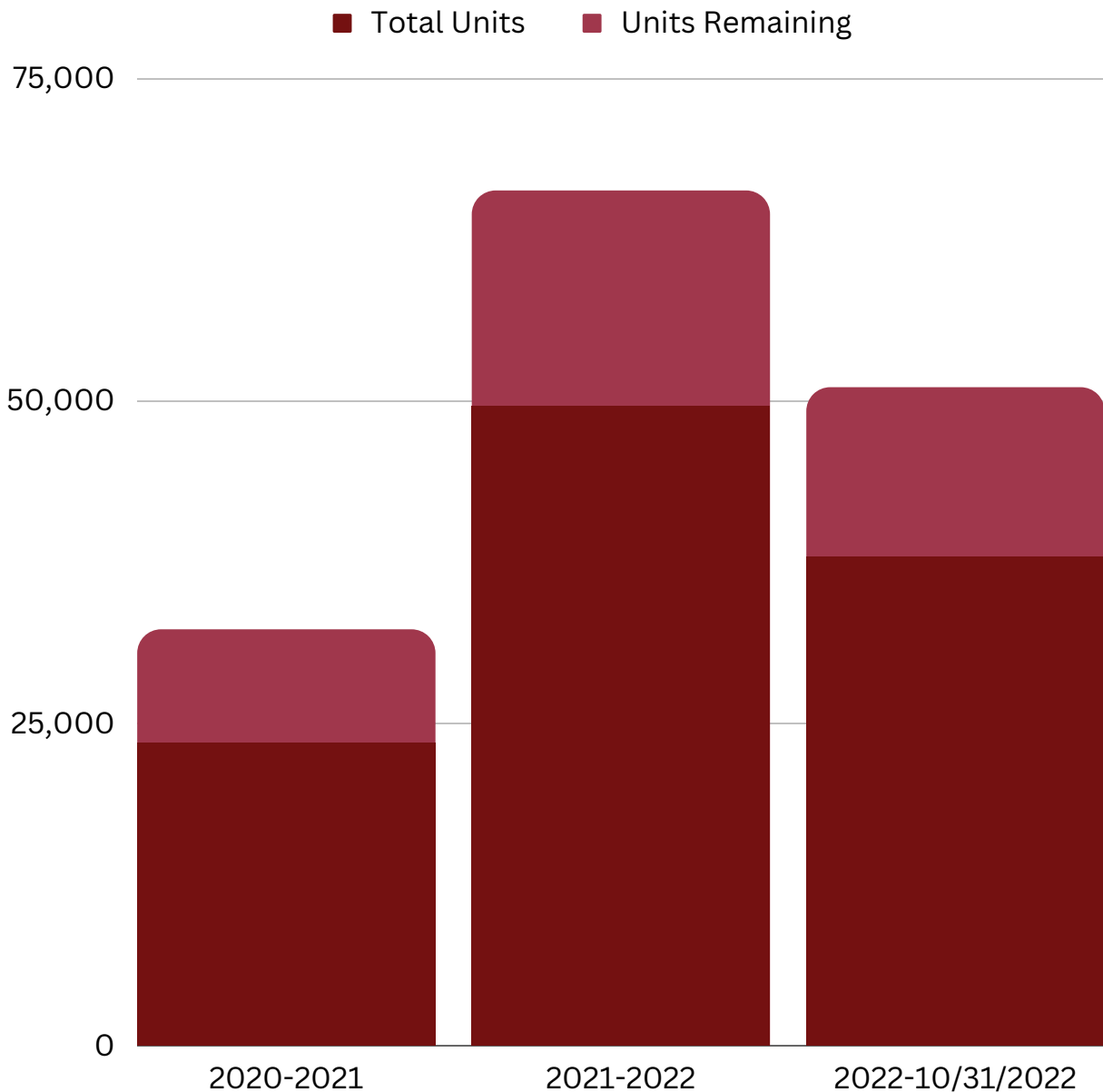
- Requested by the individual
- Provider change
- Health decline required change in living environment
- Roommate addition resulted in increased aggression
- Emergency placement from previous living arrangement for safety
- Move out of emergency placement
- Moved to a safer neighborhood
- Temporary placement in Corporate apartment until housing could be found
- Sold personal trailer in one town, moved to temporary apartment, purchased new trailer in preferred town

Outcome: Community Living (RHS)

# EFFICIENCY

## EFFECTIVE USE OF BUDGET

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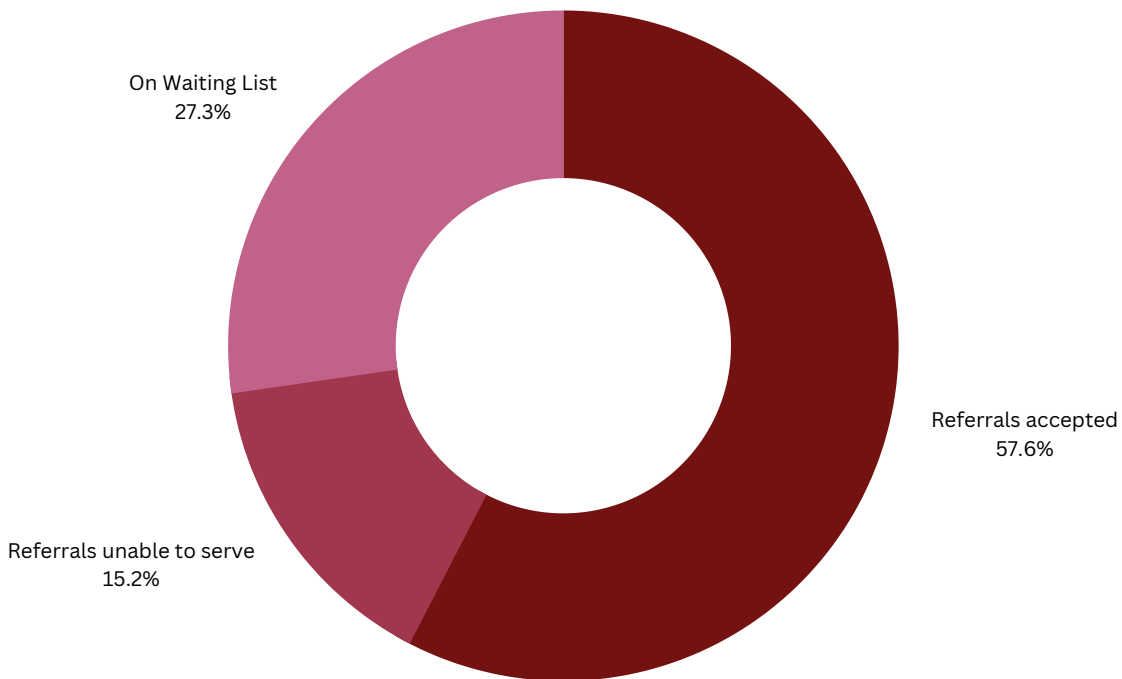
Units include all units provided through NOA of clients who utilize our Waiver Residential Services.

