



## **ANNUAL REPORT**

Submitted by: Arc Northland

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## List of Acronyms Used in this Report

AC	<i>Alternative Care (waiver program)</i>
ADA	<i>American's with Disabilities Act</i>
AEOA	<i>Arrowhead Economic Opportunity Agency</i>
AFC	<i>Adult Foster Care</i>
ARDC	<i>Arrowhead Regional Development Commission</i>
ARQC	<i>Arrowhead Regional Quality Council</i>
BI	<i>Brain Injury (waiver program)</i>
CAC	<i>Community Alternative Care (waiver program)</i>
CADI	<i>Community Access for Disability Inclusion (waiver program)</i>
CMS	<i>Centers for Medicare &amp; Medicaid Services</i>
DAC	<i>Day Activity Center</i>
DD	<i>Developmental Disabilities (waiver program)</i>
DHS	<i>Department of Human Services</i>
EW	<i>Elderly Waiver</i>
FY	<i>Fiscal Year</i>
HCBS	<i>Home and Community Based Services</i>
IT	<i>Information Technology</i>
ICI	<i>Institute for Community Integration (through the University of Minnesota)</i>
IRB	<i>Internal Review Board</i>
MSOCS	<i>Minnesota State-Operated Community Services</i>
RFP	<i>Request for (grant) Proposal</i>
RQC	<i>Regional Quality Council</i>
RTCC	<i>Regional Transportation Coordination Council</i>
PCP	<i>Person-Centered Planning</i>
SQC	<i>State Quality Council</i>

## Introduction

This Annual Report summarizes the activities of the Arrowhead Regional Quality Council (ARQC) for Fiscal Year 2019 (FY19). Completion of an annual report is also a part of the ARQC's grant responsibilities, as listed in their contract with the Department of Human Services (DHS). The purpose of this report is to outline the work of the ARQC in accordance with fulfillment of grant duties. Additionally, this report serves to help clarify and outline the work for the ARQC thus far, so that there is solid foundation for future quality improvement efforts in the Arrowhead region.

A brief history of the work of the ARQC is provided here for reference. Further details on the work and history of the ARQC can be found in the annual reports from FY17 and FY18.

The ARQC was formed in fall 2016 after Arc Northland was awarded grant funding in response to a grant proposal from DHS and the Minnesota State Quality Council (SQC). A full time ARQC Coordinator (Zoey Leege) was hired in September 2016. The work of the ARQC in this first fiscal year (FY17) included: understanding the ARQC's contractual duties, coordinating meetings of the required stakeholders included in the ARQC, developing communication on the goals, values, vision and mission of the ARQC, analyzing existing data about the quality of life of people with disabilities in the region and starting the process of developing a "person-centered quality review tool" for gathering data on quality of life.

The primary focus of FY18 was completing the development of the person-centered quality review tool and starting the process of interviewing people with disabilities using this tool. This involved working with the University of Minnesota Institute for Community Integration (ICI). The ICI developed a "brief interview" tool that included 10 subjects about quality of life, as previously identified by the SQC. Once the brief interview tool was approved by DHS's Internal Review Board (IRB), the RQCs worked with DHS to develop a data base (Agile Apps) to collect and store information gathered in the interviews. The ARQC started conducting brief interviews with individuals in the region in November 2017. The ARQC then worked collaboratively with the other RQC staff to develop a training for others, known as "Quality Reviewers" to be able to conduct brief interviews and enter data into the database. A team of quality reviewers was hired and trained by January 2018.

In FY19, the ARQC focused on increasing the number of interviews conducted per month, in order to try to meet the grant requirements. An additional staff person (Emily Mack) was hired to coordinate the quality review process. Further details on the work of the ARQC in FY19 are found in the report as follows.

## Grantee Duties

This section of the Annual Report covers the ARQC's contractual duties and gives a brief description of how the ARQC is fulfilling these duties.

1.1. Direct and Administer: Arc Northland continues to serve as the fiscal agent and coordinating agency/facilitator for the Arrowhead Regional Quality Council (ARQC) in St. Louis, Carlton, Lake and Cook counties.

1.2. Person-Centered Quality Reviews:

A. Person-Centered Quality Reviews: *Grantee shall develop a monitoring system for the RQC to conduct 240 person-centered quality reviews, otherwise referred to as brief interviews each state fiscal year:* The ARQC completed 124 interviews in FY19. A total of 217 interviews have been completed from the date the first interview took place, 11/1/17, through 12/16/19.

B. Brief Interviews: See above.

C. Quality Review Materials: Significant updates, improvements and efficiencies were made to the "brief interview" and database in FY19. See Appendix A for updates made to the brief interview tool.

D. Training: One new quality reviewer was hired in FY19. This reviewer was trained one-on-one by the ARQC Program manager, using the curriculum previously developed by the RQC staff. This reviewer also worked as an intern for the ARQC for the 2018/19 school year.

E. Calendar: The ARQC continues to maintain a calendar in Microsoft Outlook that shows all scheduled quality reviews and the availability of Quality Reviewers. This calendar is managed by the Arrowhead Quality Council Coordinator.

F. Evaluation: An evaluation form is sent out (with a self-addressed and stamped envelope) after each quality review is completed.

G. Quality Reviewers: Currently there are nine trained quality reviewers. An additional quality reviewer will be receiving training on December 2019. This quality reviewer is also completing an internship with Arc Northland for the 2019/20 school year.

1.3 Reporting: Grant reports have been submitted on an annual basis, as per contractual requirements. The annual report for FY19 is due prior to 1/1/20.

1.4 Quality Monitoring System: This is contractual duty is fulfilled through the process of scheduling and completing quality reviews, holding listening sessions and collecting feedback through forms sent out to individuals who have participated in a quality review.

1.5 Regional Leadership: The ARQC continues to build momentum and gain recognition as a leader in the region for the quality of life of people with disabilities. ARQC Staff have completed outreach to more rural communities in Cook, Carlton, Lake and St. Louis Counties. This includes attending existing service provider and advocacy groups. The ARQC also reallocated funding from FY18 to fund quality improvement projects in the region. The applications for these projects are available upon request.

1.6. Regional Priorities for Quality Improvement: Meetings with the Regional Quality Councils, State Quality Council, and DHS have occurred as planned over FY19. Arrowhead Lead Agencies only attended the local ARQC meetings however, did not attend any SQC, DHS, or other collaborative meetings. This appears to be an oversight on the behalf of RQC and DHS Staff and can be corrected for future meetings.

1.7 Communication and Collaboration: ARQC Staff have continued to work collaboratively with other Arrowhead Regional Quality Council members, RQC staff, and SQC Staff and members. Meeting minutes from ARQC, SQC, and three RQC's collaborative meeting are available upon request. Details on collaboration with the other RQC staff are in the following section of this report.

Discussion:

There are several issues that have affected Arc Northland's ability to complete contractual duties. The following issues resulted in difficulty scheduling and completing 240 reviews in a single fiscal year:

- The ARQC's Program Manager has been working part-time and/or on medical leave since February 2019. Thus, the ARQC was not fully staffed for the majority of FY19. A casual part time support person was added in summer 2019 to assist with scheduling and conducting quality reviews.
- The database, maintained by DHS, was not working for all of June 2019. ARQC Staff did not have access to interviewee information to schedule reviews during this time. DHS was made aware of this multiple times, but the database was not able to be used again until the end of August 2019.
- Interviewee information provided by DHS continues to be inaccurate, despite multiple requests and suggestions from ARQC Staff on how to improve this information. Phone numbers, addresses, and guardian information are either inaccurate or missing.
- There were several months when the ARQC met their goal of completing 20 interviews per month. Over the winter months interviews had to be rescheduled due to winter storms/road conditions. There were 11 reviews that were "no shows," meaning the interviewee was not present as the scheduled time and place of the review.
- Going into the FY2020, ARQC has hired a new full-time Council Manager. The ARQC is now fully staffed.

There have also been positive elements that have allowed ARQC to continue moving forward despite these difficulties:

- In FY19, the ARQC added a position for a full time ARQC Coordinator. A casual part-time support person was added in the summer of 2019 to assist with scheduling and conducting quality reviews. An intern was also hired to work with the ARQC for the 2018/19 school year.
- The ARQC has significantly improved response rates through in person outreach to local service providers, lead agencies and advocacy groups for people and families with disabilities.
- Members of the ARQC have indicated their interest and commitment to carrying on the work of the ARQC despite setbacks. ARQC members are especially eager to use the data gathered from the brief interview in our region to guide local quality improvement efforts.

## **Collaboration of Regional Quality Councils**

The Arrowhead, Metro, and Region 10 Quality Councils work closely together. The three Regional Quality Councils (RQC's) have monthly phone and video conference meetings, as well as frequent in-person check-ins and workdays. The RQCs have worked collaboratively to develop tools, such as feedback surveys, to better the experience of our review recipients as well as promote professional development. The RQCs have also worked together with IT staff from the Department of Human Services (DHS) to make improvements and updates to the database, Agile Apps, used in storing and collecting information gathered in quality reviews.

The RQCs have collaborated on other projects such as conferences, outreach, presentations, updating marketing materials, and improving the Regional Quality Council website to reflect accurate meetings, minutes, events, and other information. The most recent conference that the RQCs participated in was the St. Louis County Health and Human Services Conference in October 2019. The latest improvement to the way that RQCs collect information is through the update to the interview tool itself.

Updates to the interview tool include re-ordering questions to ensure a smooth transition from one subject to the next, and adding new sections on Transportation and Case Management. The addition of these two questions replaced the sections on Planning and Hopes, Dreams, and Goals. The purpose of the replacement was to reduce redundancy and gather more information on trends (such as case management and planning) that appeared through the first fiscal year of quality reviews. Changes to the questions used in the interview tool are found in Appendix A.

## **Data and Findings from Interviews**

### **Quantitative Data**

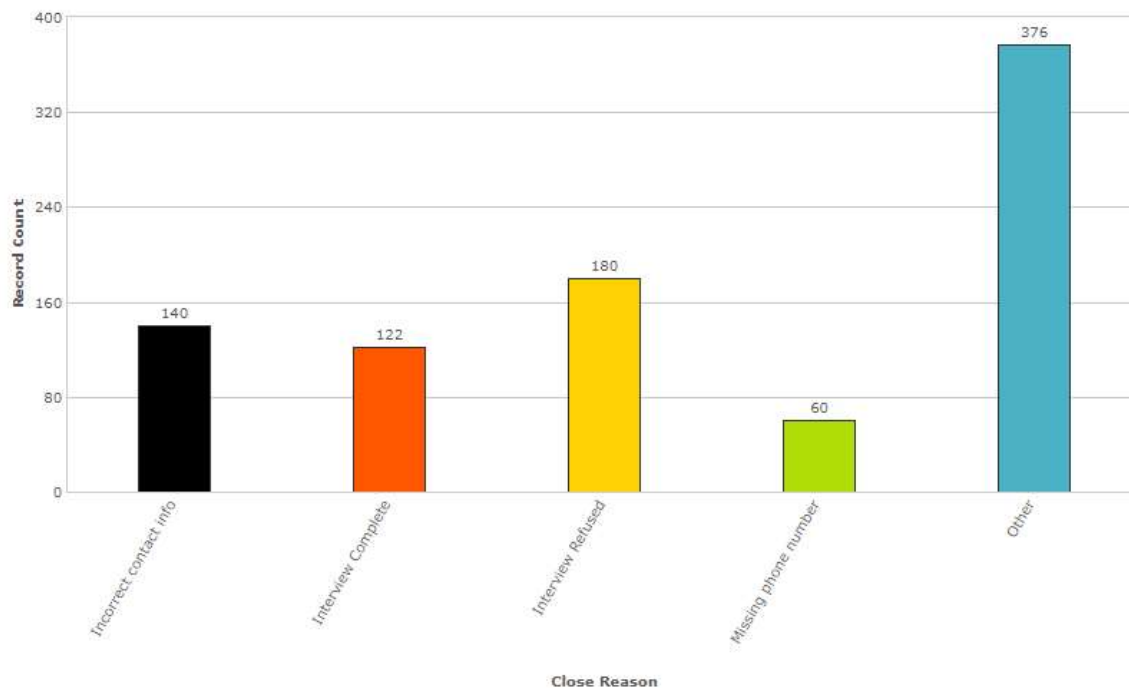
This section of the Annual Report covers quantitative (numerical) data and findings from the interviews. This included demographic information gathered in Agile Apps (the database used for storing information for the brief interviews). Data is provided for Fiscal Year 2019 (FY19), which is from 7/1/18 through 6/30/19. Data from FY18 is provided as needed for comparison. Data is also provided on the total number of brief interviews (208) completed since the interviews were started, on 11/1/17, until the date data was completed for this report, on 11/11/19. The full report on quantitative data analyzed by the Minnesota ICI is available upon request. Quantitative Data pulled from Agile Apps can be located in appendix B.

#### Response Rate:

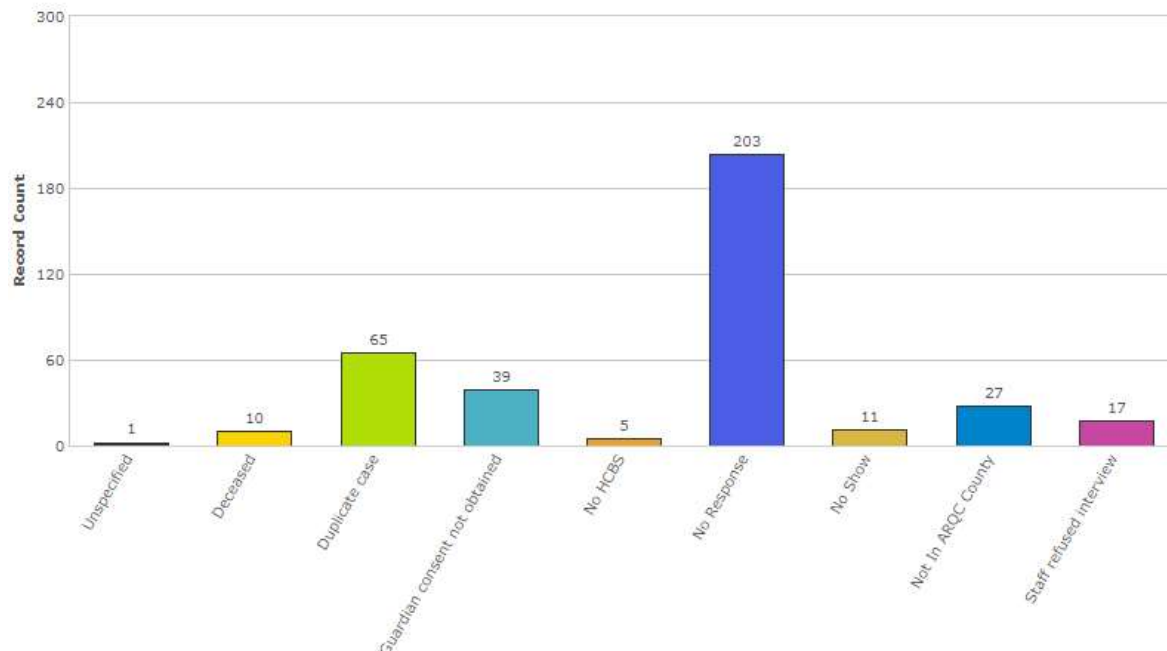
For purposes of this report, response rate is defined as the number of people who completed a brief interview, divided by the number of people the ARQC Staff or intern attempted to contact to schedule a brief interview. Attempted contacts include the following categories: completed interviews (124), refused interviews (by individual, guardian or staff, 180), those with incorrect contact information (140), those that scheduled an interview but then didn't show up for the interview or call to reschedule (no shows, 11), those that did not respond to contact attempts (203) and those who were reported as deceased (10) for a total of 655. Those individuals whose cases were closed because they were duplicates and cases that were closed because the individual did not live in one of the counties that are part of the ARQC were not included as attempted contacts. See the graphs below for details on the number of individuals in each category.

Based on this formula, response rate for the brief interviews for FY19 is 18.6% (122 randomly selected interviews completed divided by 655 people that the ARQC attempted to contact). For comparison, response rate for FY18 was 13.7% (53 interviews completed divided by 386 people that the ARQC attempted to contact).

**Fig. 1: Close Reasons Graph for FY19**



**Fig. 2: "Other" Close Reasons Graph for FY19, detail**



For comparison, the response rate for people the ARQC was able to make contact with can also be calculated. This alternative response rate is defined as the number of people who completed a brief interview divided by the number of people the ARQC was able to contact. Contacts include the following categories: completed interviews (122), refused interviews (by individual, guardian or staff, 180), no shows (11), those that did not respond to contact attempts (203) and those that were reported as deceased (10) for a total of 526. Based on this formula, the response rate for those contacted by the ARQC is calculated at 23.2% (122 interviews completed divided by 526 people who the ARQC was able to contact). The response rate for people that ARQC was able to contact for FY18 was 13.7% (53 interviews completed divided by 386 people that the ARQC attempted to contact).

#### Discussion on Response Rates, Contact attempts, and Scheduling Interviews:

There are several potential reasons for increases in response rates in FY19. To begin with, ARQC now has an established system in place to contact people to set up interviews. This process is as follows: a case is “opened” in Agile Apps when it is assigned to a ARQC Staff person or an intern. A letter is then sent out informing the individual that they have been selected to participate in a brief interview and will be contacted by the ARQC by phone to see if they are interested in participating. For those cases that are found to be duplicates (the same individual is part of the random sample more than one time), and those who do not live in a county that is part of the ARQC, the case is closed prior to sending out a letter.

The same process is followed if the randomly selected individual is listed as having a guardian if the guardian’s contact information (name and address) is recorded in the database. The guardian will receive a letter in the mail informing them that the person they have guardianship of has been randomly selected to participate in a quality review. Many times, the letters mailed bounce back as incorrect addresses. However, this barrier is frequently corrected by either connecting with staff in the interviewee’s life or by reaching out to ARQC’s county representatives.

Once a case is opened and a selected for interview, a letter is mailed to the individual receiving Home and Community Based Services (HCBS) and their respective guardian, a contact attempt by phone is made seven days later. This is known as the first contact attempt. ARQC staff will try to contact a person 3 times within 30-day period before a case is marked as “closed”. If ARQC staff is able to connect with the randomly selected interviewee a review is scheduled for the following week for a date, time, and location of the persons’ choosing. A written summary of the review as well as any desired resources are mailed within seven calendar days to the quality review recipient.

If the individual selected who would like to participate in a quality review has a guardian, two written contact attempts are mailed to the guardian requesting consent. These letters are mailed if they cannot be reached via phone or email. After 60 days have passed with no response from the guardian, consent is to be assumed. This rule comes from the Department of Human Services after discussion and investigation from the State Quality Council (SQC), the SQC Director, and a letter of Support from the Department of Human Services SQC representative. This letter is included in the appendixes.

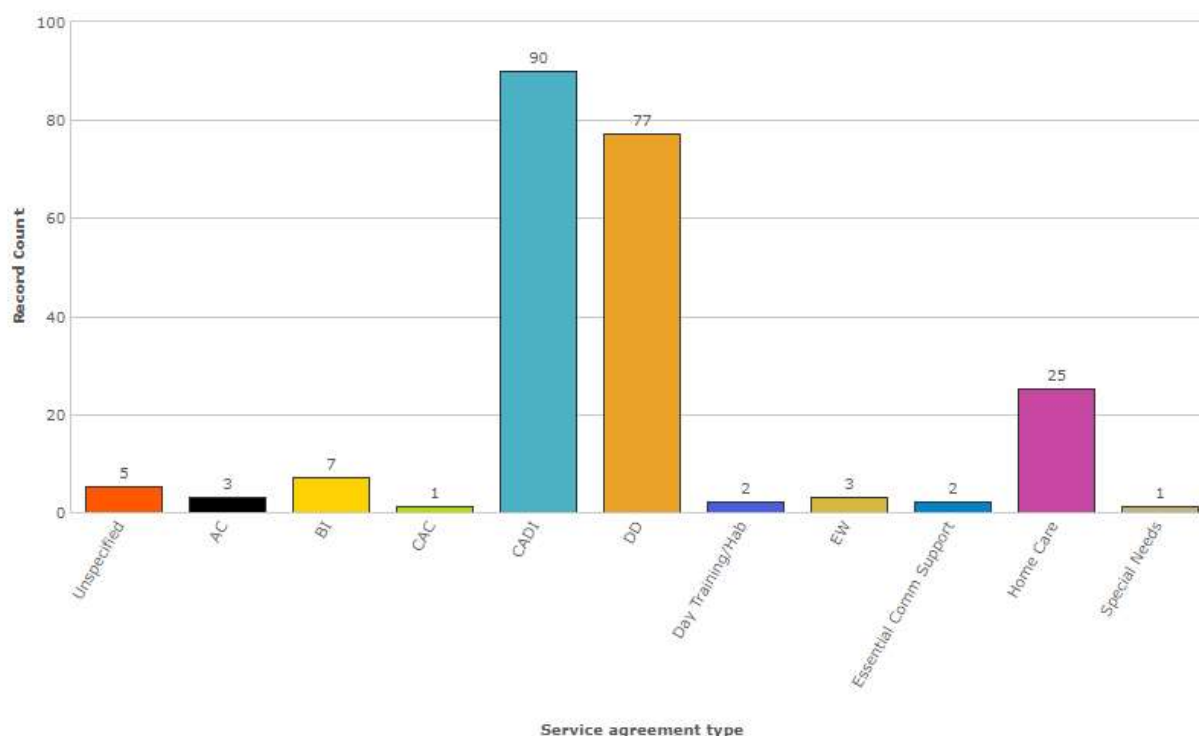
ARQC Staff did additional outreach with service providers, case managers and people receiving services in Carlton, Cook, Lake and St. Louis Counties. Outreach efforts included listening sessions and presenting about the interview process. Information was provided on how to request an interview and what to expect if randomly selected to participate in an interview. In FY19, outreach activities were completed at the following sites and locations: Goodwill (Duluth), Pinewood (Duluth and Cloquet), People First (Duluth), Southern St. Louis and Northern St. Louis County Case Manager team meetings, Cook and Lake County Case Managers team meetings, Rural Living Environments (Babbitt), REM (Duluth), Mental Health Initiative Advisory Council (Cloquet), MSOCS supervisor meeting (Statewide), AEOA Community Night (Two Harbors),

Care Partners (Grand Marais), Sawtooth Clinic Grand Marais), Grand Portage Reservation Health and Human Services (Cook County), Udac (Duluth), Community Connect (Carlton County), Peer Mentor (Southern St. Louis County), Mentoring Day (Cloquet), North Star Health Service (Northern St. Louis County), Residential Services Incorporated (St. Louis County), and Minnesota “Disabled American Veterans” (Duluth).

#### Interviews:

The number of interviews completed for each service agreement type partially reflects differences in the number of individuals in the total random sample who fall under each service agreement waiver category. Out of the total random sample of 217 individuals, three fall under AC, seven under BI, 90 under CADI, 77 under DD, three under EW and 25 under Home Care service agreements. Thus, the probability of an individual being randomly selected who falls under CADI or DD is much higher than an individual with an AC, BI, EW or Home Care service agreement.

Waiver service agreements covered in Agile Apps include five unspecified, one Community Alternative Care Waiver (CAC), Two Day Training and Habilitation, two under Essential Community Support, one under Special Needs, and one not included in the data because they were requested interviews and not randomly selected. See graph below for completed or “resolved” interviews below.



#### Completed Interviews:

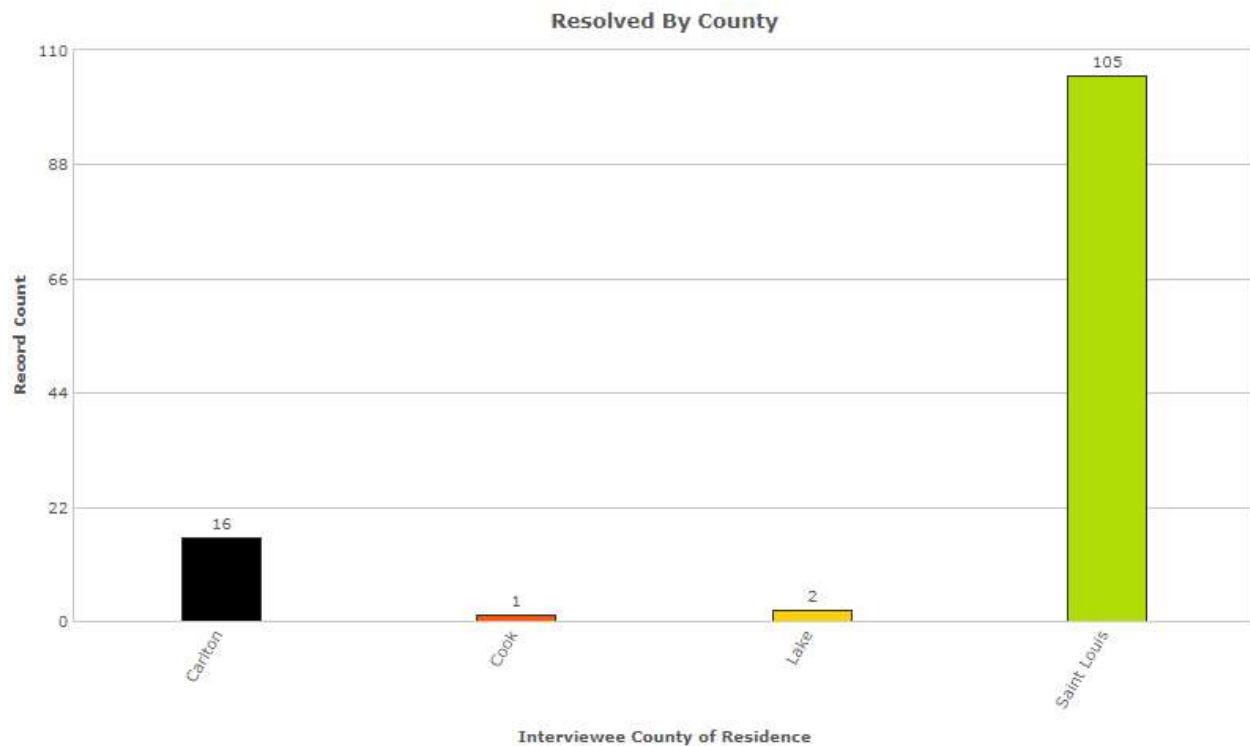
As stated in the previous section of this report on response rate, the ARQC completed 122 brief interviews in FY19. The graphs below show how many interviews were completed in each county that is part of the ARQC (Carlton, Cook, Lake and St. Louis counties) and how many interviews were completed for each service agreement type of HCBS. The possible service agreement types are as follows: Acute Care (AC), Brain Injury (BI), Community Access for Disability Inclusion (CADI), Developmental Disability (DD), Elderly Waiver (EW) and Home Care. It is noted that no interviews completed in FY19 were conducted in another language (including ASL) and/or using an interpreter. This was due to the fact that none of the individuals

that agreed to participate in an interview requested an interpreter or were identified in data from the random sample as needing an interpreter.

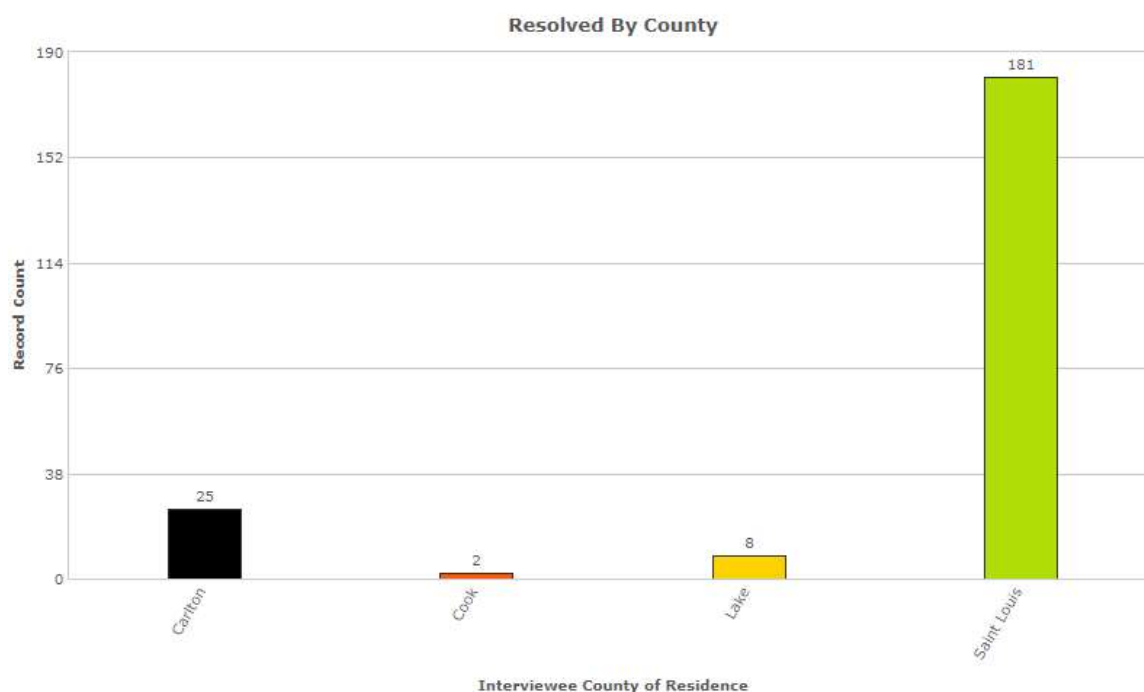
#### Interviews Completed per County

The graphs below show how many interviews were completed in each county that is part of the ARQC (Carlton, Cook, Lake and St. Louis counties). The first graph shows interviews completed in FY19 and the second graph shows the total number of interviews completed from 11/1/17 through 12/16/19.

Fig. 4: Interviews Completed in FY19 per County



**Fig. 5: Total Interviews Completed per County**



The graph depicting the total number for interviews since Arrowhead’s Review start date in November 2017 reflects 216 participants, as two of the 217 total reviews were requested and therefore cannot be included in the random sample data, as mentioned previously. The number of interviews completed in each county likely reflects differences in the number of individuals receiving HCBS in each county. According to the most recent Lead Agency Reviews completed by DHS, there are a total of 4,505 people receiving HCBS in Carlton, Cook, Lake and St. Louis Counties collectively. Of these, there are 3,628 people receiving HCBS in St. Louis County, as compared to 635 people in Carlton County, 50 people in Cook County and 192 people in Lake County. Thus, the probability of an individual from Carlton, Cook or Lake County being randomly selected for an interview is much lower than an individual from St. Louis County. For example, the probability of being selected in St. Louis County is 80.5% as compared to 1.1% in Cook County. Additional reasons for smaller numbers of interviews completed in Carlton, Cook and Lake Counties may include the following: people living in more rural areas may not have accurate contact information or reliable phone service and the ARQC has not been involved in as much outreach in Carlton, Cook or Lake Counties.

#### Interviews Completed per Waiver Type

As referred to above under the *interview* segment, the number of interviews completed for each service agreement type partially reflects differences in the number of individuals in the total random sample who fall under each service agreement type. The possible service agreement types are as follows: Alternative Care (AC), Brain Injury (BI), Community Alternative Care (CAC) Community Access for Disability Inclusion (CADI), Developmental Disability (DD), Elderly Waiver (EW) and Home Care.

Fig. 6: Interviews Completed in FY19 per Service Agreement Type

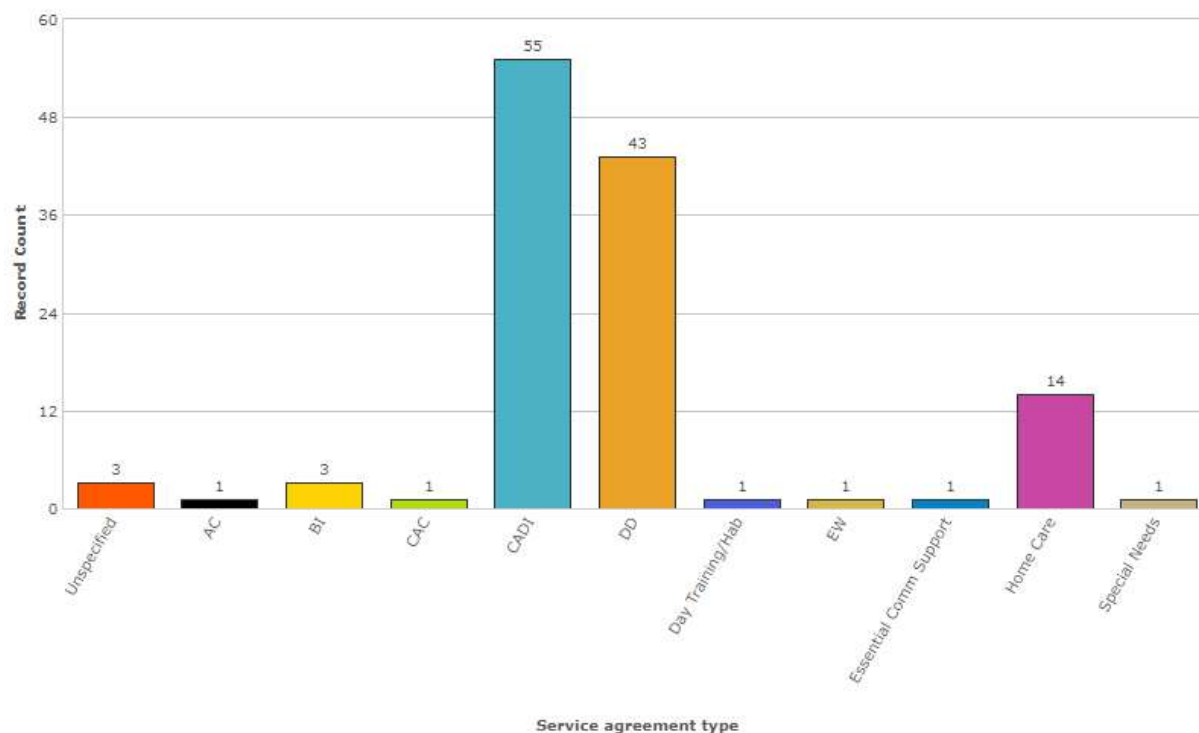
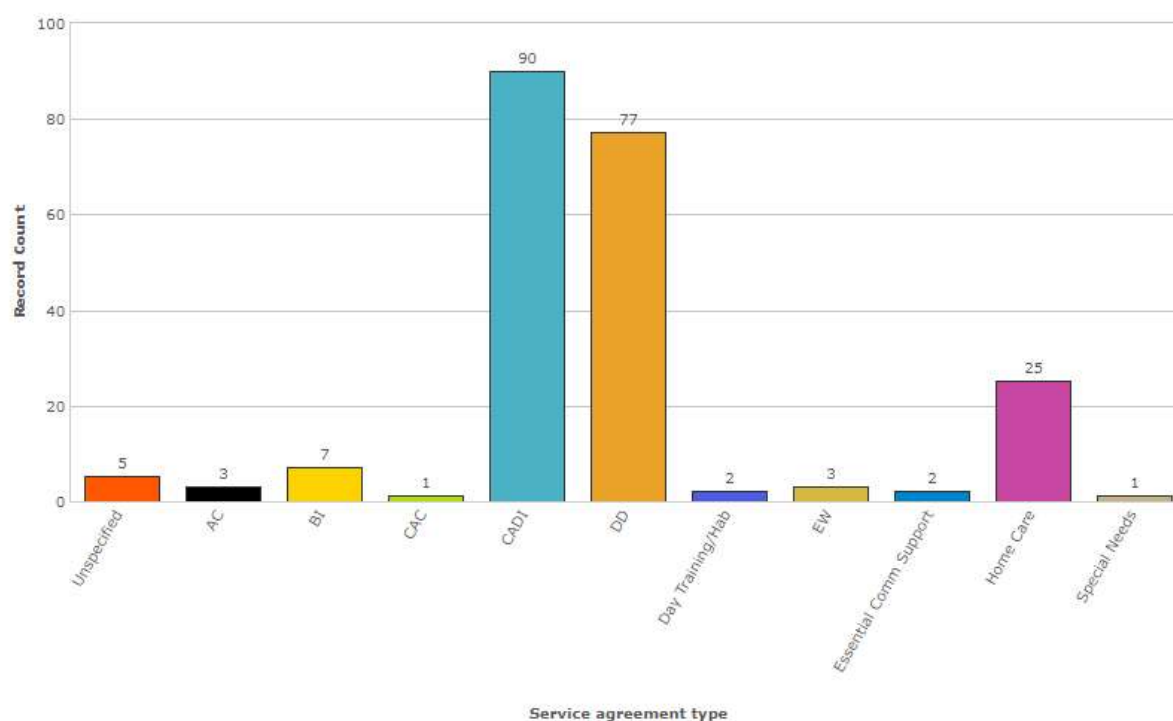


Fig. 7: Total Interview Completed by Service Agreement Type



## Qualitative Data

Over the past two years each RQC has been compiling data from quality reviews. The collected data is inputted into Agile Apps. Agile Apps allows users to run basic reports analyzing some trends and demographic information specific to the region where the RQC is located. As quality reviews continued to grow, so did the data being collected. The average quality review lasts approximately an hour to two hours. While RQC staff were aware that quantitative data (the number portion) would be collected, the RQC's were surprised at how much qualitative data (the emotion/quality portion) was being collected as well.

The Minnesota ICI created the Regional Quality Council's interview tool. Because of the RQC's collaboration with ICI, RQC staff connected with the ICI to discuss qualitative data being analyzed side by side with the quantitative data, as each piece supports the other. While the RQC's and the Minnesota ICI worked collaboratively, there was miscommunication between the RQC's, ICI, and the SQC director that affected our working relationship. Because of the lack of communication, RQC's attempted to individually analyze both quantitative and qualitative data.

A sample of the qualitative data collected is depicted below. The qualitative data is the narrative that accompanies each interview question. The questions asked for each section aim to measure how much control someone has over that area in their life, and how much control they would like to have.

All three Regional Quality Councils worked together to compile raw data collected during interviews and had met with DHS to discuss other methods of analyzing quantitative data. The raw data consisted of de-identified summary notes gathered through the questions initiated from the interview tool. DHS staff had talked with the RQC's about a data analyzing tool known as "Python". RQC's were made aware by DHS that using Python would be both complex to learn and time consuming. Aside from the RQC's initial meeting with DHS about this tool, no other progress was made with Python. RQC staff attempted to analyze data independently but did not have the capacity to continue that analysis.

Nearing the end of the 2019 fiscal year, RQC and ICI staff re-evaluated our working relationship and were able to resolve past miscommunications. The RQC's compiled the raw de-identified data from the total sample of interviews completed and sent the data to ICI for both quantitative and qualitative analysis. A copy of the raw data sent to ICI, as well as ICI's full report, is available upon request. ICI's analysis of qualitative trends and findings from the Regional Quality Councils is included in appendix C.

A sample of the qualitative data is depicted below. The qualitative data is the narrative that accompanies each question. The questions asked during a quality review are used to attempt to measure how much control an individual has over areas of their life, and how much control they would like to have. The images below cover qualitative data on transportation.

The degree (measure) ranges from full, most, some, none, and not applicable. For the transportation question, no participant felt that transportation was not available. Not applicable would apply to people who did not answer the question, or those who were state ordered under commitment and could not readily access transportation "spur of the moment".

#### Question 6: To what degree is transportation readily available when you want to go somewhere?

005238	White	Male	Full	You explained that you became a licensed driver in September of 2018! You also bought a car at that time; you have a 2014 Ford Focus that you found on a dealership website. You make monthly car payments that are set up automatically and you have car insurance payments also. You said that you drive yourself to work every day. You enjoy the freedom and independence you have.
005309	White	Female	Most	To get around you take the accessible local bus, medical transportation, use staff, or have your daughters help. You feel like the local bus can be difficult to use because you must schedule rides so far in advance. You took the accessible bus to get your nails done and felt like it was hard. Medical transportation and staff at the center will help for medical rides. You mentioned you like taking the bus, but transportation is not readily available whenever as it needs to be scheduled in advance.
005218	White	Female	Some	You take a local van for medical appointments (approved through the county), and staff help with transportation about twice a month. The accessible transportation options and the city bus is too much for you, as it causes a lot of pain. Every once in a while, you can get something set up with friends. With your other PCA company you were able to get out multiple times a week, and transition to only twice a month has been difficult. Transportation (if it's not medically related) is not readily available, and totally dependent on staff.
004297	White	Female	Not Applicable	Not discussed

#### Quality Improvement Efforts:

Over the past year, ARQC Staff have been able to partake in a variety of quality improvement projects and efforts. To begin with, ARQC Staff have been able to help a multitude of people who have participated in a quality review to apply for micro-grants through Arc Minnesota. These Micro-grants are meant to address an individual's present needs, goals and dreams. These grants have helped people with employment needs, independent housing, and community inclusion. To date, ARQC staff have given out over 100 micro-grant brochures and pre-applications and have assisted over 20 review recipients with the application. The interview process had been useful in helping individuals identify needs in these areas, so that they are prepared to apply for a micro grant.

A successful example is when ARQC staff completed a review with a gentleman who lives in a very rural area. This man was interested in some employment services but accessing this in a rural area can be very difficult. He needed a work from home option as accessible transportation is also limited and working from home best supported his health. He and his wife own their own business. His part in the business was figuring out logistics and working on administrative duties. He was able to do this from his laptop until his computer broke. The micro-grant was able to replace his laptop with a few extra programs to help run the business. Because of the assistance replacing his laptop he feels more organized. He has been able to keep track of expenses, create a website, create business cards, and sign up for multiple trade shows. In addition to helping apply for the micro-grant, ARQC staff were able to provide additional resources to help with employment.

Another benefit that has stemmed from quality reviews is the opportunity to provide advocacy on a more one on one basis. Although the ARQC staff does not provide case management, staff are able to help individuals and families by providing information, connections to resources, and in some cases one on one help as needed. In select cases, it may be sending information on how to get a hold of a case manager, resources that can help with housing, or information on affordable and accessible transportation. However, some reviews call for more attention.

An example of advocacy involves an individual who was looking for help with employment and was having a difficult time navigating services and getting connected with the correct people and resources. ARQC staff was able to facilitate a meeting with the individual's team, discuss some different resources, and help this individual get "un-stuck".

ARQC Staff have also been able to partake in a multitude of groups, projects, and trainings. The program manager has been active in the Regional Transportation Council, the STRIDE Advisory Committee, and has hosted a case management redesign input session. The program coordinator has been active this last fiscal year in hosting focus groups/listening sessions and attending a special education collaborative. The program coordinator has also been a part of the Local Solutions to End Poverty Forum, different advocacy events, and helped plan a community conversations event to promote relationship building with community members and people with disabilities. Some ongoing projects that the ARQC has planned include helping form multiple tenants' councils in a rural area at two different subsidized buildings and helping form an ADA compliance group of self-advocates in a rural community.

In fiscal years 2018 and 2019, the ARQC was able to award quality improvement grants to local service providers, nonprofit agencies and/or individuals that responded to a request for proposal (RFP). The RFP called for specific focus of supporting individuals, families, counties, providers and/or educators with opportunities for funding quality improvement training or projects that will assist in improving the lives of individuals with disabilities. Examples of training or projects this grant may fund include, but are not limited to, the following: Person-Centered Thinking Training; Positive Behavioral Support Training; Conferences where Quality Improvement is a focus; Training that shares best practices in supporting people with disabilities, Projects or training that enhances Self-Advocacy skills, and Projects that increase community integration and/or disability awareness.