Outcome: Community Living (RHS)

# SERVICE ACCESS

## NUMBER OF REFERRALS ACCEPTED

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Data reflects the following dates: 07/01/2020-11/14/2022. We accepted 19 referrals for RHS services during this time period. We were unable to provide services to 5, and 9 are on a waiting list.

### **Why we were unable to provide services:**

- Unable to meet medical needs at this time
- Behavioral supports needed, unable to provide roommate for the situation
- Lack of staffing and housing in timeframe needed for individual to move
- We have 9 individuals, across 3 counties, who are on a waiting list.
  - We are in need of housing and staffing prior to accepting these referrals.

Outcome: Community Living (RHS)

# EXPERIENCE OF SERVICES

## (PERSONS SERVED) 2020-2021

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**Do you feel safe in your house?**



8 answered "yes"

**58%**  
Participation  
Rate

**Do you trust group home staff to help take care of your money?**



7 answered "yes," 1 answered "not sure"

**Are you happy living with your housemates?**



8 answered "yes"

**Do you have the opportunity to make your own choices within your home?**



8 answered "yes"

**Do you feel that the nurse / staff takes care of your medical needs quickly?**



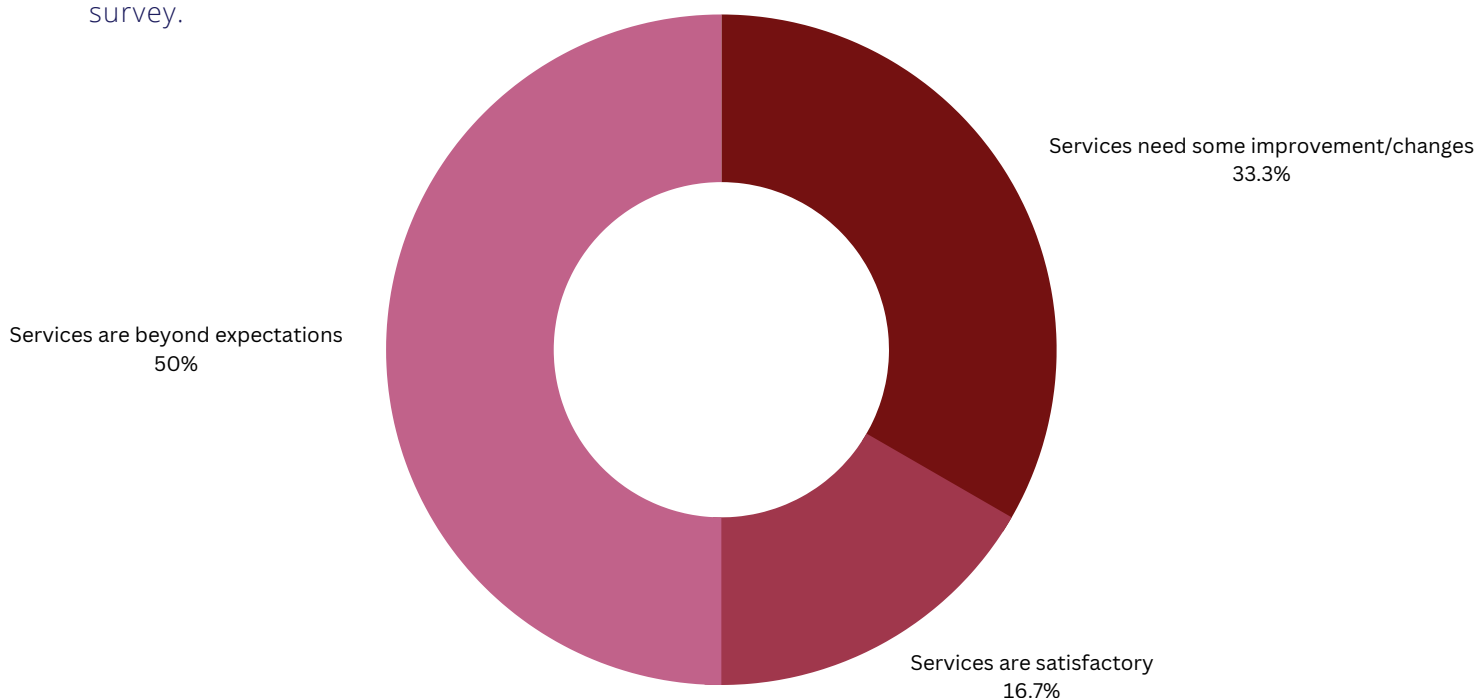
7 answered "yes," 1 answered "not sure"

**Overall satisfaction rating is 95%**

Outcome: Community Living (RHS)

# EXPERIENCE OF SERVICES (STAKEHOLDERS)

We received 6 responses from Case Managers in FY 2022-2023. This is our first year for this survey.



### Stakeholder Comments regarding their ratings:

- RHS services is newer in this area, but staff are very caring towards my individual.
- Communication flow needs to improve with the growth of 24 hour RHS services.
- Residential - has improved greatly over the past year. Communication is good
- Residential services would benefit from timely email response. I find it hard to get a timely response from Service Coordinators and things will be left unaddressed for weeks, even with check ins. I think they could attempt connecting individuals with different activities and clubs/groups within their own community to build natural relationships.