The following grant projects were awarded funding:

- Trillium Services – Person Centered Thinking Training; amount \$4,800.00
- Grace Place – Community activities for residents of Grace Place; amount \$2,500.00
- Community Connections Event; \$2,594.00
- RSI – Person-Centered Coach Training; amount \$4,858.00

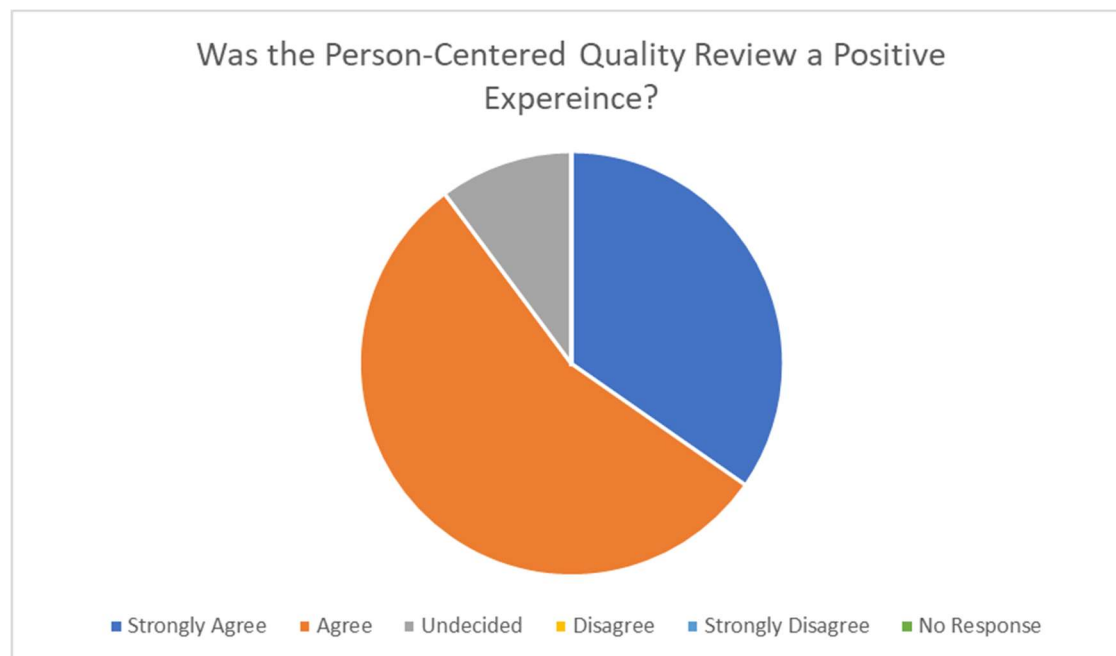
The funding from Quality Improvement Grants come from our budget surplus; the budget for FY19 is available upon request. Guidelines for the quality improvement grants are attached in the appendix L. Further information on grant applications and amount awarded are available upon request.

With over 200 reviews completed to date, ARQC staff and Quality Reviewers have observed that individuals appear to find value in participating in the quality review. Interviewees are sent a written summary of their quality review, which they can choose to share with people who are important to them. They are also sent a feedback form, so that their input on participating in the quality review can be collected. This allows ARQC Staff to understand what is working or what is not working about the quality review process. The feedback form has five questions:

1. Was the Person-Centered Quality Review a positive experience for you?
2. Did staff work with you to set up a meeting time and place that worked well for you?
3. Did quality reviewers explain the quality review process in a way you could understand?
4. Did quality reviewers listen to you and ask useful questions?
5. Does the review summary match what you talked about in your quality review?

Each questions' ranking ranges from "strongly disagree", "disagree", "undecided", "agree" to "strongly agree". Staff track responses on a spreadsheet, as well as any additional comments the survey might contain. When staff record responses, each ranking is assigned a number. 0 is no response, 1 is strongly disagree, 2 equals disagree, 3 is undecided, 4 is agree, and 5 equals strongly agree. To date, 49 follow up surveys have been returned, and the average rating for the review experience is 4- agree. The graph below shows the interviewees' responses to question one- Was the person-centered review a positive experience for you?

Fig. 1: Feedback from Experience



Out of 49 responses to the follow up survey 17 people or 35 % strongly agreed that the quality review was a positive experience, 27 people or 55% agreed that it was a positive experience, and 5 people or 10% were undecided if the quality review was a positive experience. The next graph depicts reviewee's responses to question four- Did quality reviewers listen to you and ask useful questions?

The following graph also shows the responses from 49 people who completed the follow up survey regarding question four- Did quality reviewers listen to you and ask useful questions? 23 people or 47% strongly agreed that reviewers listened and asked meaningful questions, 24 people or 49% agreed that reviewers listened and asked meaningful questions, one person or 2% was undecided, while one person or 2% disagreed that the quality reviewers listened and asked meaningful questions.

**Fig. 2: Feedback on Value of Questions**



It also appears there is value in the ARQC Staff and Quality Reviewers being a neutral body asking questions, as opposed to a case manager or service provider. This helps prevent the information collected from quality reviews from being skewed. For example, if a case manager was sitting in on the quality review the interviewee may not feel comfortable sharing concerns about their case management services. Interviewees feel free to share everything from little details, to concerns, to triumphs. This also helps reduce the fear of retribution as well as the tendency towards “people pleasing”. Interviewees can speak more freely about their experiences. The opportunity to speak with a neutral body helps with collecting the most accurate data and helps define trends in the community at large.

## Recommendations

The results of the person-centered interviews indicate that there is a continual need to improve the systems and services for individuals receiving Home and Community Based Services. The following recommendations include state-wide and regional practices for continuing the councils work:

### Person Centered Planning

The Arrowhead Regional Quality Council recommend a systematic process to be put into place to provide oversight and guidance with person centered planning. For example, the ARQC provided a grant to Trillium Services in Duluth to support individuals that are not on a waiver, with the development of a person-centered plan. Individual’s success with independence and quality of life being at the forefront of planning. An individual’s safety should be assessed and considered when developing these plans. RQC’s can assist with individual assessments, team planning, and on-going monitoring of plans effectiveness. Furthermore, the planning should include ensuring that the person and their team understand all roles and responsibilities in this process. Thought should be put into whether the individual would be better suited for Supported Decision Making versus guardianship. Continual reviews of the plan should take place and

updates should be made as an individual changes and grows. Safety planning should also include an assessment of need in the areas of relationships and healthy sexuality; with trainers, advocates, and support persons included in this area as needed. Technology may be under-utilized and could benefit individuals in being more independent. Providing information and guidance with accessing technology should also be assessed in this process.

#### Understanding Services and Supports

A focus on outreach and listening sessions will continue to raise awareness for individuals, families, and community members. Developing a more clear understanding of services and best practices will continue to be vital for quality of life indicators. The Arrowhead region can provide training and education in a multitude of areas while continuing to connect individuals to needed resources in the area.

The Region 10 Metro group has been exploring the need for service initiation upon discharge from the hospital. Providing this service would assist people in obtaining the help that they need more expediently. Information could be shared by collaborating with hospital social workers, providing brochures, and being a point of contact after referral was made from case management. The ARQC believes this service would benefit the Arrowhead Region as well and recommend this as an area to continue to look into.

#### Transportation

A large percentage of those interviewed in the Arrowhead Region, expressed concerns with barriers to transportation and remaining active in their community. The winter months made it difficult to get out of the house safely, but the limited availability and lack of flexibility with transportation services was the largest barrier for people. The ARQC's work has connected individuals with services to assist them with accessing transportation and remaining active members in their communities. Engagement with community cohorts will continue to provide outreach and available options for people who are working through barriers in this area. Because transportation is a large need in the community, specifically rural areas, the Arrowhead Regional Quality Council would like to make the following recommendations:

1. The continuation of the ARQC's involvement in transportation work groups such as the Arrowhead Regional Development Commission's (ARDC) coordination of the Regional Transportation Coordination Council (RTCC). This group helps explore needs in the community, and ways to improve and better people's quality of life through access to local transportation.
2. ARQC would like to recommend that Lead Agencies in the Arrowhead Region explore partnerships with ride share programs like Uber and Lyft. This partnership can provide flexible and accommodating transportation to individuals on waived programs, to help them get to and from work. This partnership would provide people living in rural areas better access to employment that meets their needs and their wants. Dakota County has successfully implemented this partnership.

### **Priorities for Fiscal Year 2020**

The Arrowhead Regional Quality Council will finish the 2020 fiscal year with a new council manager, Lori Moench. As the council moves forward with new leadership the structure of the ARQC and goals moving forward include: re-evaluating the guidelines found in the charter for the Arrowhead RQC, creating and executing a comprehensive marketing plan, and focusing council time and energy on more quality improvement efforts.

The Program Manager is currently engaging with each council member to discuss interest and involvement with the council moving forward. The council is seeking more involvement from family members to ensure a diverse group is present with multiple perspectives to continue the councils work.

The ARQC will continue to explore options for ensuring implementation of person-centered plans and effectiveness. This task could be supported by, articles in Arc's newsletter, Person-Centered Coach Training, and Facebook posts that share information with individuals, families, and community members. The RQC's involvement in Regional Cohorts and Communities of Practice will continue to assist with sustaining a positive impact toward systems change. Through focus groups and community activity, awareness and engagement are keeping the state moving in the right direction, ensuring an individual's life to the fullest quality. These groups can assist with reaching out to more diverse populations; the data shows that a majority of those interviewed are Caucasian.

#### FY20 Quality Improvement Efforts

Motivational interviewing Training is being scheduled in the Duluth and Virginia areas. The RQC is working out a date with trainers, as well as the target audience list. Priority will be given to Arc Northland staff, The Quality Reviewers, the ARQC and the ICI Cohort, Communities of Practice. The training dates are tentatively set in April 2020.

The ARQC will review the need for Quality Reviewer Training and develop a roll out plan starting after the new fiscal year. The condensed training will include sample questions, responses and scoring guidelines for reviewers, as well as a review of Vulnerable Adult Maltreatment Reporting.

The Arrowhead Regional Quality Council has participated in multiple coalitions and collaborations during the 2019 fiscal year. Moving into the 2020 fiscal year the ARQC plans to stay involved with an ADA compliance group that stemmed from a gentleman participating in a quality review. This group is also referred to as Accessible Ely. This compliance group was started in November 2019 to address the lack of accessibility in a rural area.

Another group ARQC collaborated with starting in August 2019 is the Local Solutions to End Poverty Forum. This collaboration consisted of staff from the ARQC, Arc Northland, housing service providers, and other non-profits in the Duluth area. This forum was created to address candidates running for city council, the mayor position, and school board positions. A series of questions were created from topics in the Mayor's State of the City Address. These questions were to be asked by citizens living in poverty in the community to the candidates running for office. These questions addressed candidates, their stance of local issues, and their plan to take steps to end poverty in the Duluth area. A follow up forum is scheduled to discuss with the elected officials steps that they have taken to fulfill their goals and promises from the October 2019 Local Solutions to End Poverty Forum.

#### ARQC Council Structure

The ARQC started work in December 2019 with making updates to the Regional Quality Council Charter. The council was provided a draft of this document at the December meeting. A Member Position Description was added to provide clear expectations of council members; the council will begin to meet monthly. The Program Manager is currently making contacts to all council members to offer the opportunity to discuss one on one what is going well and what changes they feel should be made to the organization and structure of the council. It is recommended that more family members and self-advocates are added to the council. The ARQC is currently looking for interested members, which are able to meet the position description.

#### Comprehensive marketing plan

Moving into 2020 the Arrowhead Regional Quality Council's communication plan has been updated. Found in appendix J, the 2020 communication plan is available for viewing. The plan discusses roles and timelines of the council, the manager, the coordinator, and other collaborators in extending the ARQC's reach and influence. The ARQC has seen a need to focus efforts in reaching more rural areas in Northern St. Louis County, Lake County, and Cook County as there is a large disconnect between the quality, availability, and access to services in rural versus urban areas. A focus for the council moving into the 2020 fiscal year is to once more open up the membership application to both Lake and Cook counties for more rural representation in the Arrowhead community. Priorities for the new fiscal year will include updating marketing materials, continuing with outreach with a push to engagement with communities outside of Duluth, attending conferences and community events, and staying involved with Quality Improvement Projects and community efforts.

## **Appendix A: Updates to the Interview Tool**

### Original Version of Interview Tool:

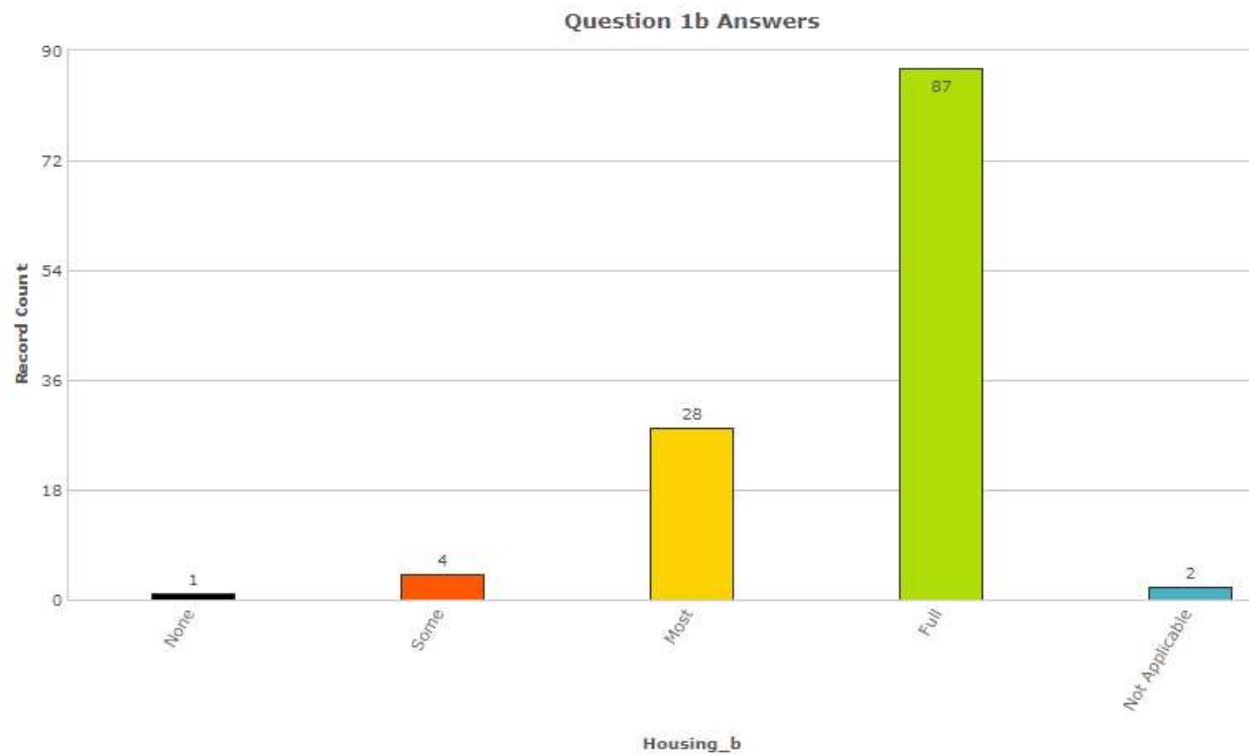
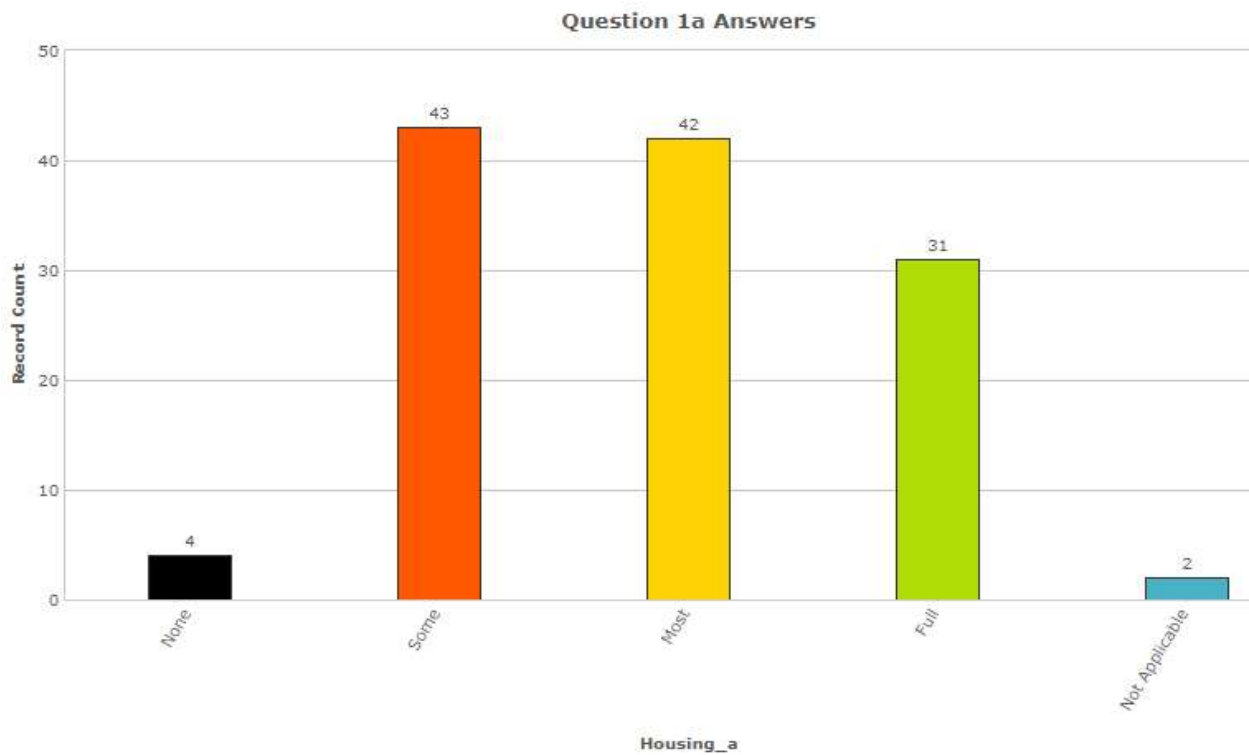
1. Housing Situation
  - 1a- How much control do you have over who you live with?
  - 1b- How much control would you like to have over who you live with?
2. Daily Routine
  - 2a-How much control do you have over your daily routine?
  - 2b- How much control would you like to have over your daily routine?
3. Community Involvement
  - 3a-How much control do you have over things you enjoy doing outside of your home?
  - 3b- How much control would you like to have over things you enjoy doing outside of your home?
4. Relationships
  - 4a-How much control do you have over how much time you spend with people you care about (family and/or friends)?
  - 4b-How much control would you like to have over how much time you spend with people you care about (family and/or friends)?
5. Support Staff
  - 5a To what degree do staff treat you with respect?
6. Safety
  - 6a- To what degree do you feel safe?
7. Planning
  - 7a- How much control do you have over life/future planning?
  - 7b- How much control would you like to have over your life/future planning?
8. Employment
  - 8a- How much control do you have over having a job that you like?
  - 8b- How much control would you like over having a job that you like?
9. Hopes, Dreams, Goals
  - 9a-To what degree are your goals, hopes, visions, dreams reviewed and changed as you would like?
10. Services and Supports
  - 10a- To what degree are the services and supports helping you in ways you would like/need?

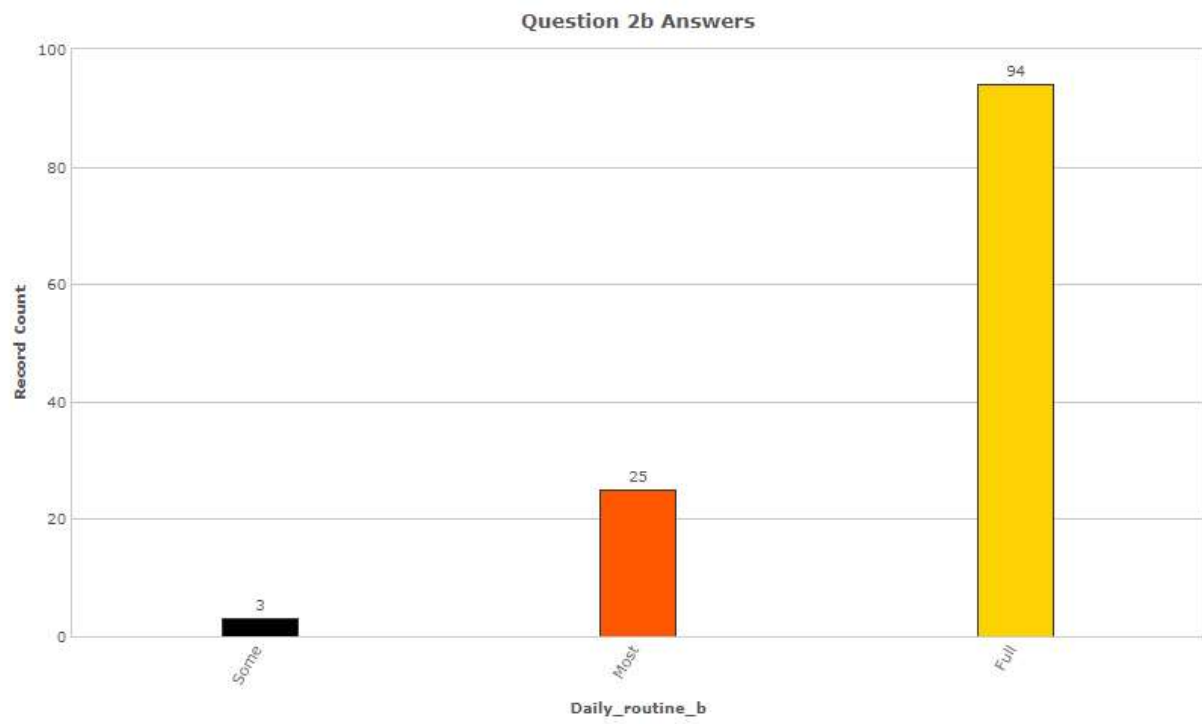
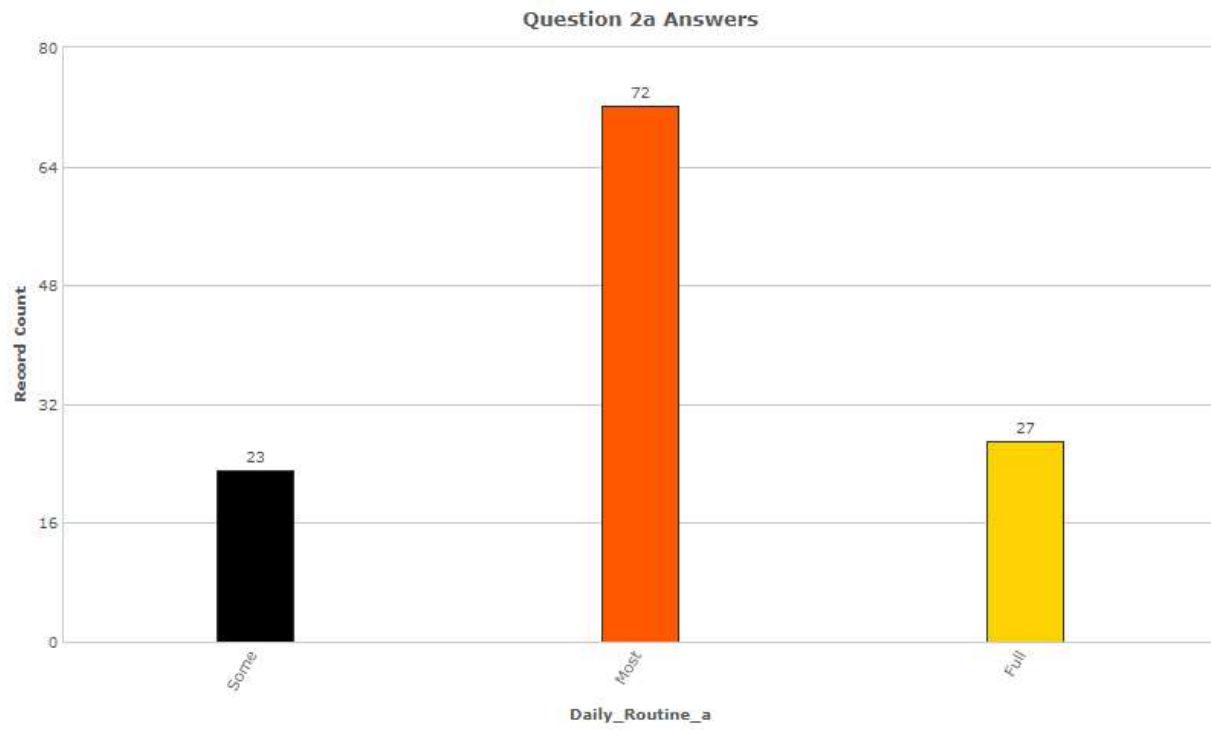
### Revised Version of Interview Tool:

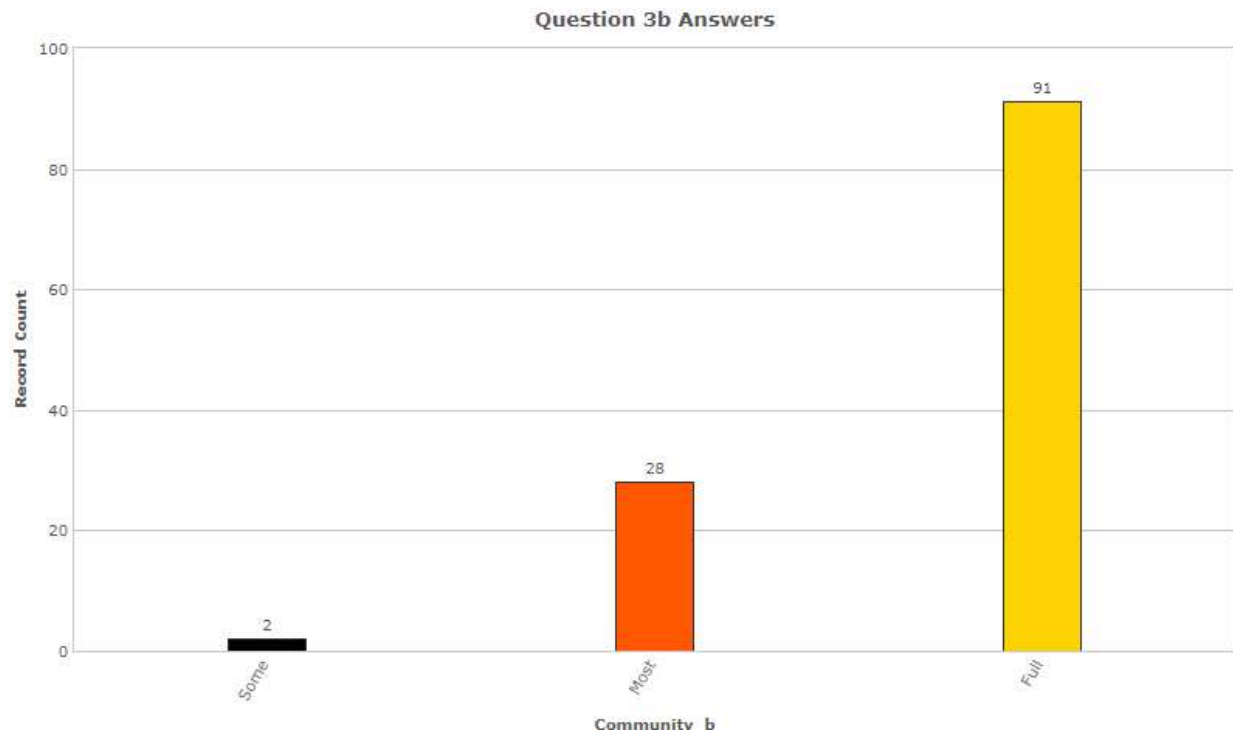
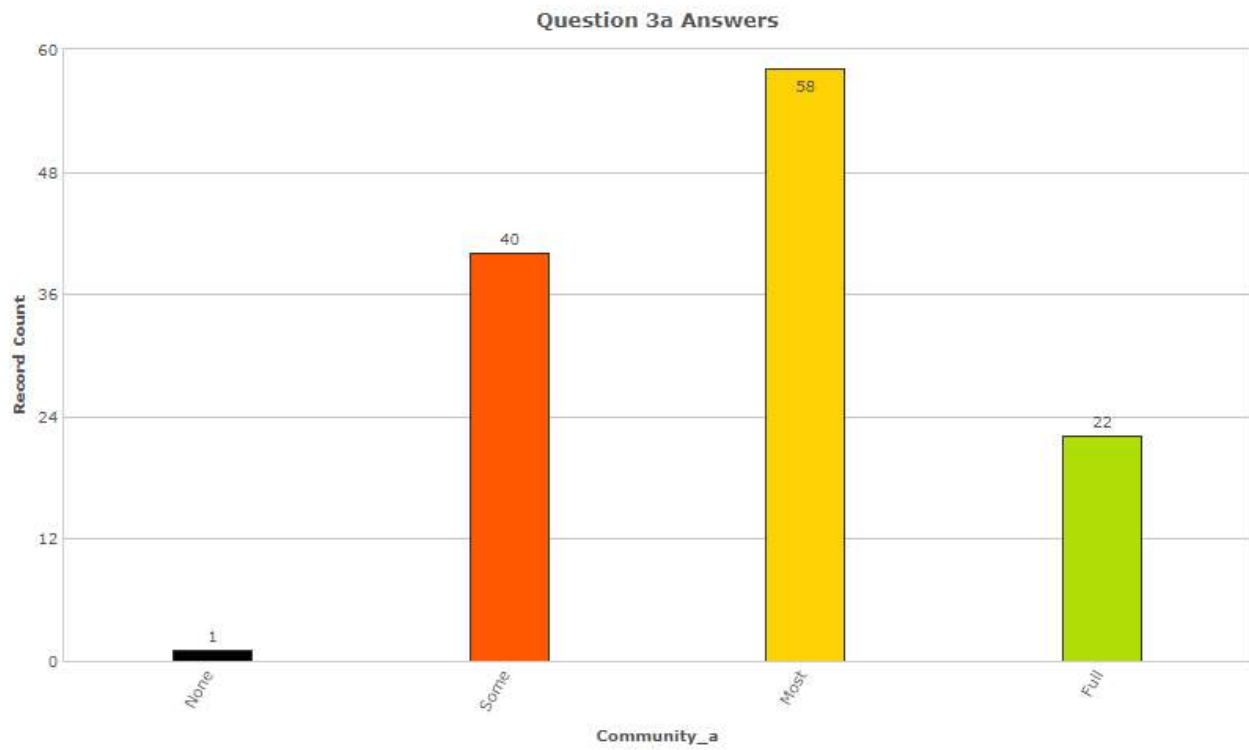
1. Housing
  - 1a- How much control do you have over your living situation?
  - 1b- How much control would you like to have over your living situation?
2. Daily Routine
  - 2a- How much control do you have over your daily routine?
  - 2b- How much control would you like to have over your daily routine?
3. Employment
  - 3a- How much choice do you have over whether or not you are working?
  - 3b- To what extent do you feel your job meets your needs?
4. Community
  - 4a- How much control do you have over things you enjoy doing outside of your home?

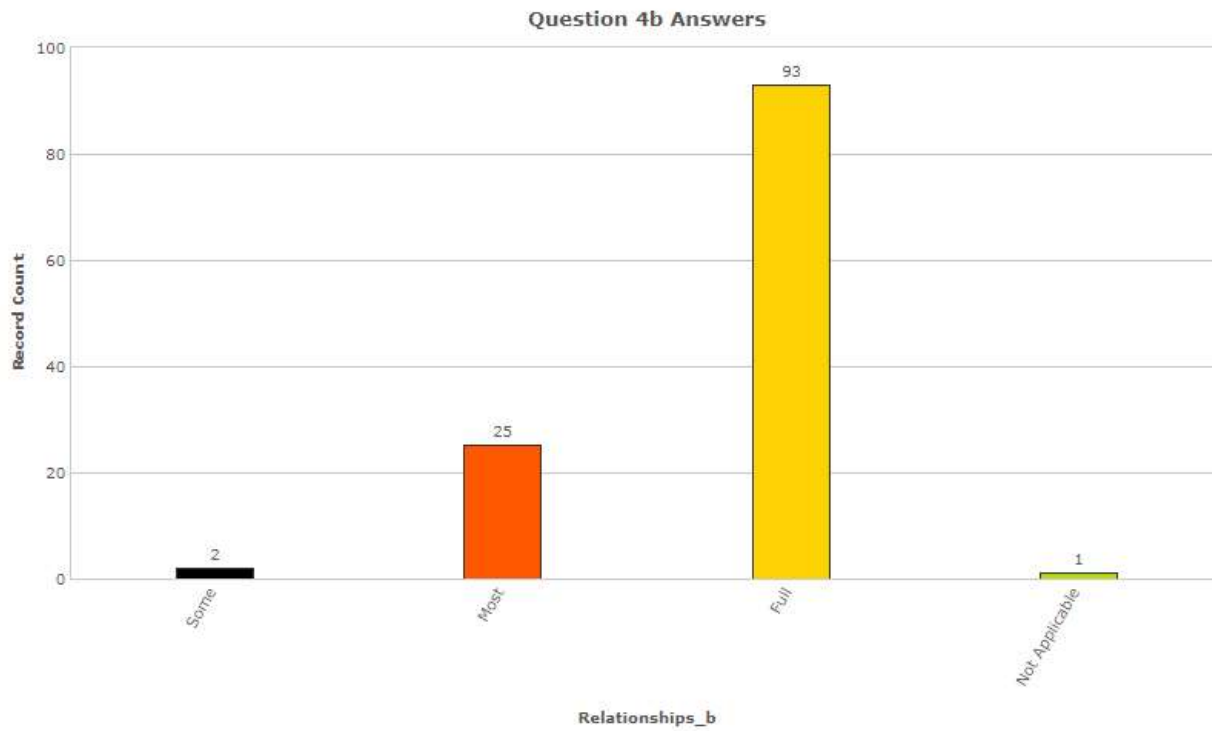
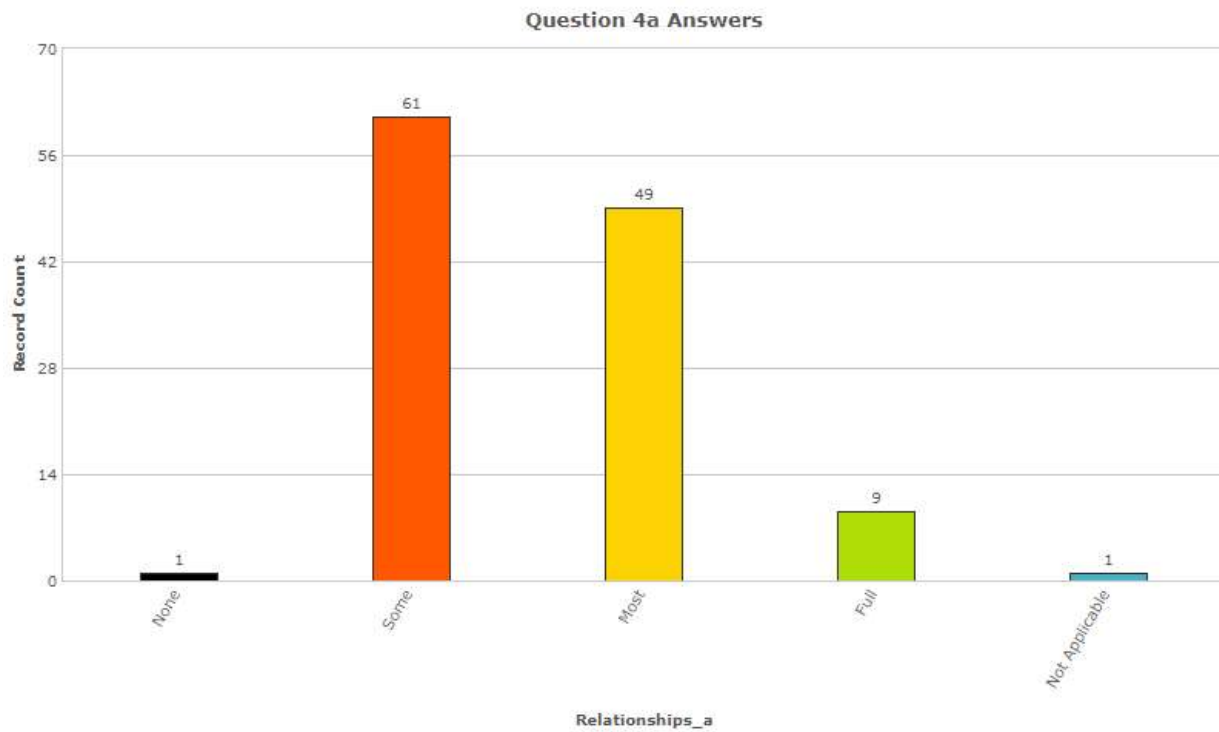
- 4b- How much control would you like to have over things you enjoy doing outside of your home?
- 5. Relationships
  - 5a- How much control do you have over the amount of time you spend with people you care about (family and/or friends)?
  - 5b- How much control would you like to have over the amount of time you spend with people you care about (family and/or friends)?
- 6. Transportation
  - 6a- To what degree is transportation available when you want to go somewhere?
- 7. Support Staff
  - 7a- To what degree do staff treat you with respect?
- 8. Safety
  - 8a- To what degree do you feel safe?
- 9. Case Management
  - 9a- To what degree does your case manager explain your services in a way that you can understand?
- 10. Services and Supports
  - 10a- To what degree are your services helping you meet your wants?
  - 10b- To what degree are your services helping you meet your needs?