### Stakeholder Additional Comments:

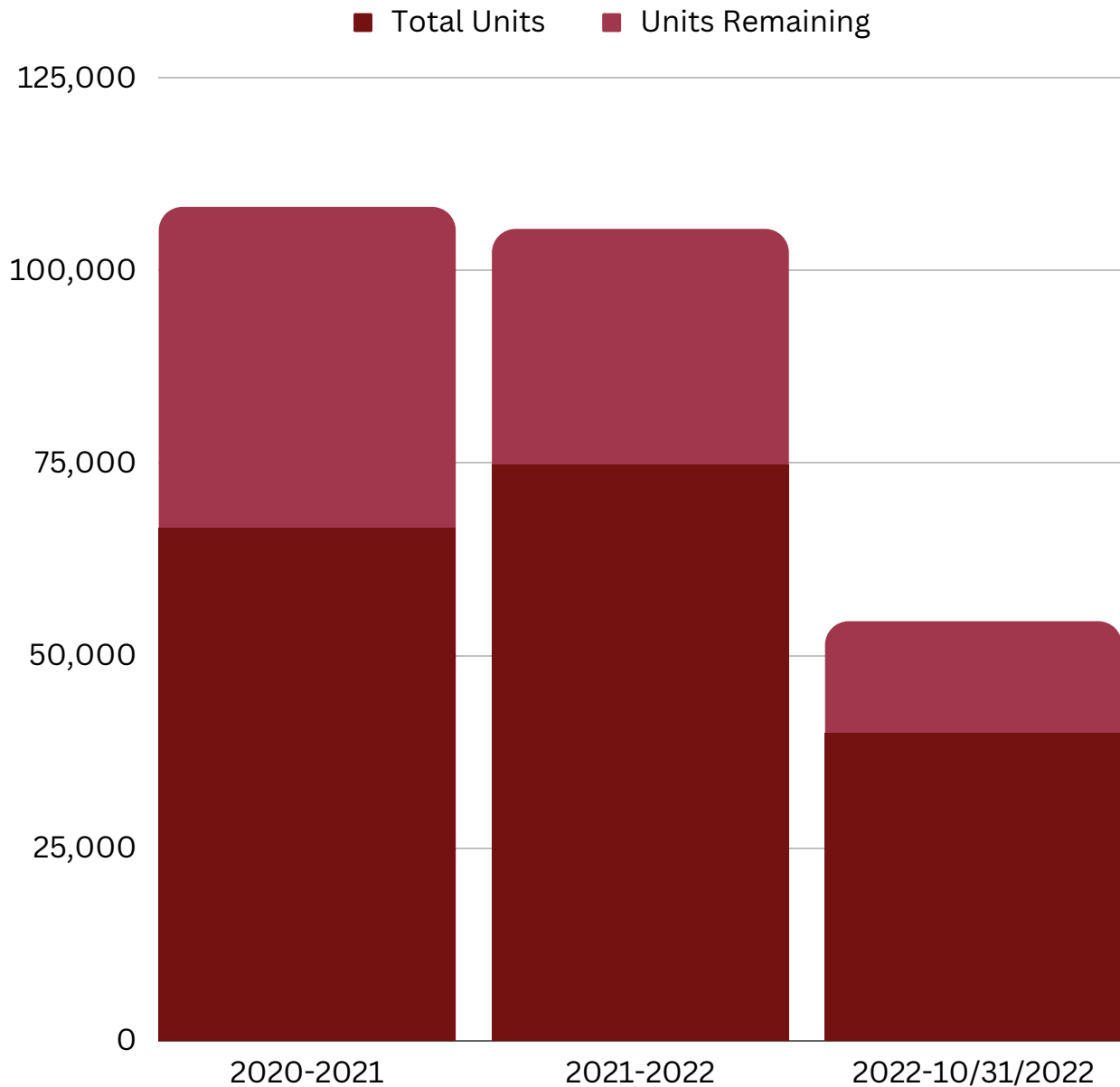
- I appreciate the communication from staff.
- Uploading into the BDDS portal of quarterly documents could also be improved. As of today, 9/13/2022, I have not seen recent PAC provider reports. The last one that was uploaded was March 31, 2022. I did email staff today and waiting on response.
- Residential services does a nice job trying to find activities for the group together through the company.
- CARS is a provider I would recommend to others. Staff and coordinators are caring and really want the best for their clients.
- Keep up the good work!



Outcome: Day Services (Clay Center)

# EFFECTIVENESS

## USE OF BUDGET



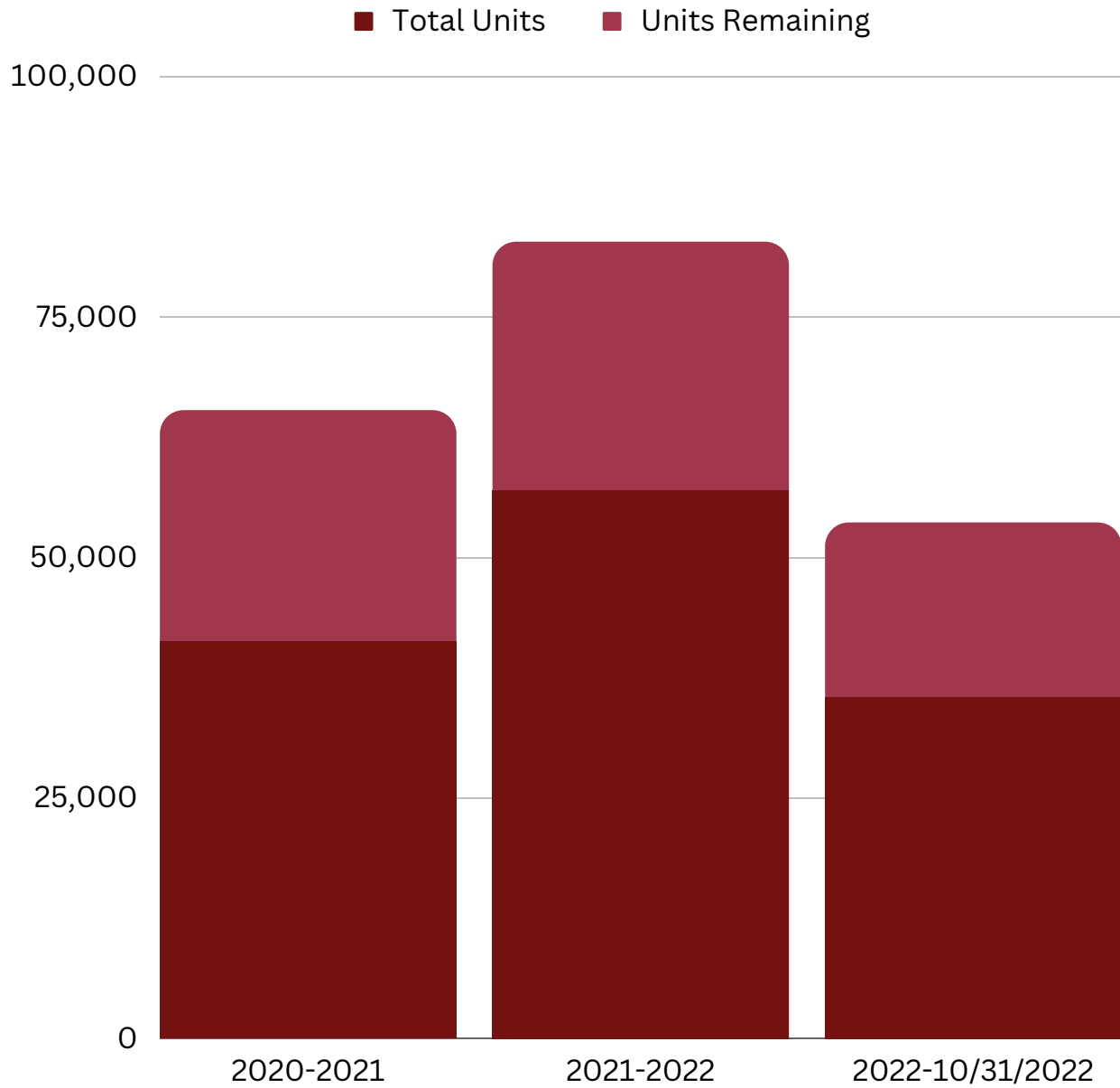
During the current Fiscal Year, CARS created a new position, Day Services Manager, who oversees the Program Coordinators. This position provides needed support and training for the PCs at each center. Also, during this period, CARS has focused on delivering Case Managers with accurate budget information to ensure individuals' budgets are being maximized.