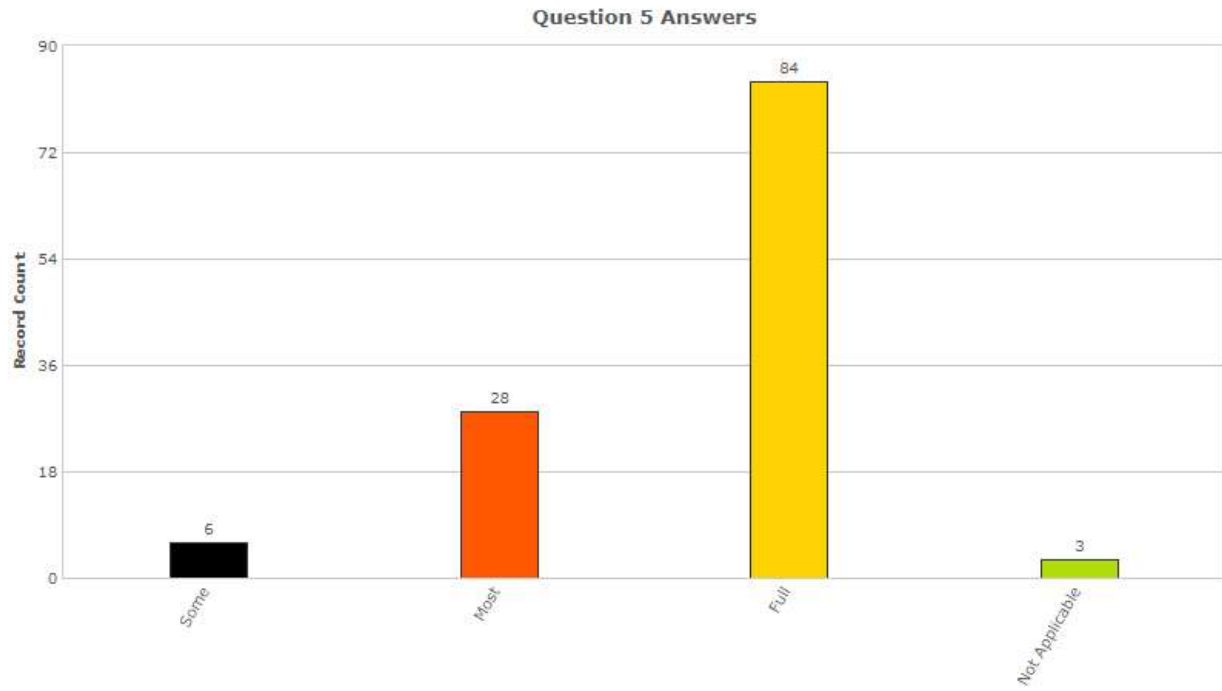
Appendix B: Quantitative Data



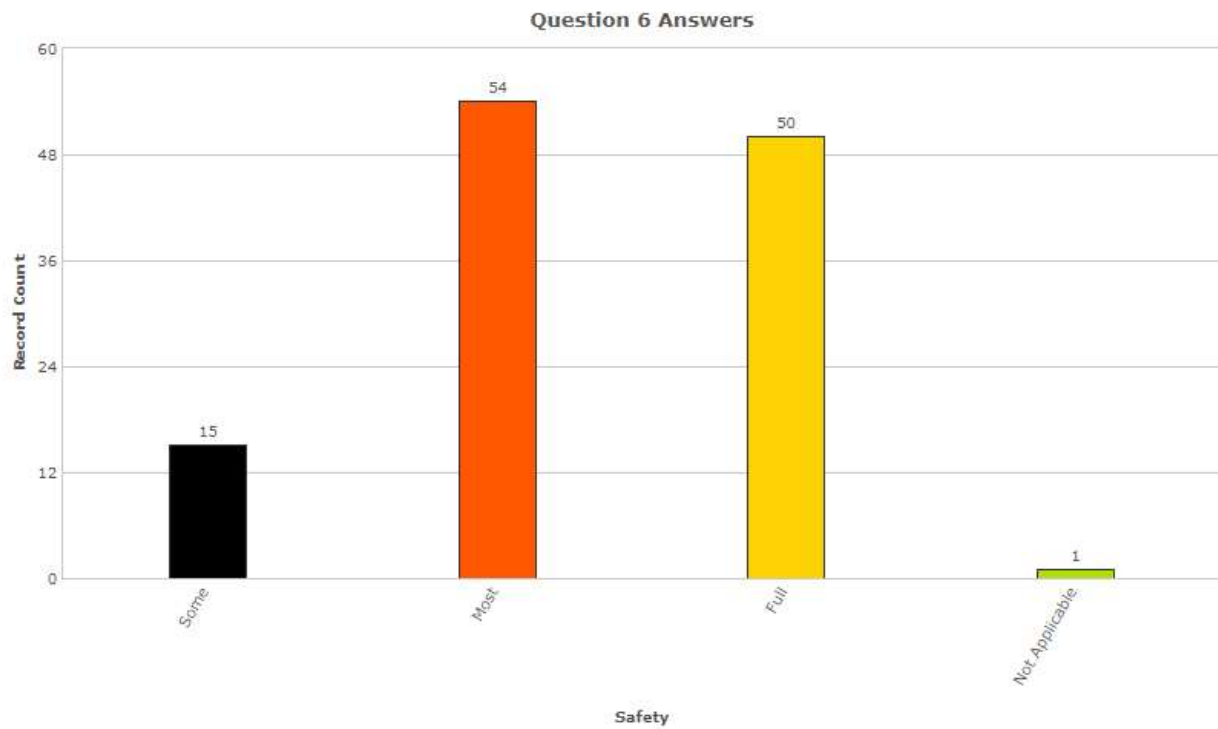




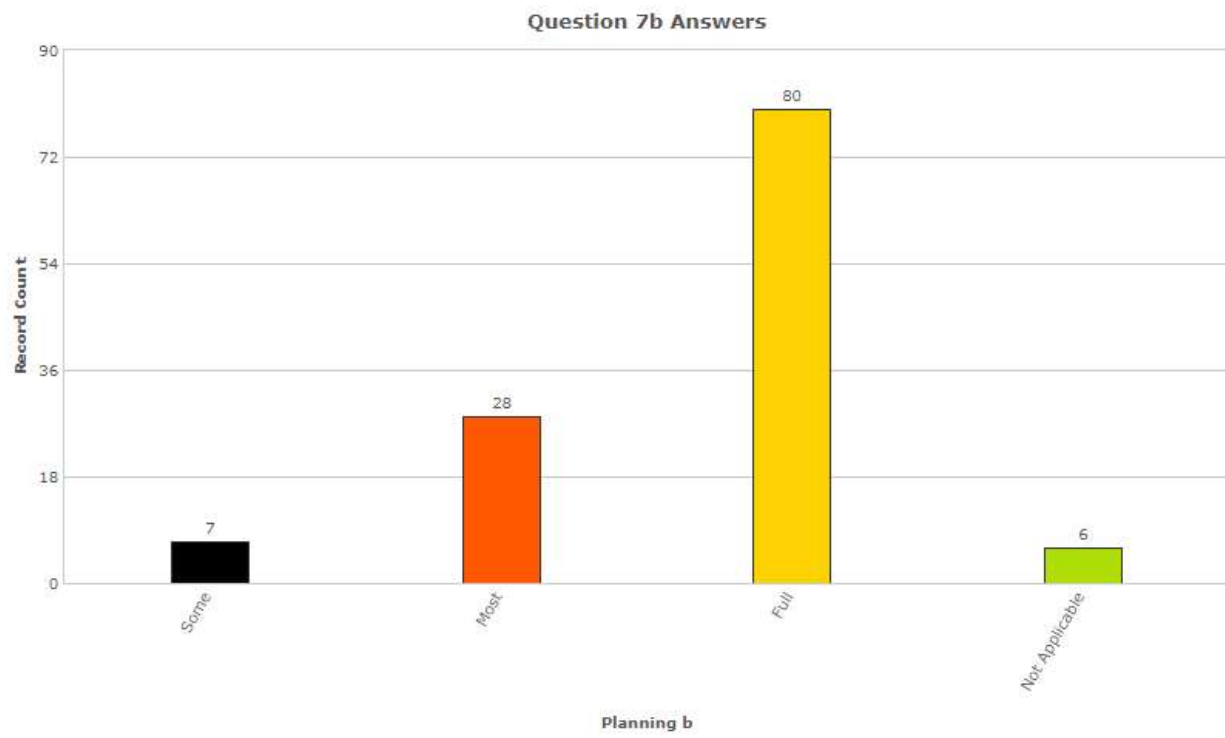
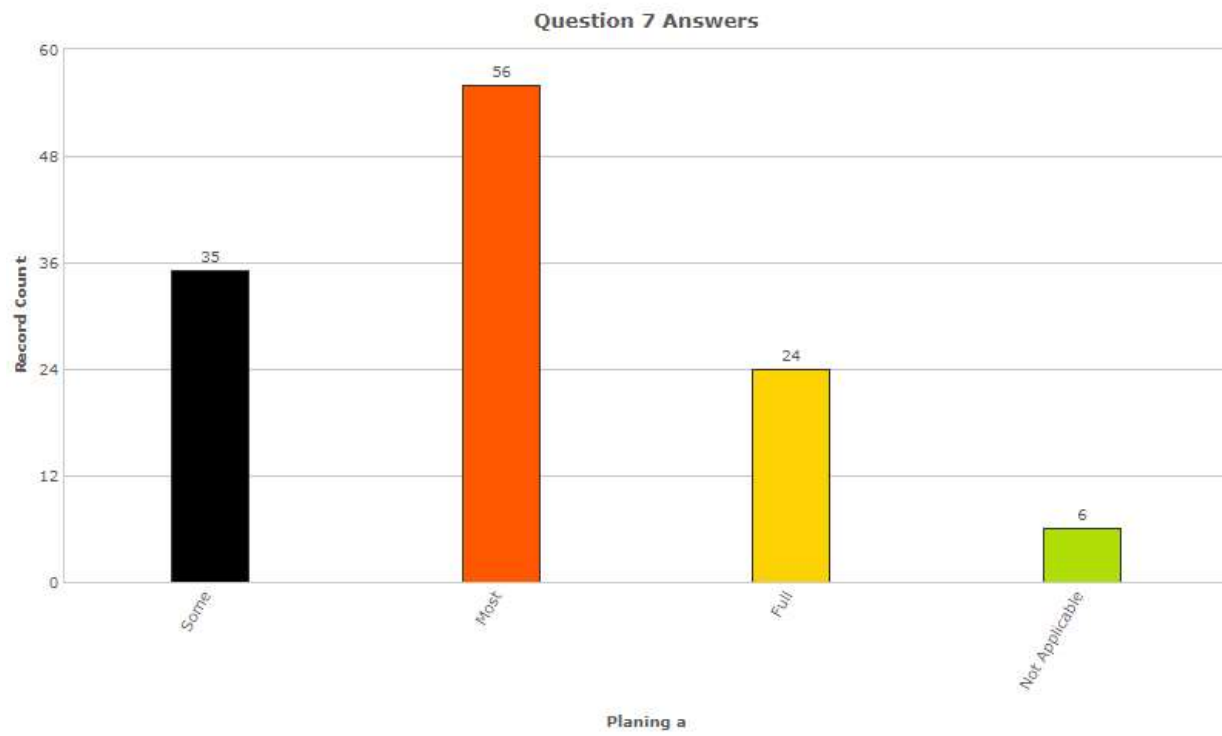


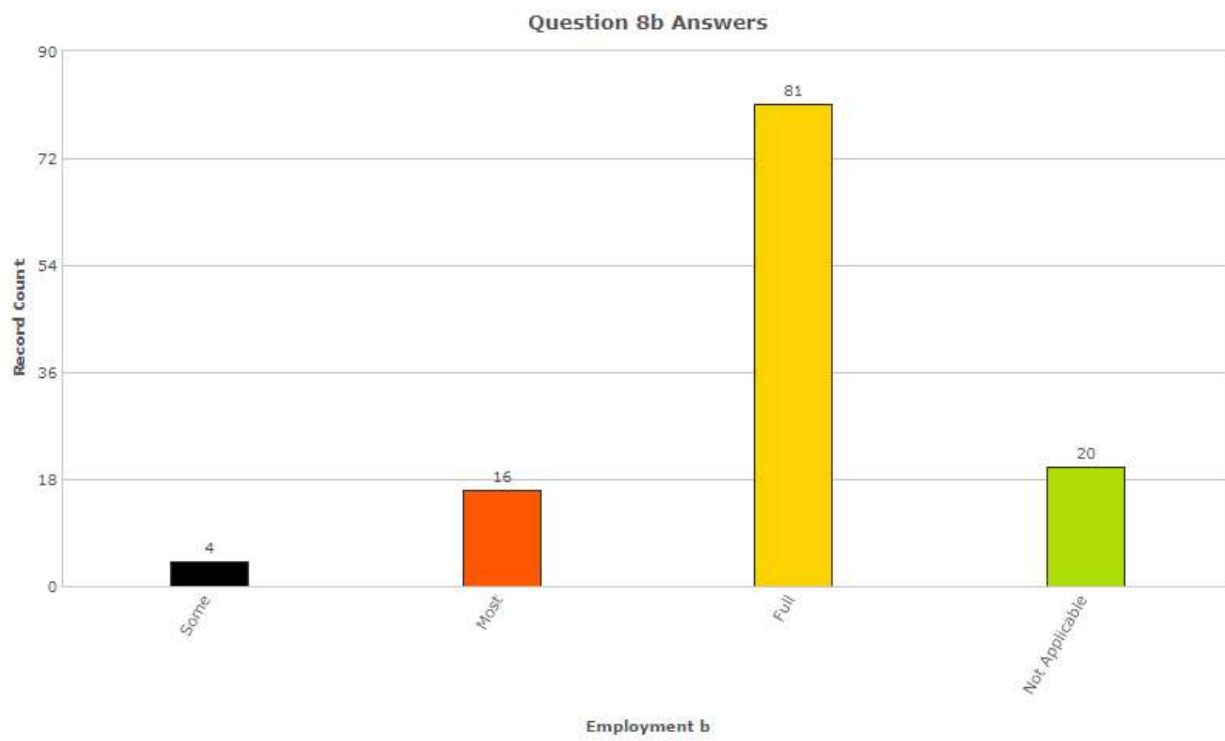
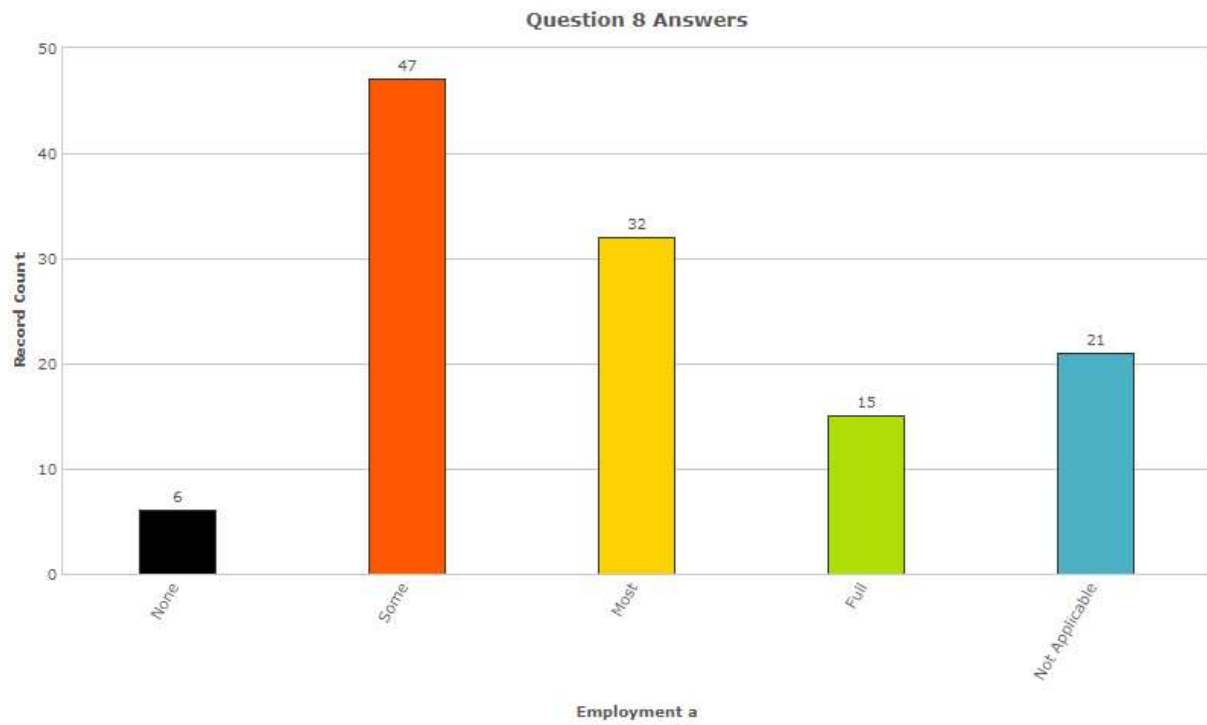


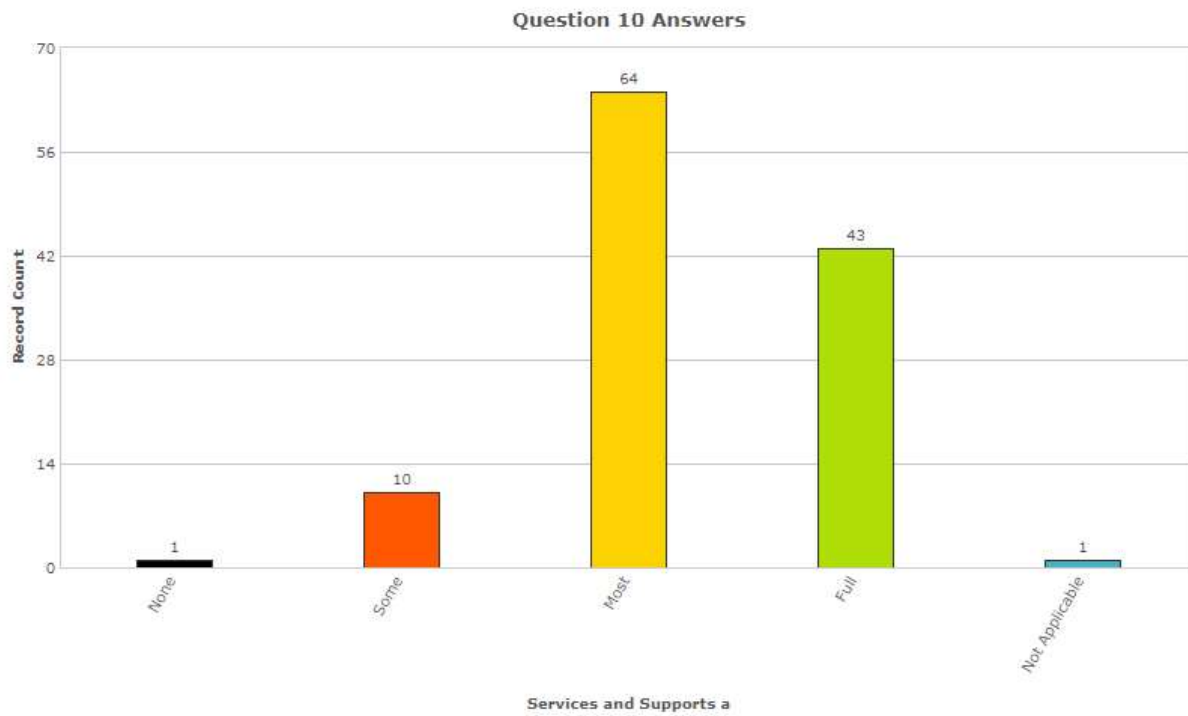
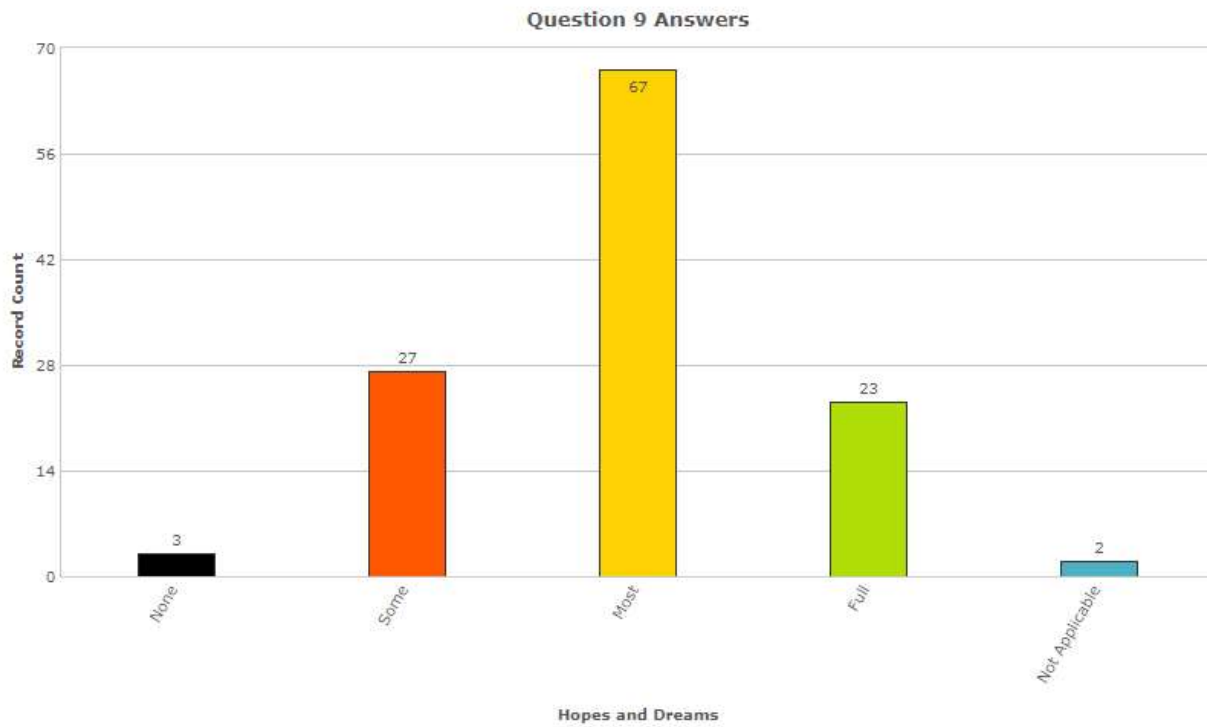
Question 5: To what degree do your staff treat you with respect?



Safety







## Appendix C: Qualitative Data

### 1. Housing

Q1a. How much control do you have over <u>your</u> living situation?	Q1b. How much control would you like to have over your living situation?									
	None		Some		Most		Full		Total	
	N	%	N	%	N	%	N	%	N	%
None	7	12.7	13	23.6	11	20.0	24	43.6	55	100.0
Some	0	0.0	34	21.0	53	32.7	75	46.3	162	100.0
Most	0	0.0	1	0.7	56	37.1	94	62.3	151	100.0
Full	0	0.0	0	0.0	3	1.7	170	98.3	173	100.0
Total	7	1.3	48	8.9	123	22.7	363	67.1	541	100.0

#### Interviewer Notes:

There were 560 people who made comments regarding the place where they lived. Some interesting themes included comments about what facilitated choice in housing. This included comments from people who live with their families or independently and often found help through their families, case managers, and mainstream housing information sources. For people who lived in group homes, adult foster homes, and similar supported living arrangements were more likely to receive help from their case managers, and support teams. For these groups, having desired amounts of control could mean having a chance to visit the place before moving in, being able to select their bedroom and deciding how it will be decorated, and having some control over who their housemates would be. In explaining how they chose the place they live, the most important criterion was having a place that met needs related to their disability (adequate and qualified direct support professionals, stair-free houses, and many other physical accessibility needs). When people reported wanting support in making housing decisions, they often could name who they wanted assistance from and for what reason.

When people discussed barriers to control over housing, many discussed not having any one available to help them in finding a better place, or when they did, receiving consistent and reliable supports reflected in comments such as “I have not heard from my case manager for a week even though I have left messages.” Many people are concerned that if they do find a better place to live, they did not know where they would find help to move their belongings.

The people interviewed were able to provide many comments about how the supports they were receiving lent themselves to places to live that are of high quality. Most commonly, people talked about the people who shared their living spaces. This included having housemates with whom they felt safe, could resolve conflicts, and sometimes build friendships, as well as direct support professionals with whom they could build 1:1 relationships, and count on to resolve issues. In addition to having control over where they lived and how their living spaces were decorated as mentioned above, people talked about having control over day to day issues, such as options in the food they would eat, and what they would do in their leisure time. Although these issues came up most often among people who lived in group residences, it was sometimes a barrier for people who lived in semi-independent living arrangements, such as apartment training programs, and assisted living communities. People who lived in group residences especially valued providers who were flexible enough so that each person could live in a space that met their individual preferences with compatible housemates, while many people who lived independently or with family especially appreciated HCBS waivers that could fund necessary home modifications.

Several of the people interviewed also made comments about things that compromised the quality of the places where they lived. By far, the most common complaint was having problems getting along with housemates and having little to no control over who those housemates would be. Other people discussed problems with staff who were disrespectful, favored some consumers over others, and were “gossipy.” There were many comments from people living more independently or with their families about the lack of support options, and openings available through local social service agencies. This was coupled by comments from people about feeling that their needs were not being met where they were currently living but having no other place to go. Finally, there were many comments about housing problems that go beyond what HCBS service providers can control, such as problems with neglectful property managers, lack of section 8 openings, lack of housing stock, and issues of poverty and clashes with income support programs such as SSI. These do present opportunities for HCBS service providers to provide advocacy and encourage self-advocacy skills.

## 2. Daily Routine

Q2a. How much control do you have over <u>your</u> daily routine?	Q2b. How much control would you like to have over your daily routine?									
	None		Some		Most		Full		Total	
	N	%	N	%	N	%	N	%	N	%
None	1	16.7	1	16.7	2	33.3	2	33.3	6	100.0
Some	0	0.0	34	25.0	46	33.8	56	41.2	136	100.0
Most	0	0.0	0	0.0	84	33.5	167	66.5	251	100.0
Full	0	0.0	0	0.0	0	0.0	163	100.0	163	100.0
Total	1	0.2	35	6.3	132	23.7	388	69.8	556	100.0

### Interviewer Notes:

There were 560 people who made comments regarding their daily routines. Most respondents described their daily routines, but did not mention what they liked, or did not like about their routines. Most often, people walked through their day talked about when and how they completed personal care tasks, when and what they ate, their common activities, such as going to work or attending, taking care of instrumental activities of daily living, and engaging in leisure activities. Many described how HCBS-funded supports either facilitated or presented barriers to their routines, but most did not. Most comments regarding these more formal supports came from people who lived in group residences or assisted living facilities rather than independently or with their families.

Among people who had less control than desired over their daily routines, the most common complaint was the lack of adequate time with Direct Support Professionals. For people who lived independently or with families, this meant not being approved for as many hours as necessary, or not being able to find people to fill open PCA openings. For people who lived in group settings, it meant not having enough staff to meet everyone’s needs, including accessing the community. Concerns over staffing came up in 11% of interviews.

Other concerns of people living in group setting included the lack of meal choices that were healthy, and/or matched with cultural backgrounds and food preferences. For families and people who lived more independently, a common barrier to having a desired day-to-day routine was finding transportation to participate in community activities. Many people (8%) reported using natural supports to fill in the gaps HCBS could not address (e.g., asking friends for rides to help with shopping, using drop- in centers to fill time and find support). Though it’s beyond the prevue of HCBS services, the greatest barrier for many in having a desired routine is managing their physical and mental health.

The people interviewed also had many examples of supports that facilitated them in following a desired daily routine, especially while living in group residence. These included positive agency and house policies that allowed people menu options at meal times, options in scheduling their time (i.e., what time they would get up for the day, eat meals, go to bed), options for leisure activities at home, and for tasks to complete while at work. Respondents also talked about the critical roles of DSPs in offering people choices, assuring their most important needs are being met, and being flexible to allow for changing preferences. Finally, people mentioned particular HCBS supports helpful in maintaining their routines, such as transportation to work and other places in the community, home delivered meals, and independent living counselors.