Outcome: Day Services (Muncie/Beyond I CAN)

# EFFECTIVENESS

## USE OF BUDGET

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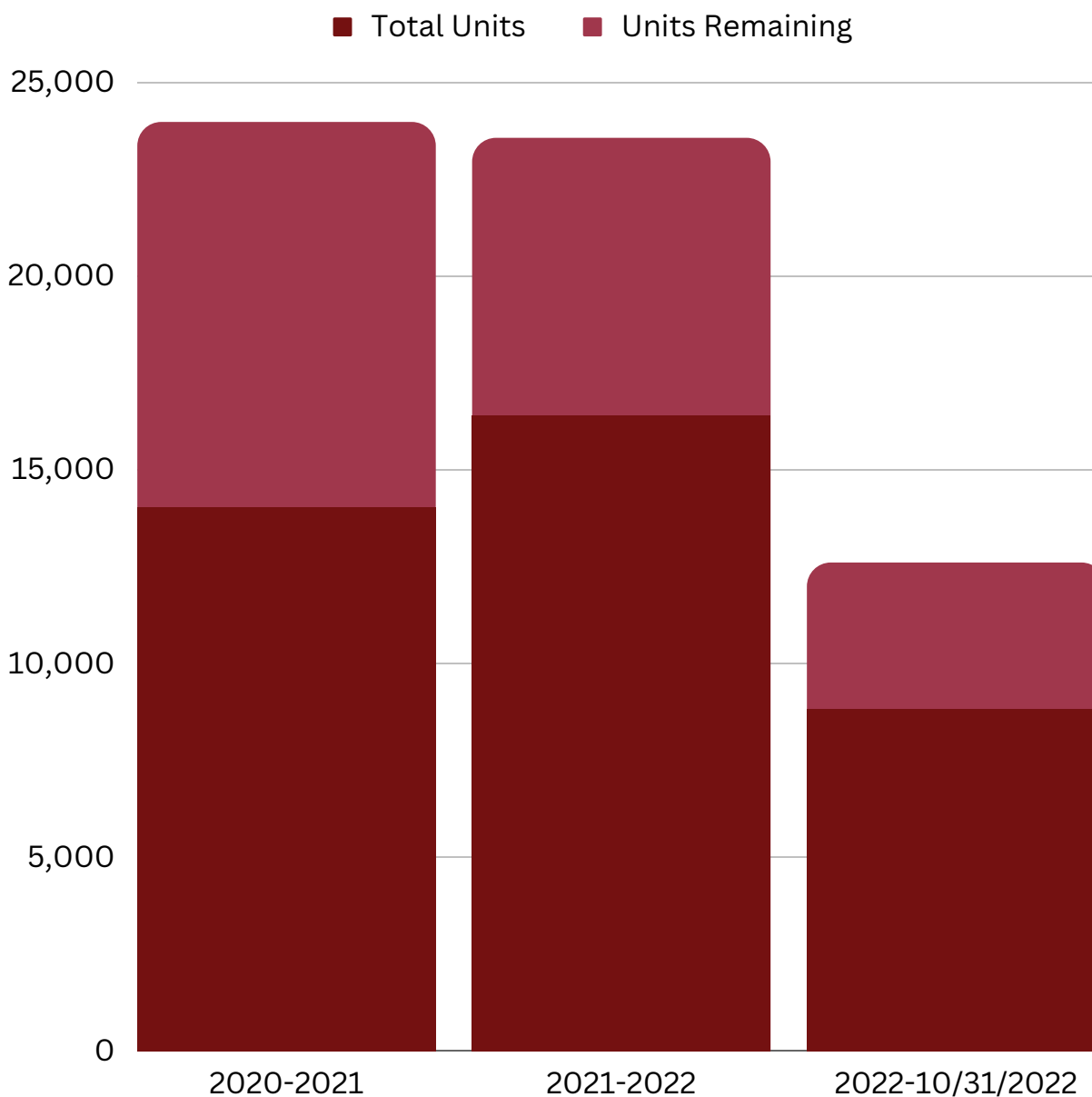


Outcome: Day Services (Shawnee Center)

# EFFECTIVENESS

## USE OF BUDGET

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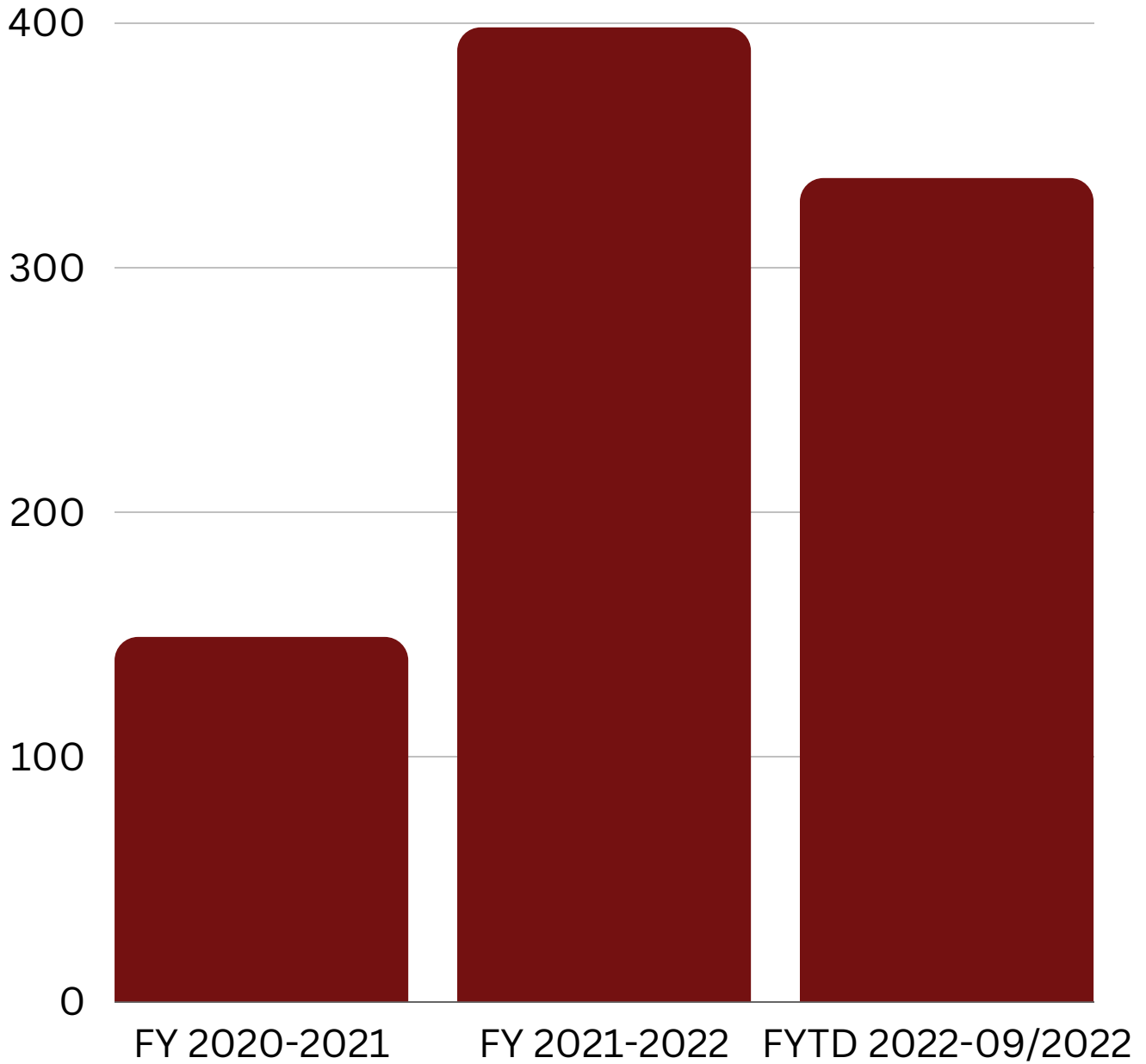


Outcome: Day Services (Clay Center)

# EFFICIENCY

## STAFF OVERTIME (IN HOURS)

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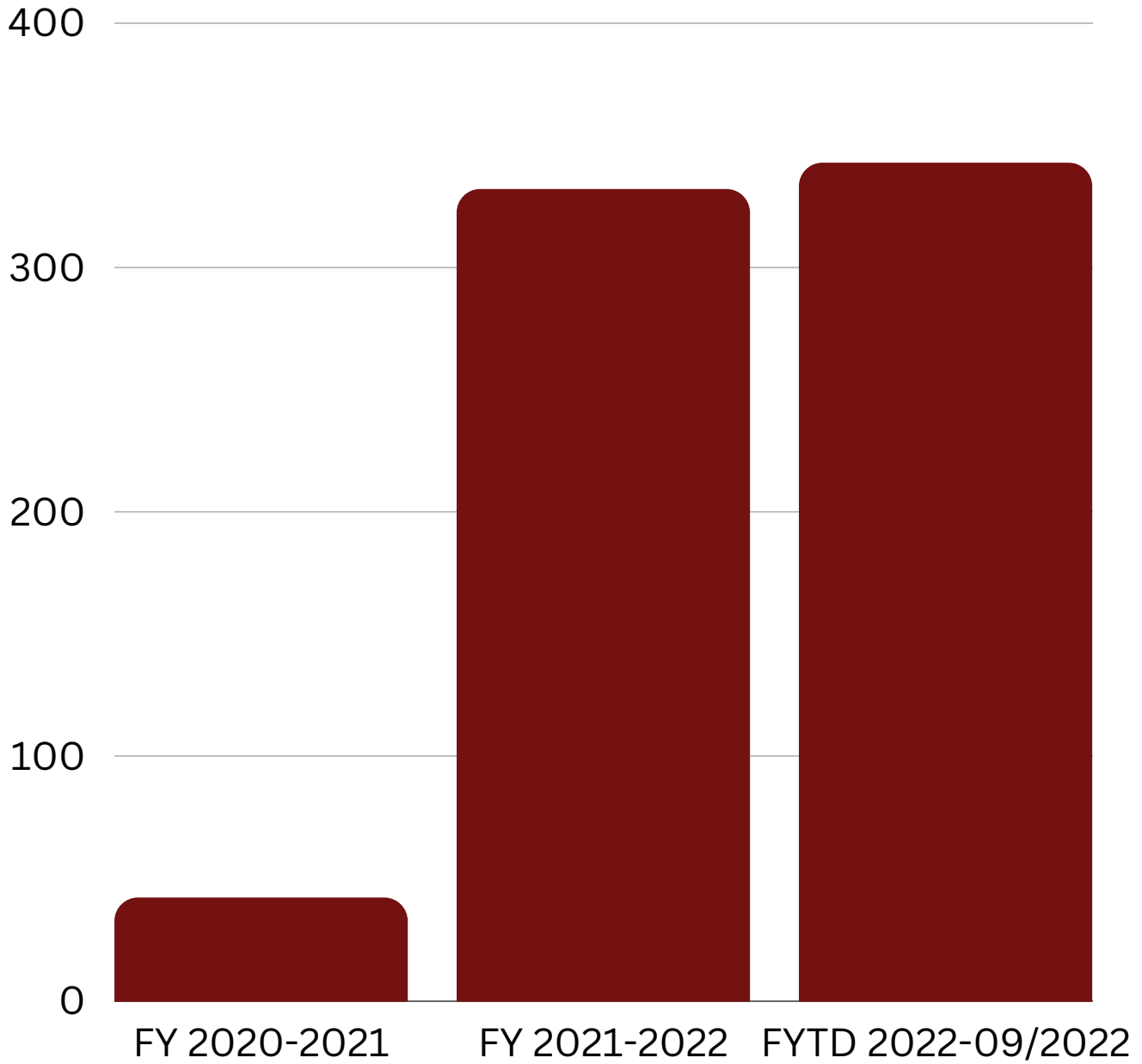


Outcome: Day Services (Muncie/Beyond I CAN)