### 3. Employment

RQC's would like to note that the employment sample was analyzed just for individuals who are working. This sample does not include people who are retired, not working, or cannot work for health and disability related reasons. ICI is re-analyzing this question and the results.

Q3a. How much control do you have over whether or not you are working (November 2017 – June 2019)?	Q3b. To what extent do you feel your job meets your needs (November 2017 – June 2019)?									
	None		Some		Most		Full		Total	
	N	%	N	%	N	%	N	%	N	%
None	7	14.0	6	12.0	8	16.0	29	58.0	50	100.0
Some	0	0.0	16	11.6	34	24.6	88	63.8	138	100.0
Most	0	0.0	1	1.0	27	26.2	75	72.8	103	100.0
Full	0	0.0	1	1.0	0	0.0	95	99.0	96	100.0
Total	7	1.8	24	6.2	69	17.8	287	74.2	387	100.0

#### Interviewer Notes:

Interviewer notes for people who were reported to not be looking for work due to retirement, being a student, or unable to work due to their health are not included in this analysis. Individuals who are employed without the need for employment supports are not included. The remaining 237 individuals are receiving employment or day programs supports or are looking for work (paid or unpaid). 23 participants indicated that while they may be interested in working, they were not working because of concerns that earned income would have a negative effect on their benefits. 35 people indicated that they volunteered rather than work. Volunteering was a better option due to their health/disability concerns. They could volunteer to work the number of hours that worked for them. 29 individuals volunteered while working or looking for work. 23 individuals reported that employment supports had not been successful in finding them the kind of employment they desired. Of those, 16 were currently unemployed. 7 were receiving job supports through a provider but did not think their requests to find different (or any) employment had been successful. 161 people either received some sort of employment support or they or their families had chosen for them to attend an activity-based program.

#### 4. Community

Q4a. How much control do you have over things you enjoy doing outside of <u>your</u> home?	Q4b. How much control would you like to have over things you enjoy doing outside of your home?									
	None		Some		Most		Full		Total	
	N	%	N	%	N	%	N	%	N	%
None	2	11.8	4	23.5	3	17.6	8	47.1	17	100.0
Some	0	0.0	26	13.8	60	31.9	102	54.3	188	100.0
Most	0	0.0	0	0.0	71	32.6	147	67.4	218	100.0
Full	0	0.0	1	0.8	2	1.5	129	97.7	132	100.0
Total	2	0.4	31	5.6	136	24.5	386	69.5	555	100.0

##### Interviewer Notes:

There were interviewer notes for 561 participants about their community activities. Most notes were lists of the kinds of activities people participated in. Some entries included information about barriers to community participation. 38 people identified money as a barrier to participating in activities. 67 people reported that transportation was a barrier to participation in the community. For example, there is limited transportation on evenings or weekends or it's difficult to be spontaneous with activities due to the need to schedule in advance. 27 people reported that lack of accessibility of locations that they wanted to attend (e.g., religious organizations, concerts) meant that they weren't able to participate in preferred activity. Finally, 52 people reported that having limited support (e.g., too few PCA hours, PCAs not being able to drive, or staffing shortages) limited their ability to be active in their communities.

#### 5. Relationships

Q5a. How much control do you have over the amount of time you spend with people you care about ( <u>family</u> and friends)?	Q5b. How much control would you like to have over the amount of time you spend with people you care about (family and friends)?									
	None		Some		Most		Full		Total	
	N	%	N	%	N	%	N	%	N	%
None	2	9.5	9	42.9	6	28.6	4	19.0	21	100.0
Some	0	0.0	23	11.4	64	31.7	115	56.9	202	100.0
Most	0	0.0	0	0.0	83	37.4	139	62.6	222	100.0
Full	0	0.0	0	0.0	0	0.0	109	100.0	109	100.0
Total	2	0.4	32	5.8	153	27.6	367	66.2	554	100.0

##### Interviewer Notes:

560 individuals or their proxies spoke to interviewers about relationships. 488 people mentioned having relationships with one or more family members. 367 reported one or more friendships. 91 people were dating, partnered or married. 58 people reported that they had close relationships with paid support providers and 45 were friends with housemates.

230 people reported that they would like to have more contact with friends or family. 45 reported that they used social media or apps (e.g., Facebook, Skype, FaceTime) to keep in touch with loved ones.

For those who identified the barriers to seeing friends and family as much as desired, 32 identified transportation as a barrier. 18 reported that their health or the health of their loved one was a barrier. 15 people cited a lack of money and 7 people identified staff schedules as impediments to seeing friends and family as much as desired.

54 individuals were reported to have no friends or friends that they hadn't seen in years. 77 individuals reported estrangement or difficult relationships with family members that limited contact.

#### **6. Transportation (New question implemented summer 2019)**

Q6. To what degree is transportation available when you want to go somewhere?		
Response Options	N	%
None	5	5.6
Some	23	25.8
Most	39	43.8
Full	22	24.7
Total	89	100.0

N = The number of participants endorsing each option and the Total.

% = The percent out of the total.

#### **Interviewer Notes:**

93 people had interviewer notes. Of those, 30 people had no identified barriers. 63 people identified at least one transportation barrier. 35 people identified the general lack of flexibility and limited schedules of transportation systems as a barrier. Examples of these kinds of barriers included limited operating schedules (e.g., did not run on weekends) or the need to call days in advance to order a ride. 22 people noted that there was a general lack of transportation options, this was particularly true for people in rural areas.

16 people cited unreliable service as a transportation barrier. People either had were late to or missed appointments or they had to wait unreasonable times for their ride to pick them up. 9 people reported that the scheduling process to order rides itself was challenging and involved talking to rude staff or long hold times. 8 people reported safety concerns with certain kinds of transportation.

For some people this included other people who may also be using the identified transportation system (e.g. paratransit or public transportation). The weather was cited as a safety concern for people who drove or for people who used public transportation - getting around in the winter was challenging. 13 people cited the expenses related to their preferred or most use transportation as a barrier. This was particularly true for people who had a car or who used cabs/Uber/Lyft as a source of transportation. 8 people reported that the transportation staff/drivers were a barrier. For example, people were concerned about their drivers' reckless driving and speed. Finally, 4 people cited their disability as a barrier. One person noted that public transportation options (e.g., buses, vans) were painful to ride in. Another person noted that cabs always refused to let her bring her service animal in the cab.

## 7. Support Staff

Q7. To what degree do staff treat you with respect?		
Response Options	N	%
None	3	0.6
Some	38	7.0
Most	152	27.9
Full	351	64.5
Total	544	100.0

N = The number of participants endorsing each option and the Total.

% = The percent out of the total.

### Interviewer Notes:

86 participants reported that family members or partners provided some or all of their supports. For all but one person, this worked well for them and was their preferred way of receiving supports.

425 people reported that they were generally happy with some or all of their supports. They felt that their staff treated them with respect, listened to them, and were helpful. 140 people, however, reported that some or all of their supports were not satisfactory. For people living in residential settings, such as group homes, most of the issues with poor staff were dealt with (e.g., the support staff no longer worked with the individual). One of the biggest complaints that individuals had was that support workers would spend time on their phone rather than doing their jobs. Cultural barriers frequently came up. Respondents reported not being able to understand support staff and reported that support staff would refuse to do things such as decorate for holidays important to the individual or cook meals the individual desired. Other complaints about support staff included not listening or not being respectful of privacy. People using PCAs or other in-home supports reported that staff stole things, falsified hours, were late or didn't show up at all, or didn't do much work while they were there.

148 people reported that turnover and staff shortages caused problems. The main challenge was that the new people always had to learn how best to support individuals and it takes time to trust new people. For people living in residential settings, while there was always enough staff on to meet basic needs, there frequently aren't enough staff for individuals to participate in preferred activities out of the house. For people using in-home supports, the staffing crisis has meant that people put up with poor staff performance in order to keep support staff or go without support altogether. Respondents reported not being able to fill all of their allocated hours. One participant expressed concern about having their hours cut because they were unable to fill all of their allocated hour

## 8. Safety

Q8. To what degree do you feel safe?		
Response Options	N	%
None	5	0.9
Some	52	9.5
Most	204	37.2
Full	288	52.5
Total	549	100.0

N = The number of participants endorsing each option and the Total.

% = The percent out of the total.

### Interviewer Notes:

Interviewer notes were available for 556 individuals. 514 either reported themselves that they had no safety concerns, or a proxy participant identified that there were no safety concerns and/or outlined the plan to help support that individual's safety.

90 individuals reported that their communities felt unsafe. These concerns were related to criminal activity or general antisocial behavior in their apartment building or general neighborhood. The other primary concern was related to traffic related safety concerns. There were no sidewalks or cars drove fast, making walking in their communities dangerous. 32 people felt that their home felt unsafe. This was related to neighbors not respecting building security and letting unknown people in, the behavior of the neighbors themselves in these buildings, or a general lack of trust in the staff (such as PCAs) who worked for them or the assisted living/apartment building. Three participants were living in a shelter of some kind expressed general safety concerns about the facility as a whole. 3 people reported feeling unsafe at their day program/work/school.

32 people identified falls as a primary safety concern either because they had fallen or were concerned about falling in the future. Related to this, 30 people reported winter related safety concerns (e.g., wheelchairs getting stuck or icy conditions).

32 people reported safety concerns related to equipment. For most people this was the lack of needed safety equipment such as railings, grab bars or ramps. Also mentioned were issues related to their apartment buildings such as not having elevators, so individuals had to scoot down stairs or not having sprinkler systems installed.

Other safety concerns were related to individual factors or to other individuals. 8 people reported that others in their lives made them feel unsafe (e.g., family members, a specific PCA, family member's partners). Fifteen people living in group residential living arrangements reports that their housemates displayed behavior that caused a safety concern for the individual. Seven people reported that their own behavior was a safety concern (e.g. Self-injury, suicidal thoughts, or behavior that could trigger a negative reaction from others). Lastly, 44 people reported general fears that could make them feel unsafe (e.g. storms, crowds, noises, etc.)

## 9. Case Management (New question implemented Summer 2019)

Q9. To what degree does your case manager explain your services in a way you can understand?		
Response Options	N	%
None	6	6.9
Some	15	17.2
Most	25	28.7
Full	41	47.1
Total	87	100.0

N = The number of participants endorsing each option and the Total.

% = The percent out of the total.

### *Interviewer Notes:*

There were interviewer notes for 94 individuals. Based on the interviewer notes, 37 individuals had a county case manager, 16 had a contracted case manager, and 2 people reported having multiple case managers. For 30 individuals, the kind of case manager they had was unclear. 2 people reported a programmatic case manager from a provider agency (such as Goodwill). Six people reported that they had no case manager. Seven people reported that they did not know who their case manager was or had never met their case manager.

Somewhat fewer than half of the participants (44) told interviewers that their case manager was responsive and came to planning meetings or visited them regularly (45). Seven would like to have more contact with their case manager and 18 thought that their case manager was not responsive to their needs. Far fewer reported that their case manager provides them information about services in a way that they understand (13). Nearly a third reported that their case manager did not provide enough information about services in a way that they could understand (38).

Respondents noted systemic challenges when responding to this question. Nine of the people interviewed reported that case manager turnover was problematic. This was particularly true of contracted case management. Twenty expressed frustration with the confusing service system that included excessive paperwork or difficulties understanding how services worked.

## 10. Services and Supports

Q10a. To what degree are your services helping you meet your wants?	Q10b. To what degree are your services helping to meet your needs?									
	None		Some		Most		Full		Total	
	N	%	N	%	N	%	N	%	N	%
None	1	20.0	2	40.0	1	20.0	1	20.0	5	100.0
Some	0	0.0	11	73.3	3	20.0	1	6.7	15	100.0
Most	0	0.0	2	4.9	27	65.9	12	29.3	41	100.0
Full	0	0.0	2	8.3	1	4.2	21	87.5	24	100.0
Total	1	1.2	17	20.0	32	37.6	35	41.2	85	100.0

Of the 5 who said 'None' to what degree are their services helping to meet their wants, 1 (20.0%) said they are not helping at all meet their needs while 2 (40.0%) said they help some to meet their needs, 1 (20.0%) said they help mostly to meet their needs, and 1 (20.0%) said they help fully meet their needs.

Of the 15 who said ‘Some’ to what degree are their services helping to meet their wants, 11 (73.3%) said they help some to meet their needs, 3 (20.0%) said they help mostly to meet their needs, and 1 (6.7%) said they help fully meet their needs.

Of the 41 who said ‘Most’ to what degree are their services helping to meet their wants, 2 (4.9%) said they help some to meet their needs, 27 (65.9%) said they help mostly to meet their needs, and 12 (29.3%) said they help fully meet their needs.

Of the 24 who said ‘Full’ to what degree are their services helping to meet their wants, 2 (8.3%) said they help some to meet their needs, 1 (4.2%) said they help mostly to meet their needs, and 21 (87.5%) said they help fully meet their needs.

#### 11. Planning (Old question)

Q7a. How much control do you believe you have over <u>life</u> planning?	Q7b. How much control would you like to have over life planning?									
	None		Some		Most		Full		Total	
	N	%	N	%	N	%	N	%	N16	%
None	6	37.5	5	31.3	1	6.3	4	25.0	16	100.0
Some	0	0.0	33	23.4	46	32.6	62	44.0	141	100.0
Most	0	0.0	0	0.0	50	29.8	118	70.2	168	100.0
Full	0	0.0	1	0.9	2	1.8	110	97.3	113	100.0
Total	6	1.4	39	8.9	99	22.6	294	67.1	438	100.0

#### Interviewer Notes:

There were interviewer notes about planning for 445 participants. 263 participants or their proxies indicated that they had regular planning meetings. 18 indicated that they had no planning meetings. For the remaining 164 participants it was unclear whether or not they had any regular planning meetings. 27 people indicated that they needed more assistance with planning. 7 individuals indicated that either providers or case managers did not attend their planning meetings. 7 individuals did not attend their planning meetings because they chose not to attend (as indicated through behavior or verbally).

Of the people who had regular planning meetings, 107 individuals indicated that their team listened to their input and used it in the planning process. 177 individuals expressed that they had control over their meetings, goals or future plans. 9 people reported that they did not have control. 113 people reported having specific life goals such as working, moving to their own home or moving out of state, going on vacation, furthering their education, or starting a family. 33 individuals or a family member indicated that there were either developed plans or that plans were currently in process regarding future life planning. These included guardianship and financial needs as well as end of life planning.

## 12. Hopes, Dreams, and Goals (Old question)

Q9a. To what degree are your goals, hopes, visions, and dreams reviewed and changed as you would like?		
Response Options	N	%
None	13	2.9
Some	112	25.1
Most	199	44.6
Full	122	27.4
Total	446	100.0

N = The number of participants endorsing each option and the Total.

% = The percent out of the total.

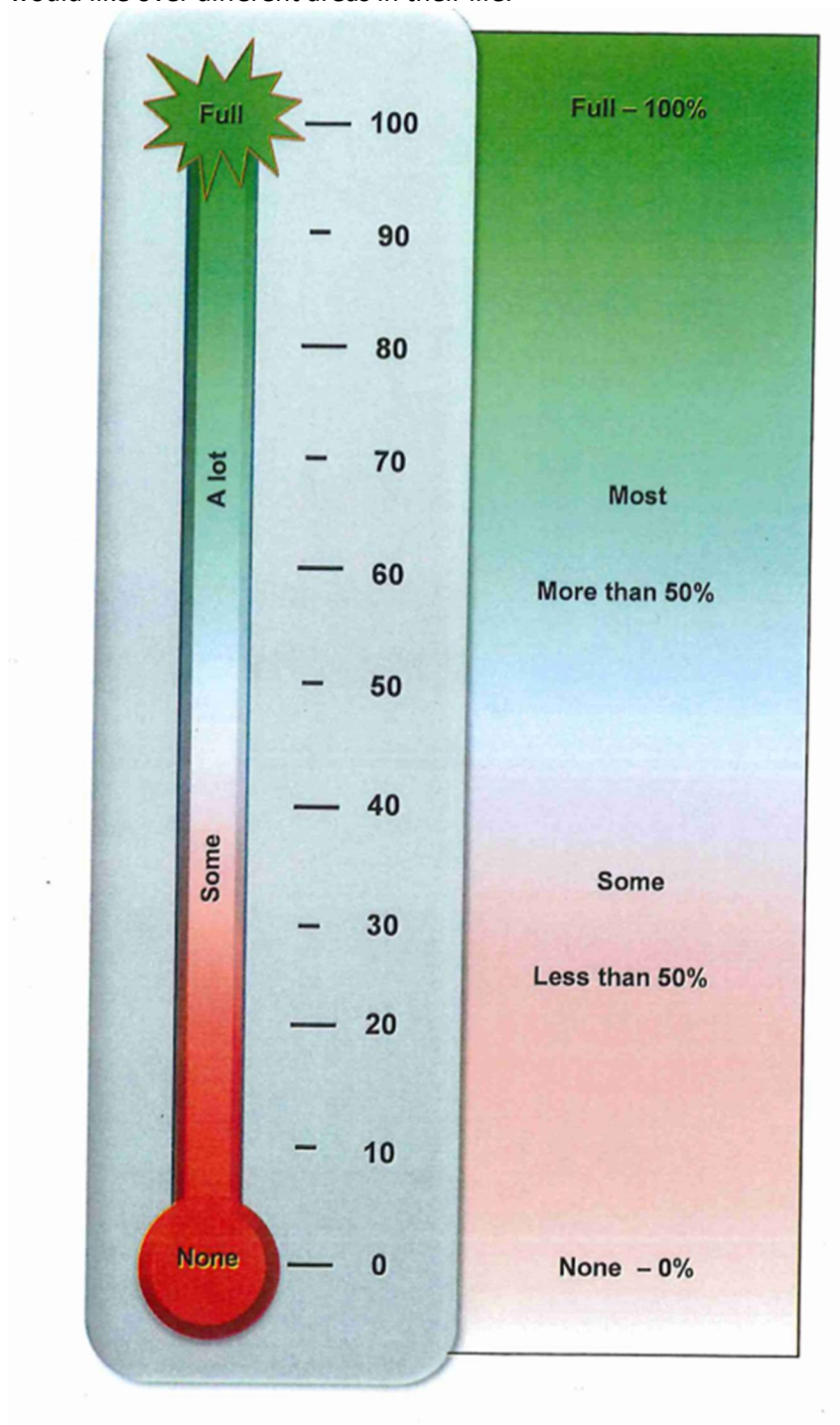
### Interviewer Notes:

There were interviewer notes for 454 people. 16 people reported that they had no hopes, dreams, or plans.

- 152 people reported that they would like to travel. This was the single most common dream identified by participants. Disney World was the most commonly mentioned destination.
- 143 people had employment goals ranging from working at McDonald's to starting their own business.
- 82 people wanted to live more independently.
- 81 people wanted to spend more time with their loved ones (family or friends). For some people this meant being able to see people who lived outside of Minnesota. For others, this meant repairing broken relationships.
- An important goal for 62 people was maintaining or improving their health.
- 48 people wanted to date, have a partner, or wanted to get married.
- 48 people identified having a car or motorized scooter as a dream because it would allow them to be more independent and would open up more opportunities, such as for employment.
- 32 individuals or families responding on the behalf of loved ones identified happiness, contentment or quality of life as an important goal.
- 21 people had a goal of financial stability.
- 263 people identified some other personal dream. These dreams varied from having a pet to owning a hobby farm. Other dreams included sky-diving, playing in a band, selling their art, or starting a non- profit. Some people's dream included moving from Minnesota to some place warm or moving back to their country of origin.

## Appendix D: Interview Tool Visual

The Thermometer tool pictured below is used as a visual to help quality review participants gage how much choice and control, they feel like they have, and how much choice and control they would like over different areas in their life.



## Appendix E: Feedback Forms for Quality Review Participants



### FEEDBACK FORM

Please let us know how you felt about the Person-Centered Quality Review.

<b>1. Was the Person-Centered Quality Review a positive experience for you?</b>				
Strongly Disagree ○	Disagree ○	Undecided ○	Agree ○	Strongly Agree ○
<b>2. Did staff work with you to set up a meeting time and place that worked well for you?</b>				
Strongly Disagree ○	Disagree ○	Undecided ○	Agree ○	Strongly Agree ○
<b>3. Did quality reviewers explain the quality review process in a way that you could understand?</b>				
Strongly Disagree ○	Disagree ○	Undecided ○	Agree ○	Strongly Agree ○
<b>4. Did quality reviewers listen to you and ask useful questions?</b>				
Strongly Disagree ○	Disagree ○	Undecided ○	Agree ○	Strongly Agree ○
<b>5. Does the review summary match what you talked about in your quality review?</b>				
Strongly Disagree ○	Disagree ○	Undecided ○	Agree ○	Strongly Agree ○
<p>Please put any additional comments on the back of this form or attach additional pages if necessary.          You can <b>choose</b> to put your name here: _____, <b>but do not need to</b> identify yourself.</p> <p>Thank you for helping us to improve our services! <b>Please complete and return this feedback form in the enclosed, self-addressed, stamped envelope.</b> If you have questions, please contact us at your convenience.          Emily Mack 218.726.4746 / <a href="mailto:emack@arcnorthland.org">emack@arcnorthland.org</a></p>				

## Appendix F: Interview Tool Cheat Sheet for Reviewers

### Interview Tool: Cheat Sheet

#### Housing

- 1a. How much control do you have over your living situation?
- 1b. How much control would you like to have over your living situation?
  - *Where do you live?*
  - *What do you like best about where you live?*
  - *Do you live with other people? If so, with how many?*
  - *Did anyone ask you who you'd like to live with?*
  - *Do you like the people you live with?*
  - *Would you rather live with someone else?*
  - *Can you make changes in who you live with?*

#### Daily Routine

- 2a. How much control do you have over your daily routine?
- 2b. How much control would you like to have over your daily routine?
  - *When do you usually have your meals?*
  - *What do you usually do on a weekday?*
  - *When do you have meals? Who decides when and what you eat?*
  - *Who decides when you go to sleep?*
  - *Who decides when you go shopping?*
  - *How much time do you have your daily routine for fun?*
  - *Can you change your daily routine?*

#### Employment

- 3a. How much choice do you have over whether or not you are working?
- 3b. To what extent do you feel your job meets your needs?
  - *Do you have a job? If yes, what do you do?*
  - *Do you like your job? What do you or don't you like about your job?*
  - *How would you describe your ideal job?*
  - *Do you know of any other job you really want?*
  - *Does anyone talk to you about your job and other jobs you would be good at?*

#### Community

- 4a. How much control do you have over things you enjoy doing outside of your home?
- 4b. How much control would you like to have over things you enjoy doing outside of your home?
  - *Do you do things for fun outside your home?*
  - *Are the things you do for fun outside your home what you enjoy?*
  - *Would you like to do things for fun outside your home more often?*
  - *When do you usually do things for fun outside of your home?*
  - *With whom do you usually do things outside of your home?*
  - *Who chooses the things you do fun outside of your home?*

## **Relationships**

5a. How much control do you have over the amount of time you spend with people you care about (family and/or friends)?