# EFFICIENCY

## STAFF OVERTIME (IN HOURS)

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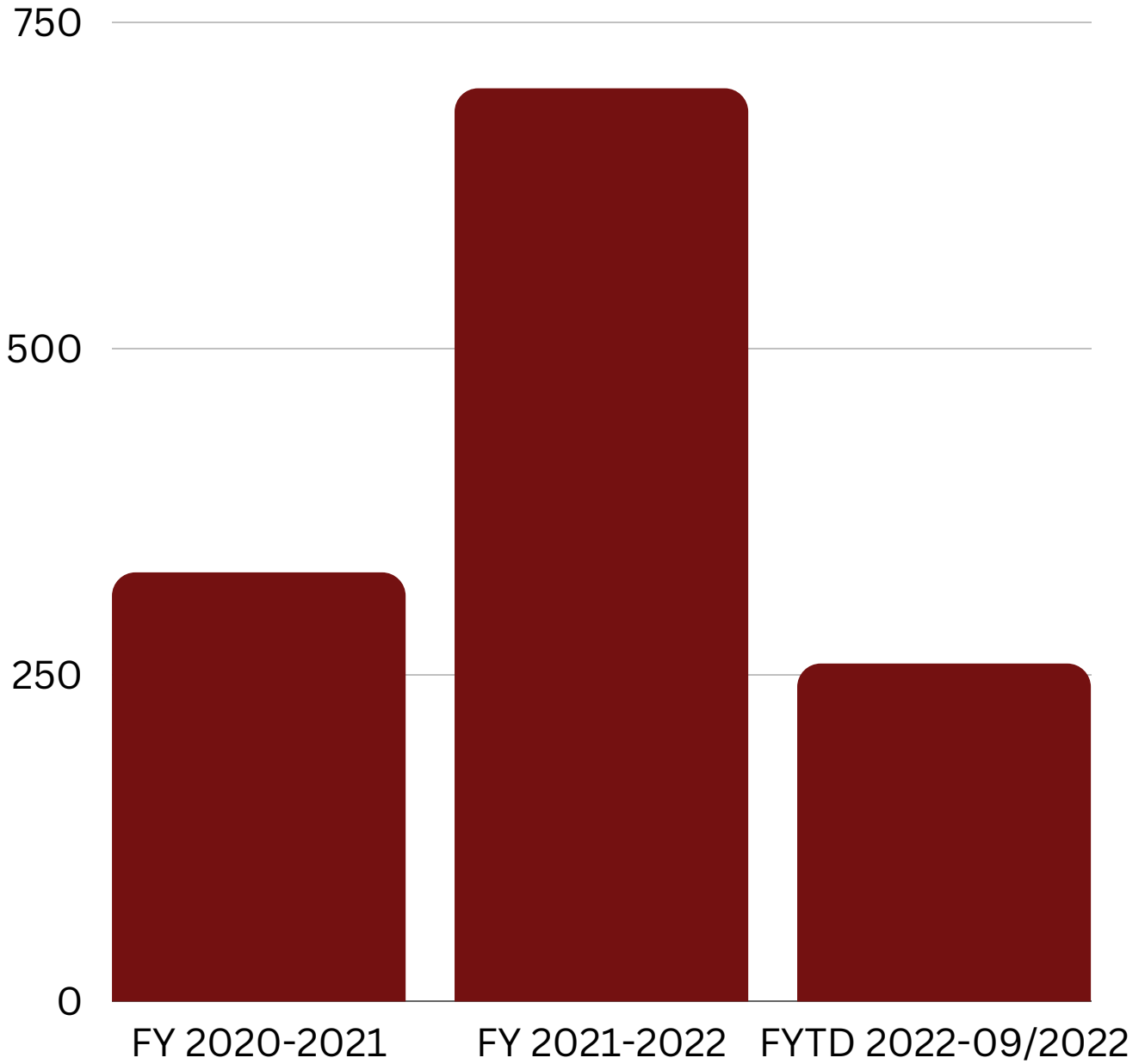


Outcome: Day Services (Shawnee Center)

# EFFICIENCY

## STAFF OVERTIME (IN HOURS)

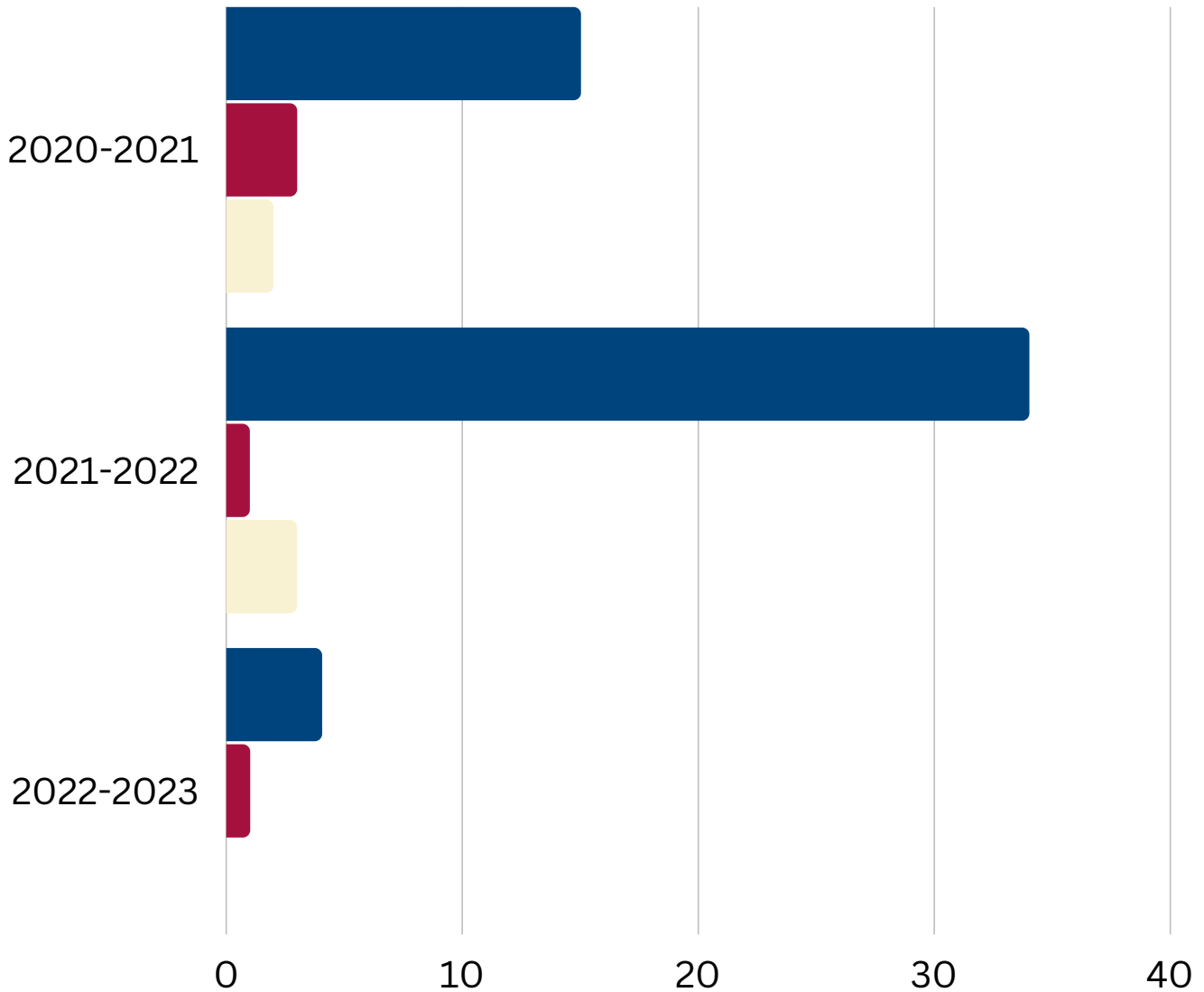
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Outcome: Day Services (Clay Center, Muncie/Beyond I CAN, Shawnee Center)