5b. How much control would you like to have over the amount of time you spend with people you care about (family and/or friends)?

- *Do you have family? Do you spend time with your family? If so, how much/often?*
- *Do you have any friends? Who are your friends?*
- *Do you spend time with your friends? If so, how much/often?*
- *Do you get to spend the time you want with your friends and/or family? Would you like to have more time?*
- *Are there family or friends you would like to see that you currently do not?*

## **Transportation**

6a. To what degree is transportation available when you want to go somewhere?

- *How do you get to places you need or want to go?*
- *Can you usually get to places when you need to and want to?*
- *Is there anything you would like to change about your transportation?*
- *Does your transportation come on time?*
- *Are there any places you want to go, but don't have transportation?*
- *If you decide to go somewhere at the last minute to go somewhere important to you, can you get there?*

## **Support Staff**

7. To what degree do staff treat you with respect?

- *Do staff listen and talk to you?*
- *Do staff pay attention when you want to say something to them?*
- *Do staff take action if you have a request?*
- *Do staff treat you with respect? Describe.*
- *Do staff ignore you?*
- *Do staff raise their voice at you?*

## **Safety**

8. To what degree do you feel safe?

- *Do you feel safe with the people in your life?*
- *Is your home, workplace, and/or neighborhood safe?*
- *Have you ever been afraid in your neighborhood? If so, why?*
- *Have you ever been afraid in your house/apartment? If so, why?*
- *Have you ever been afraid at work/day program?*
- *Do you know your rights? Do you feel you are being respected?*

## **Case Management**

9. To what degree does your case manager explain your services in a way that you can understand?

- *Do you have a case manager?*
- *How often do you talk to your case manager?*
- *Has your case manager explained services to you?*
- *If yes, did you understand your services when they were explained to you?*

- *What could your case manager have done differently for you to understand your services better?*

### **Services and Supports**

10a. To what degree are your services helping you meet your wants?

10b. To what degree are your services helping you meet your needs?

- *What services/supports do you receive?*
- *Do the services/supports help you in the house and in the community? How?*
- *What service/supports help you the most?*
- *What services/supports you wish you had?*
- *Are there any changes you would like to make to your services to make your life better?*

## Appendix G: Open Ended Vs. Close Ended Questions for Reviewers

### Interview Questions

<b>1. Housing:</b> How much control do you have over your living situation? How much control would you like to have over your living situation?	
<b>Close Ended Questions:</b>	<b>Open Ended Questions:</b>
<i>Where do you live?</i>	<i>Tell me about your living arrangement.</i>
<i>Do you like where you live?</i>	<i>What do you like best about where you live?</i>
<i>Do you live with other people? If so, with how many?</i>	<i>How did you decide who you wanted to live with?</i>
<i>Do you like the people you live with?</i>	<i>How would you describe your relationship with the people you live with?</i>
<i>Would you rather live with someone else?</i>	<i>Who else do you think you might want to live with?</i>
<i>Can you make changes in who you live with?</i>	<i>What would happen if you wanted to change who you live with?</i>
<b>2. Daily Routine:</b> How much control do you have over your daily routine? How much control would you like to have over your daily routine?	
<b>Close Ended Questions:</b>	<b>Open Ended Questions:</b>
<i>When do you usually have your meals?</i>	<i>Tell me about when you usually have meals.</i>
<i>Who decided when and what you eat?</i>	<i>What do you usually eat and why?</i>
<i>Do you go somewhere during the week?</i>	<i>What do you usually do on weekdays?</i>
<i>Who decides when you go to sleep?</i>	<i>Tell me about your sleeping habits.</i>
<i>Who decides when you go shopping?</i>	<i>How do you get shopping and errands done?</i>
<i>How much time do you have in your daily routine for fun?</i>	<i>What do you do with your free time?</i>
<i>Can you change your daily routine?</i>	<i>What happens when you want to make changes in your daily routine?</i>
<b>3. Employment:</b> How much choice do you have over whether or not you are working? To what extent do you feel your job meets your needs?	
<b>Close Ended Questions:</b>	<b>Open Ended Questions:</b>
<i>Do you have a job? If yes, what do you do?</i>	<i>Tell me about your employment?</i>
<i>Do you like your job?</i>	<i>What do you or don't you like about your job?</i>
<i>Do you have a dream job?</i>	<i>How would you describe your ideal job?</i>
<i>Do you want a different job?</i>	<i>Do you know of any other job you really want?</i>
<i>Does anyone talk to you about your job or other jobs you would be good at?</i>	<i>What support can you get if you want to look and changing jobs?</i>
<b>4. Community</b> How much control do you have over things you enjoy doing outside of your home? How much control would you like to have over things you enjoy doing outside of your home?	
<b>Close Ended Questions:</b>	<b>Open Ended Questions:</b>
<i>Do you do things for fun outside your home?</i>	<i>What do you like to for fun outside of your home?</i>
<i>Are the things you do for fun outside your home what you enjoy?</i>	<i>How do you feel about the things that you do outside of your home for fun?</i>

<i>Would you like to do things for fun outside your home more often?</i>	<i>What sorts of things would you like to do for fun more often?</i>
<i>When do you usually do things for fun outside of your home?</i>	<i>How do you decide when you go do things for fun outside your home?</i>
<i>Who do you usually do things with for fun?</i>	<i>Tell me about who you do things with?</i>
<i>Who chooses the things you do for fun outside of your home?</i>	<i>How do you decide what things you do for fun?</i>
<b>1. Relationships</b> How much control do you have over the amount of time you spend with people you care about (family and/or friends)? How much control would you like to have over the amount of time you spend with people you care about (family and/or friends)?	
<b>Close Ended Questions:</b>	<b>Open Ended Questions:</b>
<i>Do you have family? Do you spend time with your family? If so, how much/often?</i>	<i>Tell me about your relationships with family?</i>
<i>Do you have any friends? Who are your friends? If so, how much/often?</i>	<i>Tell me about your relationships with your friends?</i>
<i>Do you get to spend the time you want with your friends and/or family? Would you like to have more or less time with them?</i>	<i>What would you like to change about how often you see your family or friends?</i>
<i>Are there family or friends you would like to see that you currently do not?</i>	<i>Tell me about people you would like to see more of.</i>
<b>2. Transportation</b> To what degree is transportation available when you want to go somewhere?	
<b>Close Ended Questions:</b>	<b>Open Ended Questions:</b>
<i>Can you get to places when you need and want to? If so, how?</i>	<i>How do you get to places you need or want to go?</i>
<i>Would you change anything about your transportation? If so what?</i>	<i>Is there anything you would like to change about your transportation?</i>
<i>Does your transportation come on time?</i>	<i>How often is your transportation on time?</i>
<i>Are there places you want to go, but don't have transportation?</i>	<i>Where would you like to go, but find it difficult to get transportation?</i>
<i>Are you able to go somewhere you want last minute?</i>	<i>If you decide to go somewhere that is important to you last minute, can you get there?</i>
<b>3. Support Staff</b> To what degree do staff treat you with respect?	
<b>Close Ended Questions:</b>	<b>Open Ended Questions:</b>
<i>Do staff listen and talk to you?</i>	<i>Tell me about how staff interact with you.</i>
<i>Do staff pay attention when you want to say something to them?</i>	<i>How do staff act when you are trying to tell them something?</i>
<i>Do staff take action if you have a request?</i>	<i>What do staff do if you ask them something?</i>
<i>Do staff treat you with respect? Describe.</i>	<i>What sort of things do staff do to show you they respect you?</i>
<i>Do staff ignore you?</i>	<i>What sort of things do staff do that make you feel like you are not being respected?</i>
<i>Do staff raise their voice at you?</i>	<i>What sort of things do staff do that make you feel like you are not being respected?</i>

<b>4. Safety</b> To what degree do you feel safe?	
<b>Close Ended Questions:</b>	<b>Open Ended Questions:</b>
<i>Do you feel safe with the people in your life?</i>	<i>How do the people in your life treat you?</i>
<i>Is your home, workplace, and or/neighborhood safe?</i>	<i>What makes you feel safe/unsafe in your home, neighborhood, and/or workplace?</i>
<i>Have you ever been afraid in your neighborhood? If so, why?</i>	<i>Tell me about your neighborhood.</i>
<i>Have you ever been afraid in your home? If so, why?</i>	<i>Tell me about safety at home.</i>
<i>Have you ever been afraid at work/day program? If so, why?</i>	<i>What makes you feel safe at work/day program?</i>
<i>Do you know your rights? Do you feel you are being respected?</i>	<i>Tell me about your rights. How do your peers treat you?</i>
<b>5. Case Management</b> To what degree does your case manager explain your services in a way that you can understand?	
<b>Close Ended Questions:</b>	<b>Open Ended Questions:</b>
<i>Do you have a case manager?</i>	
<i>Do you talk to your case manager? If so, how often?</i>	<i>Tell me about how often you talk with your case manager?</i>
<i>Has your case manager explained services to you? If yes, did you understand your services when they were explained to you?</i>	<i>How did your case manager explain services to you? Do you feel like they were explained well? If so, why?</i>
<i>What could your case manager have done differently for you to understand your services?</i>	<i>How could your case manager have explained your services better to help you understand your services?</i>
<b>6. Services and Supports:</b> To what degree are your services are helping you meet your wants? To what degree are your services are helping you meet your needs?	
<b>Close Ended Questions:</b>	<b>Open Ended Questions:</b>
<i>Do you get services and supports?</i>	<i>What services/supports do you receive?</i>
<i>Do the services/supports help you in the house and in the community? How?</i>	<i>Tell me about how the services and supports in your life help you at home and in the community.</i>
<i>Do staff help you with the things you need to do?</i>	<i>Tell me about who helps you with things that you need to do.</i>
<i>Do staff help you with the things you like to do?</i>	<i>Tell me about who helps you with things you like to do.</i>
<i>Are there services/supports that are more helpful?</i>	<i>What services/supports help you the most?</i>
<i>Are there services/supports you wish you had?</i>	<i>What services/supports do you wish you had?</i>
<i>Are there any changes you would like to make to your services to make your life better?</i>	<i>What changes in your services would help make your life better?</i>
<i>DO people help you plan for what you want to see happen in your life?</i>	<i>Who helps you plan for what you want to see happen in your life?</i>

## **Appendix H: Quality Reviewer Application and Position Description**

When Quality Reviewers are hired, they get a copy of the Regional Quality Council Reviewer Position Description and complete a W-9 so reviewers can collect the allotted stipend and mileage reimbursement for completing the review. In addition to the reviewer position description ARQC staff keep the following forms in reviewer training forms: Application, Background Study Forms, and the Orientation Record (modules through the College of Direct Supports reviewers need to complete).

When reviewers are trained, they receive a binder that they take and use at the interviews. Each binder has a hard copy of the modules they completed, reviewer contact information, payment request forms, outlines for taking notes, requested interview forms, interview cheat sheet, release of information form, ARQC brochures, and the list of close and open ended questions. After ARQC staff guides the new reviewer through the binder the training includes a course on how to use Agile Apps, a power point on person centered practices and the SQC/RQC history, and role-playing segments of the interview so new reviewers can see how reviews are conducted. This appendix includes a copy of the position description and the application. Other documents included in the reviewer binder are available upon request.

Once reviewers complete the paid classroom training, a self-advocate receives a stipend to complete a practice interview with the new reviewer. Once the training interview is completed the quality reviewer does a review with the council manager or coordinator.

# Arrowhead Regional Quality Council

## Reviewer Application

We consider applicants for all positions without regard to race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any other legally protected status.

*(Please print or type)*

Last Name	First Name	Middle Initial	Date of Application
Street Address	City	State	Zip Code
Telephone Number(s)		Social Security Number	
E-mail Address			
Current Employer			Telephone
Address			
Name of Immediate Supervisor (May be contacted for reference)			Phone Number of Supervisor

### Education

	Name and address of school	Course of Study	Years Completed	Diploma/Degree
High School				
Undergraduate College				
Graduate/ Professional				

## Employment/Volunteer Experience

Employer
Address
Telephone Number(s)
Job Title/Work Performed
Dates Employed: From _____ to _____

Employer
Address
Telephone Number(s)
Job Title/Work Performed
Dates Employed: From _____ to _____

## Additional Information

Describe your life, work and/or educational experience with disability: _____							
_____							
_____							
_____							
Please indicate your availability:							
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
AM							
PM							
Which counties are you willing to travel (mileage is reimbursed) to do interviews? Please circle all that apply:							
<div style="display: flex; justify-content: space-around; width: 100%;"> <span>Carlton</span> <span>Cook</span> <span>Lake</span> <span>St. Louis</span> </div>							

## Applicant's Statement

---

I certify that answers given herein are true and complete to the best of my knowledge.

I authorize investigation of all statements contained in this application as may be necessary in arriving at a decision regarding my suitability for the position I am being considered for.

I hereby authorize any employer and/or other reference listed to furnish the Arrowhead Quality Council any information regarding previous employment or experience unless otherwise indicated, except where my written statement upon this form specifically requests no investigation be made. I hereby release each employer from any and all liability for furnishing such information.

I have read, understand and agree to comply with the requirements and responsibilities outlined in the material which was included in the application.

If selected for the position, I agree to keep all information gathered on individuals receiving support and service providers confidential.

I hereby authorize the Arrowhead Quality Council to complete a background check for purposes of evaluating whether I am qualified for the position for which I am applying. I understand that the Arrowhead Quality Council will utilize an outside firm or firms to assist it in checking such information, and I specifically authorize such an investigation. I also understand that I may withhold my permission and that in such a case, no investigation will be done, and my application for employment will not be processed further.

\_\_\_\_\_  
Signature of Applicant

\_\_\_\_\_  
Date

Please return your completed application (by email or postal mail) Regional Quality Council Manager:

Arc Northland  
ATTN: Lori Moench  
424 W Superior St, Suite 500  
Duluth, MN 55802  
lmoench@arcnorthland.org



#### Quality Reviewer description:

Want to earn \$50 an hour on your own time? Arc Northland's Arrowhead Regional Quality Council is hiring for part time quality reviewers. Perfect for students!

Quality Reviewers directly support the Regional Quality Council/Regional Quality Council Staff by conducting person-centered interviews to help address gaps in services and identify best practices throughout Carlton, Cook, Lake, and St. Louis Counties.

While conducting person-centered interviews to individuals receiving home and community-based services, the reviewer will actively listen to interview participants in order to accurately understand and record their perceptions about the quality of services they receive.

If interested, please contact Lori Moench at [lmoench@arcnorthland.org](mailto:lmoench@arcnorthland.org) or at (218) 726-4746

#### Essential Functions:

- Complete training on conducting person-centered quality interviews and demonstrate competency. Initial orientation/training will be 10-15 hours (Including online modules and classroom training).
- Meet in person with people that are receiving home and community-based services to interview them about their quality of life
- Conduct a minimum of 5 interviews per year
- Travel to interview locations, which will include travel to residential or community locations
- Accurately enter and manage data collected from interviews and follow data privacy guidelines
- Provide a written summary of what was learned in the interview, in a format provided by the Regional Quality Council Staff
- Other duties as requested

#### Benefits:

- Stipend per interview completed (\$50 for "Brief Interview", \$200 for longer "Person-Centered Quality Interview")
- Mileage reimbursement for travel to interview locations
- Training opportunities for personal and professional development
- Will gain a better understanding of the issues facing the disability community and will learn advocacy methods
- Develop effective relationships with individuals with disabilities, their families, colleagues and supervisors

#### Qualifications:

- Strong interpersonal and problem-solving skills necessary
- Ability to successfully work both as a team member and independently

- Reliable, flexible, detail oriented and open to feedback
- Basic computing skills
- Basic written and verbal communications skills ☐
- Multiple language capabilities preferred, but not required
- Knowledge of Person-Centered Thinking/Planning preferred, but not required ☐
- Work, life or educational experience with disabilities

## Appendix I: Selected for Interview Letters

Below are the individual and guardian selected for interview letters. These letters were updated during the 2019 fiscal year to reflect plain language and to make it easier to read and understand.

### *Individual Selected for Interview Letter*

April 20, 2020

JOHN DOE  
1234 CHESNUT ST  
DULUTH, MN 55802

Dear JOHN DOE:

You have been randomly selected by the Arrowhead Regional Quality Council, in partnership with the Department of Human Services (DHS), to participate in an interview about your quality of life. The Arrowhead Regional Quality Council is a group made up of people with disabilities, their families, county workers, DHS, community members, service providers and the Office of Ombudsman for Mental Health and Developmental Disabilities in Carlton, Cook, Lake, and St. Louis counties.

The purpose of this interview is to learn about services and supports in our Region. We want to learn from you what is going well and how much choice and control people you have in their lives. We also want to know what is not going well and what you would like to change in your life. Participation in the interview is optional and will not affect the services you currently receive.

Staff and volunteers from the Arrowhead Regional Quality Council will call you to ask if you are interested in participating and will schedule the interview. During the interview, staff will meet with you to find out what is most important to you and if you are happy with how things are going in your life. You may choose to invite a person in your life to sit in on the interview with you.

Should you choose to participate in our interview, we will ask you if you are your own guardian, or if you have a court appointed guardian. If you have a guardian, DHS requires us to obtain consent from your guardian before proceeding with the quality interview process, so we will need to reach out to them.

**PLEASE NOTE:** We will make two separate written attempts to obtain consent from your guardian. If we do not receive the signed consent form, or your guardian does not contact us within 60 days of the second attempt letter being sent, it will be assumed that they have given consent for you to participate in the interview. Please see MN State Rule 1205.1400 for guidelines pertaining to reasonable efforts to obtain written consent.

Information you share is important in helping improve quality of services and supports for people with disabilities. Your personal information will be kept private. Your privacy is important to us.

If you have any questions about this process, please contact me at (218) 726-4726 or [emack@arcnorthland.org](mailto:emack@arcnorthland.org). You may also contact Jason Flint, Manager in the Disability Services Division at the Department of Human Services at 651-431-2386 or [jason.a.flint@state.mn.us](mailto:jason.a.flint@state.mn.us).

Sincerely,  
Emily Mack, *Arrowhead Regional Quality Council Program Coordinator*

*Guardian Selected for Interview Letter*

April 20, 2020

JANE DOE  
1111 FIRST ST NW  
DULUTH, MN 55802

Dear JANE DOE:

You are being contacted because JOHN DOE for whom you have been appointed guardian has been randomly selected by the Arrowhead Regional Quality Council, in partnership with the Department of Human Services (DHS), to participate in an interview about their quality of life. The Arrowhead Regional Quality Council is a group made up of people with disabilities, their families, county workers, DHS, the Office of Ombudsman for Mental Health and Developmental Disabilities, community members and service providers in Carlton, Cook, Lake, and St. Louis counties.

The purpose of this interview is to learn about services and supports in our Region. We want to learn about what is going well and how much choice and control people feel they have in their lives.

We also want to know what is not going well and what people would like to change in their lives.

Participation in the interview is optional and whether or not they participate will not affect the services they are eligible for.

DHS requires us to obtain consent from the guardian before proceeding with the quality review process, so staff or volunteers from the Arrowhead Regional Quality Council will call you to ask for permission for JOHN DOE to participate in the interview and send out the appropriate consent form. During the interview, staff will meet with JOHN DOE to find out what is most important to them and if they are happy with how things are going in their life. JOHN DOE may choose to invite a person in their life to sit in on the interview with them.

**PLEASE NOTE:** We will make two separate written attempts to obtain consent from you. If we do not receive the signed consent form, and you do not contact us within 60 days of the second attempt letter being sent, it will be assumed that you have given consent for JOHN DOE participating in the interview. Please see MN State Rule 1205.1400 for guidelines pertaining to reasonable efforts to obtain written consent.

Information shared in the interview is important in helping improve quality of services and supports for people with disabilities. Personal information will be kept private. Privacy is important to us.

If you have any questions about this process, please contact me at (218) 726-4726 or **[emack@arcnorthland.org](mailto:emack@arcnorthland.org)**. You may also contact Jason Flint, Manager in the Disability Services Division at the Department of Human Services at 651-431-2386 or [jason.a.flint@state.mn.us](mailto:jason.a.flint@state.mn.us).

Sincerely,

Emily Mack, *Arrowhead Regional Quality Council Program Coordinator*

<http://qualitycouncilmn.org/>

## Appendix J: Updated 2020 ARQC Communication Plan

**Communication Plan 2020**

Audience	Key Message	Medium	Due Date	Assigned To
Individuals Receiving HCBS	Who we are, what we are doing, and why?  How to request an interview	Business cards, Brochures/handouts, website, presentations, listening sessions	Ongoing	ARQC Coordinator and Manager
Randomly selected (and requested) participants	Follow up calls to explain who we are, why we're calling, how we get their information, next steps for interview.	Selected for interview letter for individual, follow up phone call attempts	Mailings and phone calls weekly.	ARQC Coordinator and Manager
Guardians for individuals randomly selected and requested to participate in reviews	Follow up phone call to explain who we are and our purpose	Guardian selected for interview, follow up phone calls, and at least 2 written attempts	After interested participant has requested or agreed to do a quality review	ARQC Coordinator and Manager
Service Providers	Who we are and why we are doing this project	Brochures, power point/presentations, business cards, listening sessions	Ongoing	ARQC Manager and Coordinator
ARQC Members	Data and trends from reviews and next steps	Annual and quarterly reports, Agenda, minutes	Monthly	ARQC Manager and Coordinator
	Motivational Interview Training	Budget, marketing the training, ongoing communication with members	End of 2020	ARQC Manager
	Recruitment and participation	Presentations, brochures, communications with stakeholders in the Arrowhead Region  Meet with each ARQC member to	Ongoing  Annually	ARQC Coordinator and Manager  ARQC Manager

		establish rapport, what's working/not working		
	Finish Charter	Draft and feedback from ARQC members	End of 2020	ARQC Manager
Quality Reviewers	Updates, changes, and ongoing	In person re-training, email announcements	Yearly as needed	ARQC Coordinator and Manager
ICI	Analyzed quantitative and qualitative data results	In person meetings, email communications.	Yearly as needed	ARQC Coordinator, Manager, and ED  Metro Manager is main conduit for ICI communication
Other RQC's	Internal collaboration	Monthly phone call check-in's, e/o month in-person check in's, email communication.  Rotating facilitator and minute taker  Possible google docs for team projects	Monthly and as needed	All RQC staff
Marketing Materials	Who we are, our purpose, how to request a review, contact info	Update brochures, Update forms in database, updated business cards, request a review card, door prizes for conferences, update website  Work on monthly newsletter, blog, social media presence		ARQC Coordinator and Manager
Internal ARQC Staff	Internal collaboration and professional development	Weekly check in's with team and E.D.  Email and in person communication as needed	Weekly and as needed	ARQC Coordinator, Manager, ED, and support

### Schedule of Presentations and Outreach in FY19

Event	Audience	Key Message	Assigned To	Due Date
People First Meeting	Self-Advocates	ARQC updates, local politics, listening session	ARQC Coordinator	TBD
Quality Reviewer Re-training	Quality Reviewers	Updates on reviews, make sure people are scoring the same way, going over some data	ARQC Manager	TBD
Booth/presentation at MN ICI Gathering	Community, providers, people with disabilities, DHS, family members, educators	RQC collaboration, findings, and updates	ARQC Coordinator and Manager  Collab w/other RQC's	09/2020
Booth/Presentation at SLC Conference	Community, people with disabilities, family members, service providers, educators	What ARQC is, some findings, etc.  Panel Presentation on knowing your rights/or other area of need	ARQC Coordinator and Manager	10/2020
HCBS Provider Outreach	HCBS providers and people receiving services	Who we are, what we're doing, and why	ARQC Coordinator and Manager	Ongoing
Other conferences?				

## Appendix K: Arrowhead Regional Quality Council Member Application

# Arrowhead Regional Quality Council Member Application

Full Name:

<i>Last</i>	<i>First</i>	<i>M.I.</i>
-------------	--------------	-------------

Address:

Street Address	Apartment/Unit #
----------------	------------------

City	State	ZIP Code	County
------	-------	----------	--------

Primary Phone:      (     )                          Email Address:

Please note the best way to contact you-  
phone or email:

How did you hear about the Regional Quality Council?

- ☐ Department of Human Services      ☐ Provider Agency      ☐ Case Manager  
☐ Friend or family member      ☐ County      ☐ Website \_\_\_\_\_  
☐ Other \_\_\_\_\_

- 1) Why are you interested in joining the Regional Quality Council?
- 2) Have you been a part of a council or committee before? If so, what did you like about your experience?
- 3) What do you hope to gain from being involved in the council?

- 4) Do you have any concerns about joining the council?
  
- 5) What special skills or experience do you have that you think would be helpful to the work of the council?
  
- 6) Being a member of the council requires 2-4 hours a month, is that something you are able to do?

**Please return your completed application (by email or postal mail) along with one written reference to the Arrowhead Regional Quality Council:**

**Arrowhead Regional Quality Council  
Attn: Lori Moench  
424 West Superior Street  
Duluth, MN 55811**

**Or email:**

**[lmoench@arcnorthland.org](mailto:lmoench@arcnorthland.org)**

## Appendix K: Arrowhead Regional Quality Council 2020 Charter Draft

### *Arrowhead Regional Quality Council* Charter

**Project Name:** Arrowhead Regional Quality Council

**Prepared by:** Lori Moench and Emily Mack

**Date:** Updated 12.5.2019

#### **A Purpose/Responsibilities of the Arrowhead Regional Quality Council**

##### **Mission and Purpose**

The purpose of the Regional Quality Council is to connect with and promote all communities of people with disabilities so that services and supports help them to live a life based on their hopes and dreams. The council will work together to continually monitor and improve the quality of services and supports for people with disabilities. The council seeks to improve person-centered outcomes, quality of life indicators, and to drive overall systems change.

##### **Vision**

People with disabilities will give input that will support best practices and find service gaps. This information will inform the council to identify creative ways to tackle service needs, gaps, and barriers.

##### **Core VALUES:**

A—Awareness: Our goal is to become aware of best practices and gaps in services in our region.

R—Representation: We will seek out and listen to the voices of people with disabilities.

Q—Quality: Our goal is to understand how to improve quality of life for people with disabilities.

C—Collaboration: We will work together to promote best practices and problem solve.

##### **Goals**

- Bring together persons with disabilities, family members, staff from providers, lead agencies, and state agencies
- Inform people with disabilities, family members, and advocates of the purpose and goals of the Arrowhead Regional Quality Council
- Collaborate and build relationships with people using services, agencies, and other stakeholders interested in quality improvement initiatives
- Analyze information collected from interviews and identify best practices, recognize gaps in services, and make recommendations to improve quality of services
- Work together to provide training, share best practices, and address service needs, gaps, and problems
- Focus our outreach on cultural communities for membership on the council

##### **Regional Quality Council Responsibilities**

###### **1. Person-centered quality Reviews:**

- a. The ARQC will provide feedback on the person-centered quality review tools, including giving suggestions for improvements and updates.

- b. The ARQC will review data from the feedback forms collected from interviewees and develop suggestions for improvements and updates based on this feedback.

**2. Quality Monitoring System:**

- a. The ARQC will assist with outreach to people with disabilities, their families, service providers and other stake holders to inform them about the purpose and process of participating in a quality review.
- b. ARQC members will assist with facilitation listening sessions with stakeholders, as requested by the ARQC.

**3. Reporting:**

- a. The ARQC will review the annual report and provide suggestions for changes and improvements to the ARQC Staff.
- b. The ARQC will request data and/additional reports from ARQC Staff as needed.

**4. Regional Priorities for Quality Improvement:**

- a. The ARQC will review findings from quality reviews, in order to identify and prioritize potential quality improvement projects.
- b. The ARQC select 1-2 areas per year in which to develop local quality improvement efforts
- c. The ARQC will develop recommendations for systems changes, based on findings from quality reviews and information from existing data on quality of services for people with disabilities.

## B Membership

### Membership Requirements

The Arrowhead Regional Quality Council will consist of at least one member in each role.

Role	Name	Agency	Contact
<b>Families</b>			
<b>Advocates</b>	Michael Manning		<a href="mailto:crystal@drccinfo.org">crystal@drccinfo.org</a> 218-481-7424

	Kate Wallin		<a href="mailto:Thunderroller1@yahoo.com">Thunderroller1@yahoo.com</a> 218-786-0248
	Becky Jakubek		<a href="mailto:bjakubek@trilliumservices.com">bjakubek@trilliumservices.com</a> 218-722-5009
<b>Department of Human Services</b>	Sara Romagnoli	Regional Resource Specialist	<a href="mailto:Sara.romagnoli@state.mn.us">Sara.romagnoli@state.mn.us</a> 651-775-3820
<b>Ombudsman Office</b>	Michael Woods	Regional Ombudsman	<a href="mailto:michael.woods@state.mn.us">michael.woods@state.mn.us</a> 218-279-2526
<b>Providers</b>			
	Josh Howie	Trillium Services	<a href="mailto:jhowie@trilliumservice.com">jhowie@trilliumservice.com</a> 218-722-5009
	Ann Dahl	Udac	<a href="mailto:adahl@udac.org">adahl@udac.org</a> 218-722-5867
	Patty Johnson	Residential Services	<a href="mailto:patty.johnson@residentialservices.org">patty.johnson@residentialservices.org</a> 218-740-7630
	October Allen	Grace Place	<a href="mailto:seaberg.october@gmail.com">seaberg.october@gmail.com</a> 218-341-7699
	Meghan Terella	Access North	<a href="mailto:meghan@accessnorth.net">meghan@accessnorth.net</a> 218-625-1400
	Jen Anderson	At Home Living Healthcare Group; Bridges to Success	<a href="mailto:janderson@athomeliving.org">janderson@athomeliving.org</a> 218-728-1189 ext. 407
	Kristie Buchman	Choice Unlimited	<a href="mailto:kbuchman@choiceunlimited.org">kbuchman@choiceunlimited.org</a> 218-724-5869 ext. 201
	Michelle McDonald	Lake County DAC	
<b>Lead agencies (at least one member from each lead agency)</b>			
	Amy Patenaude	St. Louis County	<a href="mailto:patenaudea@stlouiscountymn.gov">patenaudea@stlouiscountymn.gov</a> 218-726-2186

	Ruth Rowenhorst	Carlton County	<a href="mailto:ruth.rowenhorst@co.carlton.mn.us">ruth.rowenhorst@co.carlton.mn.us</a> 218-878-2884
	Beth Swanson	Lake County	<a href="mailto:beth.swanson@co.lake.mn.us">beth.swanson@co.lake.mn.us</a> 218-834-8416
	Martina Williams	Cook County	<a href="mailto:Martina.williams@co.cook.mn.us">Martina.williams@co.cook.mn.us</a> 218-387-3617
<b>Advocacy</b>			
	Laurie Berner	Arc Northland	<a href="mailto:lberner@arcnorthland.org">lberner@arcnorthland.org</a> 218-726-4860
	Lori Moench	Arc Northland	<a href="mailto:lmoench@arcnorthland.org">lmoench@arcnorthland.org</a> 218-726-4746
	Emily Mack	Arc Northland	<a href="mailto:emack@arcnorthland.org">emack@arcnorthland.org</a> 218-726-4726
	Tracy Jenny	Arc Northland	<a href="mailto:tjenny@arcnorthland.org">tjenny@arcnorthland.org</a> 218-726-4703

## Membership

Application and consideration for membership:

- Persons interested in becoming a member of the council fill out the Regional Quality Council application and submit to the council Program Manager. The council will review the application of the person at a council meeting. The council will review if the person is able to meet all of the membership requirements and commitments. The council will also consider current members and gaps in member roles. The council members will vote on accepting new members to the council.

## Size:

- The council will consist of 12-20 members
- The council will review membership once a year in May and make recommendations for adding new members

## Terms:

- Two-year term, with a yearly commitment check-in with the Program Manager.
- Staggered membership will be allowed upon review of the council in order to fill gaps in required membership categories

**Time Commitment:**

- Members' time commitment is up to 4 hours a month. This includes Regional Quality Council meetings and two hours outside of meeting time
- Members try to attend each council meetings in person. If a member is going on leave, they will discuss potential proxies with the Program Manager.
- If a member is absent for 3 consecutive council meetings, the Program Manager will contact to discuss continued membership on the council

**Membership Stipends:**

- Stipends of \$50.00 per council meeting are available to family and self-advocate members of the council

**Workgroups:**

- Will be developed as needed

## C Meetings

**Meeting Schedule and Process**

- The council will meet once a month for a two-hour meeting
- The Program Manager will distribute the agenda and materials to council members by email no later than two days prior to the meeting
- Meeting minutes will be distributed to members by email within a week

## D Decision Making

**Decision Making Process**

- The council will attempt to reach agreement by all members
- If the council is not able to reach an agreement, the council will use a 5-point scale to have more discussion:

1: No – Let's do something else	Can you tell us why you feel this way? What parts of it don't you like? Is there anything you do like?
2: Wait – Can we change it?	What further information do you need?

	What facts could make a difference?
3: Maybe – I have questions	What parts do you like? What parts don't you like?
4: Ok – It's good enough	What could make it better?
5: Yes – Let's do it	

- If the council is not able to reach an agreement after using the 5-point scale, the co-chairs will recommend the final decision or next steps.
- Once a decision has been reached, members will accept the decision and move forward with the council's work.

## E Working Agreements

### Working Agreements

- Council meetings will start and end on time
- Cell phones should be set to vibrate. Members are encouraged to limit their use of cell phones during meetings if possible
- Members agree to use plain language in both spoken and written materials
- Council meetings will be chemical and fragrance free
- Engage in respectful communication and be considerate of all members
- Any information discussed during council meetings will remain confidential
- Each member will fully participate and engage in council meetings and listen to understand not to contradict
- Members will work to ensure meetings are accessible to all members. Possible accommodations are, but are not limited to, providing a call-in option, using visual aids, and/or using plain language

## G Code of Conduct

### Code of Conduct

Council members, staff, and visitors or guests will:

- Be honest, respectful, kind, considerate, and open-minded.

- Treat members with courtesy. All members will have the chance to speak and be listened to.
- Refrain from negative statements about council members, staff, or guests. Disagreements will focus on issues, not persons.
- Avoid language that is threatening, offensive, insulting, culturally insensitive, abusive, or intended to be hurtful.
- Refrain from misrepresenting the council by using its name for personal or organizational gain or influence.

If a council member, staff, or guest does not follow the Code of Conduct, the Program Manager may:

- Give the person a warning that the behavior needs to stop, or they will be asked to leave the meeting/room.
- If the person continues with the behavior after the warning, request the person to leave the meeting/room.
- If the behavior continues, co-chairs will propose actions to the council. The council will reach agreement on proposed actions. If agreement cannot be reached the council will use the decision-making process to work towards agreement.

*Updated and agreed upon:*

## **Appendix L: Arrowhead Quality Improvement Grant Guidelines**

### **Guidelines for Accessing Quality Improvement Grant Funds**

**Purpose:** This grant has a specific focus of supporting individuals, families, counties, providers and educators with opportunities for funded Quality Improvement training or projects that will assist in improving the lives of individuals with disabilities.

Examples of training or projects this grant may fund include, but are not limited to, the following:

Person-Centered Thinking Training; Positive Behavioral Support Training; Conferences where Quality Improvement is a focus; Training that shares best practices in supporting people with disabilities, Projects or training that enhances Self-Advocacy skills, Projects that increase community integration and/or disability awareness.

Funding requests will be selected based on alignment with the purpose of the Quality Improvement Grant. The Arrowhead Regional Quality Council (ARQC) will review applications and determine grant awards.

#### **Procedure:**

1. Individual, family, county, provider, or educator may complete an application for Quality Improvement Grant funds. Application includes the following:

- Applicant contact information
- Dollar amount being requested (one-time payment) and Project Budget
- Description of how funding will be used
- Proposed Impact or Outcome
- Signature agreeing to terms of the grant

2. Completed application should be submitted via email to Zoey Leege, at [zleege@arcnorthland.org](mailto:zleege@arcnorthland.org) or via mail to Arc Northland, 424 W Superior St STE 500, Duluth MN, 55802 by June 1, 2018.

3. The ARQC will review grant applications and contact the applicant with questions, as needed. The ARQC will make an approval or denial decision based on alignment with the purpose of the Quality Improvement Grant and funds available. Applicants who live or are based in Carlton, Cook, Lake or St. Louis counties will be given priority.

4. The Applicant will be notified of the ARQC's decision by June 15, 2018, with funds distributed by June 30, 2018, and upon receipt of a signed agreement letter between the grantee and ARQC. This communication will include the specific dollar amount and the specific Quality Improvement education/training for which funding has been approved.

NOTE: General questions about this process should be directed to Zoey Leege at [zleege@arcnorthland.org](mailto:zleege@arcnorthland.org)

**(Application on Back)**

## Quality Improvement Grant Application

Criteria:

- This will be a one-time funding request, and funds will be distributed prior to June 30, 2018.
- Applicant must use allocated funds to support Quality Improvement training or project to assist in improving the lives of individuals with disabilities (please attach supporting documentation to application)
- Applicant must submit a project budget proposal along with their grant application.
- Applicant must submit a narrative report and financial expenditures report within 30 days of the completion of grant approved training/project.

Date of application submission: \_\_\_\_\_

Applicant Name: \_\_\_\_\_

County of Applicant: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Amount of funding requested \_\_\_\_\_

How will the project/training align with the purpose of the Quality Improvement Grant?

Describe the specific activities or steps will your project or training will involve.

Who is the target audience for your Quality Improvement project or training?

Proposed Impact or Outcome:

**(Please attach any supporting documentation/additional narrative)**

\_\_\_\_\_  
Applicant Signature

\_\_\_\_\_  
Date

Thursday June 21<sup>st</sup>, 2018

ATTN: Kristie Buchman  
CHOICE Unlimited  
1829 E Superior St  
Duluth, MN 55812

Dear Grant Recipient,

The Arrowhead Quality Regional Council is pleased to notify you that we have approved a grant of \$15,650.00 for CHOICE Unlimited's grant proposal. Our offer of this grant is subject to your agreement to the following terms:

- Use allocated funds to support a Quality Improvement training or project to assist in improving the lives of individuals with disabilities, as outlined in your grant proposal.
- Funds must be used in accordance with the budget included with your proposal.
- Submit a narrative report and financial expenditures report within 30 days of the completion of grant approved training/project. The narrative report should describe conclusions, progress, and/or status of your proposed impact and/or outcomes.

Please acknowledge your receipt of this check and your agreement with the terms of this letter by signing and returning a copy of this letter as soon as possible.

Thank you for your good work!

Sincerely,

**Zoey Legee, MS**  
*Arrowhead Regional Quality Council Coordinator*  
Arc Northland  
424 W Superior St, Suite 500  
Duluth, MN 55802

ACCEPTED BY: \_\_\_\_\_  
Name and Title Date

Encl: Check # \_\_\_\_\_

Thursday June 21<sup>st</sup>, 2018

ATTN: Brandon Hendrickson  
Residential Services Inc.  
2900 Piedmont Ave  
Duluth, MN 55811

Dear Grant Recipient,

The Arrowhead Quality Regional Council is pleased to notify you that we have approved a grant of \$3,972.00 for RSI's grant proposal. Our offer of this grant is subject to your agreement to the following terms:

- Use allocated funds to support a Quality Improvement training or project to assist in improving the lives of individuals with disabilities, as outlined in your grant proposal.
- Funds must be used in accordance with the budget included with your proposal.
- Submit a narrative report and financial expenditures report within 30 days of the completion of grant approved training/project. The narrative report should describe conclusions, progress, and/or status of your proposed impact and/or outcomes.
- Additionally, we ask that you agree to work collaboratively with Lead Agency staff from Carlton, Cook, Lake and St. Louis Counties to identify service providers who would benefit from and/or have not been able to access Person Centered Thinking training, as your target audience.

Please acknowledge your receipt of this check and your agreement with the terms of this letter by signing and returning a copy of this letter as soon as possible.

Thank you for your good work!

Sincerely,

**Zoey Leege, MS**  
*Arrowhead Regional Quality Council Coordinator*  
Arc Northland  
424 W Superior St, Suite 500  
Duluth, MN 55802

ACCEPTED BY: \_\_\_\_\_  
Name and Title Date

Encl: Check # \_\_\_\_\_

Thursday June 21<sup>st</sup>, 2018

ATTN: Josh Howie  
Trillium Services, Inc.  
4629 Airpark Blvd  
Duluth, MN 55811

Dear Grant Recipient,

The Arrowhead Quality Regional Council is pleased to notify you that we have approved a grant of \$4,800.00 for Trillium's grant proposal. Our offer of this grant is subject to your agreement to the following terms:

- Use allocated funds to support a Quality Improvement training or project to assist in improving the lives of individuals with disabilities, as outlined in your grant proposal.
- Funds must be used in accordance with the budget included with your proposal.
- Submit a narrative report and financial expenditures report within 30 days of the completion of grant approved training/project. The narrative report should describe conclusions, progress, and/or status of your proposed impact and/or outcomes.
- Additionally, we ask that you agree to work collaboratively with Lead Agency staff from Carlton, Cook, Lake and St. Louis Counties to identify service providers who would benefit from and/or have not been able to access Person Centered Thinking training, as your target audience.

Please acknowledge your receipt of this check and your agreement with the terms of this letter by signing and returning a copy of this letter as soon as possible.

Thank you for your good work!

Sincerely,

**Zoey Leege, MS**

*Arrowhead Regional Quality Council Coordinator*  
Arc Northland  
424 W Superior St, Suite 500  
Duluth, MN 55802

ACCEPTED BY: \_\_\_\_\_  
Name and Title Date

Encl: Check # \_\_\_\_\_

Thursday June 21<sup>st</sup>, 2018

ATTN: Josh Howie  
Trillium Services, Inc.  
4629 Airpark Blvd  
Duluth, MN 55811

Dear Grant Recipient,

The Arrowhead Quality Regional Council is pleased to notify you that we have approved a grant of \$5,000.00 for Trillium's grant proposal. Our offer of this grant is subject to your agreement to the following terms:

- Use allocated funds to support a Quality Improvement training or project to assist in improving the lives of individuals with disabilities, as outlined in your grant proposal.
- Funds must be used in accordance with the budget included with your proposal.
- Submit a narrative report and financial expenditures report within 30 days of the completion of grant approved training/project. The narrative report should describe conclusions, progress, and/or status of your proposed impact and/or outcomes.
- Additionally, we ask that you agree to work collaboratively with the Arrowhead Regional Quality Council to identify individuals who would benefit from person centered planning and are not able to access this service through a waiver.

Please acknowledge your receipt of this check and your agreement with the terms of this letter by signing and returning a copy of this letter as soon as possible.

Thank you for your good work!

Sincerely,

**Zoey Leege, MS**

*Arrowhead Regional Quality Council Coordinator*

Arc Northland

424 W Superior St, Suite 500

Duluth, MN 55802

ACCEPTED BY: \_\_\_\_\_  
Name and Title Date

Encl: Check # \_\_\_\_\_