# SERVICE ACCESS

2020-2023



The blue bar represents individuals who began receiving services within 29 days of CARS receiving their NOA. The Red bar represents individuals who started receiving services within 30-59 days of C.A.R.S. receiving their NOA. The cream bar represents individuals who began receiving services within 60-78 days of C.A.R.S. receiving their NOA.

*Outcome: Day Services (Clay Center, Muncie/Beyond I CAN, Shawnee Center)*

# EXPERIENCE OF SERVICES (PERSONS SERVED) 2020-2021

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Survey was not completed due to COVID-19 Pandemic



Outcome: Day Services (Clay Center, Muncie/Beyond I CAN, Shawnee Center)

# EXPERIENCE OF SERVICES

## (PERSONS SERVED) 2021-2022

Do you feel safe with C.A.R.S. staff?



96 answered "yes"

Does C.A.R.S. staff listen to what you need or want?



96 answered "yes"

Do you feel like your needs are being met at C.A.R.S.?



91 answered "yes,"

1 answered "no," &

1 answered "not sure"

Do you enjoy the services you receive at C.A.R.S.?



96 answered "yes"

Do you have a choice in what services you receive - what activities you participate in - the places you go in the community?



95 answered "yes,"

1 answered "not sure"

**68%**  
Participation  
Rate

**Overall satisfaction rating is 99%**

*Outcome: Day Services (Clay Center, Muncie/Beyond I CAN, Shawnee Center)*

# EXPERIENCE OF SERVICES (PERSONS SERVED) 2022-2023

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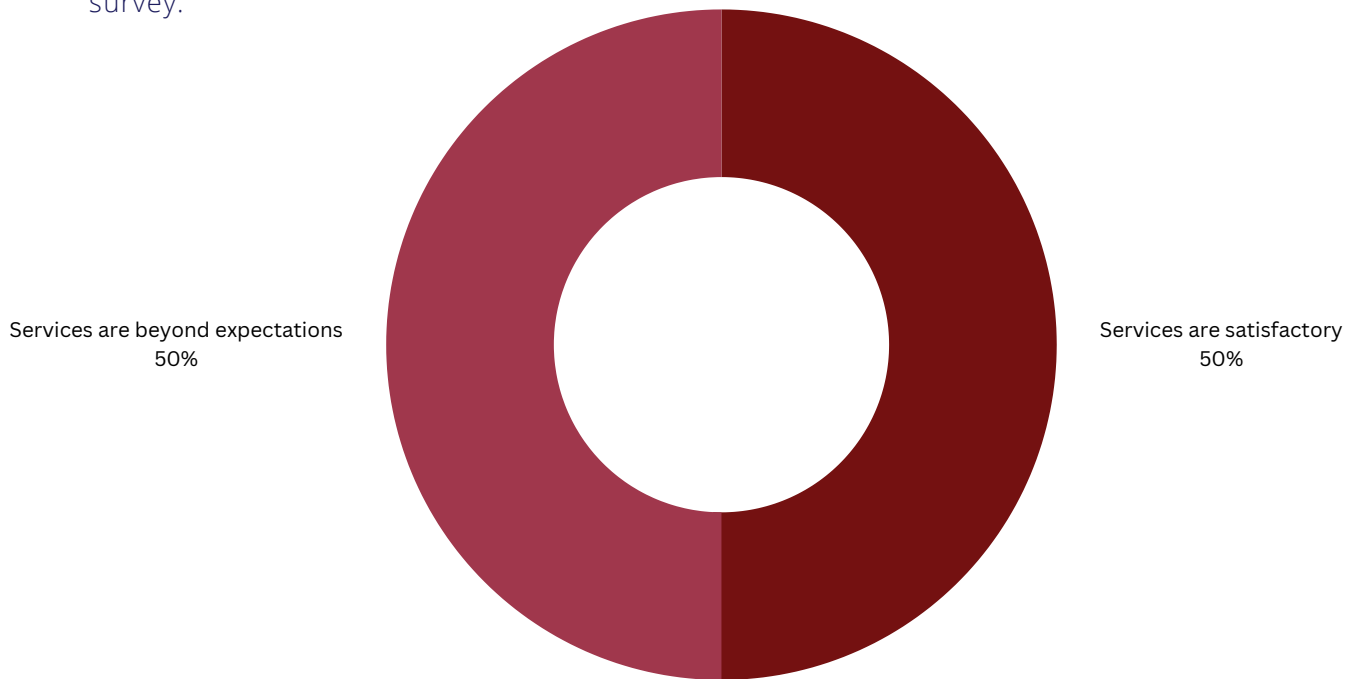
Survey has not yet been completed for FY 2022-2023

*Outcome: Day Services - Clay Center*

# EXPERIENCE OF SERVICES (STAKEHOLDERS)

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We received 4 responses from Case Managers in FY 2022-2023. This is our first year for this survey.



### **Stakeholder Comments regarding their ratings:**

- Shane Gadd is great, He always responds to either emails or text messages. My only fault with him is that he has a hard time getting out of the center to come to meetings.
- Shane is great and there are many activities. Goals are often not worked on as requested due to short staffing and Shane not being able to fully ensure staff are following up on goals. One client had goal of working on job skills and another on writing mock checks and these were not worked on at all, however those clients did not come daily so it was harder to complete these goals, and they often chose other activities to do as well.
- My clients have loved having music these past few years.

### **Stakeholder Additional Comments:**

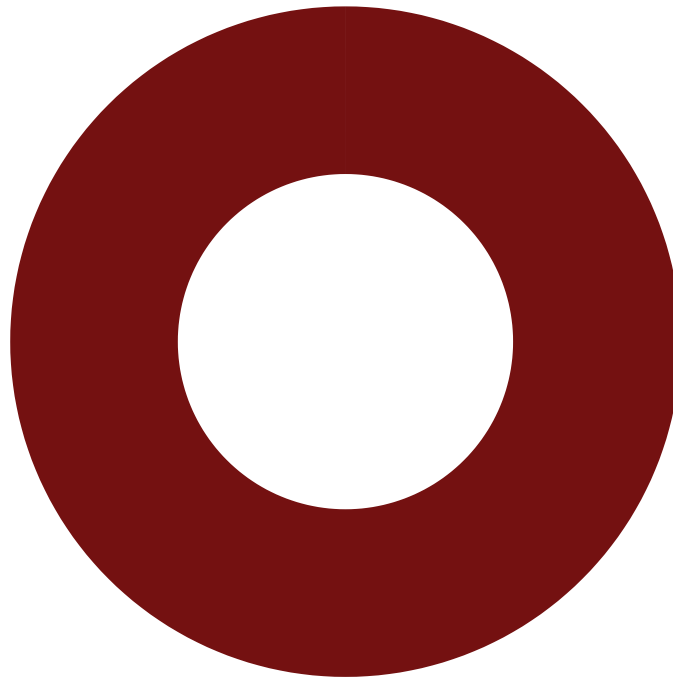
- My biggest concern is that the ones in Rockville that I email, I never hear back from. I have had several occasions that I have needed to hear back from someone and it takes me having to CC the BDDS office to get a response from someone.
- CARS is a provider I would recommend to others. Staff and coordinators are caring and really want the best for their clients.
- Keep up the good work!

*Outcome: Day Services - Muncie/Beyond I CAN*

# EXPERIENCE OF SERVICES (STAKEHOLDERS)

---

We received 2 responses from Case Managers in FY 2022-2023. This is our first year for this survey.



Services are beyond expectations  
100%

## **Stakeholder Comments regarding their ratings:**

- BIC really engages the individuals with planned activities. I love seeing my individuals thrive there.
- Program is always helpful and present

## **Stakeholder Additional Comments:**

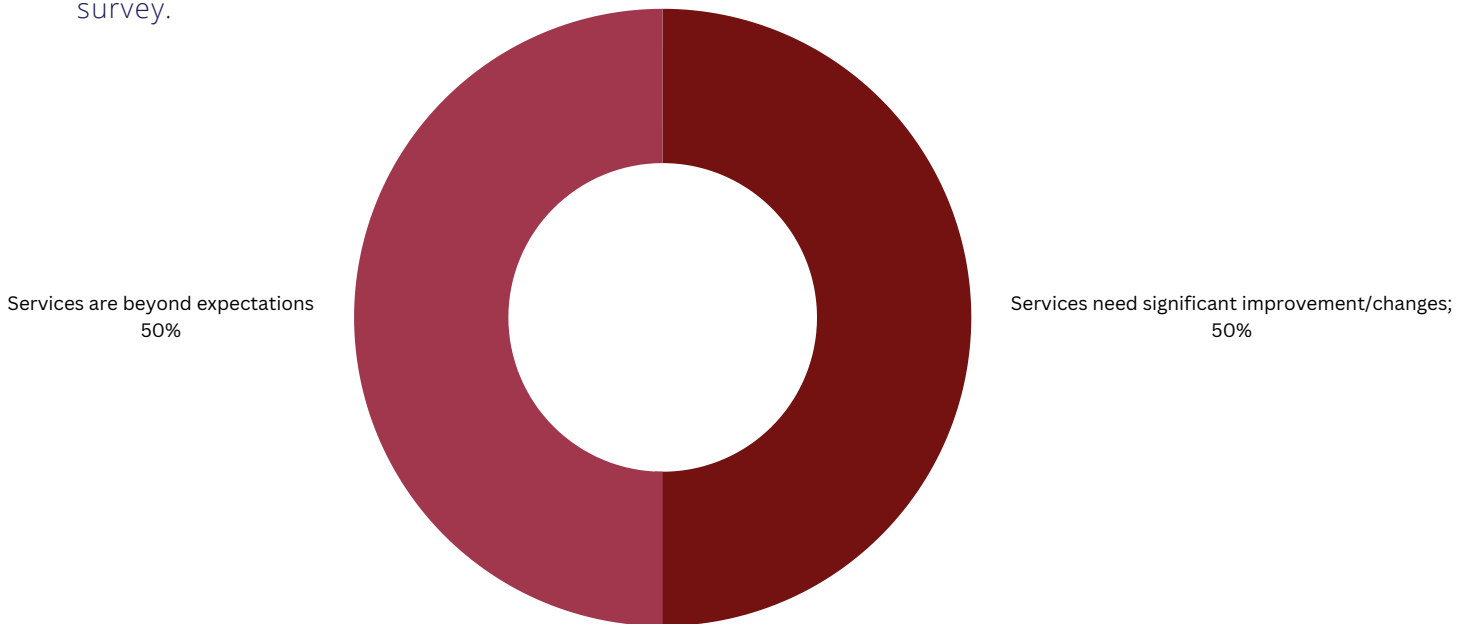
- Good location and opportunity in the area.

*Outcome: Day Services - Shawnee Center*

# EXPERIENCE OF SERVICES (STAKEHOLDERS)

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We received 1 response from a Case Manager in FY 2022-2023. This is our first year for this survey.



### **Stakeholder Comments regarding their ratings:**

- Shawnee Center would benefit from having structure and planned activities. Individuals on my caseload have stated that they don't do anything when present at the center and would like a more routine based day service in the area.

### **Stakeholder Additional Comments:**

- CARS is a provider I would recommend to others. Staff and coordinators are caring and really want the best for their clients.
- Keep up the good work!

# SUMMARY

CARS, like others, is returning to a new normal after two years of a worldwide pandemic that has changed the lives of everyone. The persons we serve have had additional challenges, with the lack of community integration being compounded even more than usual in our rural areas. We start the next few years by implementing significant changes called the Settings Rule that will allow more real-life integration by design per our Mission. We gleefully look forward to the changes and integration.

CARS is expressing incredible growth in our 24-hour waiver program, and with some growing pains, we hope that our improvements will continue to allow people to grow and flourish in their lives, thus, meeting their goals and our Mission.

This year has also been unfortunate with the loss of two long-term CARS Family Members: Patsy Martin and Sally Williams. All will greatly miss these two souls.

CARS is not perfect by any means, but we care for all that we touch. We will let the memory and spirit of these ladies lead us into the coming year.

