Bureau of Quality Assurance

Telework Final Report

12/03/04

TABLE OF CONTENTS

EXECUTIVE SUMMARY

The goal of the Telework Project was to investigate the feasibility of telework for Bureau of Quality Assurance staff. This project was to include the functional, technical, and financial impacts of teleworking.

Results of research and the 16-week Telework Pilot reflect that telework can be an effective work option with benefits realized in the areas of increased employee moral and job satisfaction, enhanced work productivity, reduced traffic that increases air quality and energy conservation. Implementation of telework also has the potential benefit of reducing office space resources leading to cost savings.

BACKGROUND

Teleworking has become an attractive work option for employers and employees across the nation. For employers, it offers work flexibility as another attraction to prospective employees, encouraging them to remain with their company. For employees, it offers an opportunity to manage their work environment with improved job satisfaction. Research on telework shows that by reducing office overcrowding and providing a distraction-free environment for reading, thinking, and writing, teleworkers increase job performance, resulting in enhanced program effectiveness. Telework also has numerous benefits that compliment our transportation systems, conserve resources, and improves the quality of life.

Otis Woods, Deputy Director for the Bureau of Quality Assurance (BQA) received requests from several BQA field staff to work from their homes. Currently field staff have laptop computers with internal modems and many staff already dial-in to the DHFS network from remote locations. The notion of creating home-based offices was forwarded to the Division of Disability and Elder Services (DESS) Administrator's Office and then to the Division of Management and Technology for consideration. The Bureau was given approval to submit a more detailed analysis, including pros and cons of implementing telework for BQA staff. Mr. Woods requested that a BQA Telecommuting Workgroup be formed to research the feasibility of allowing telecommuting, to address telework issues, and to identifying the advantages and disadvantages of telecommuting.

The Telecommuting Workgroup was comprised of representatives from various sections in the Bureau including Central and Regional Office staff. Specialized staff from other DHFS agencies provided additional resources to the workgroup. See Appendix A for a list of workgroup members.

One of the first tasks for workgroup members was to conduct research on telework/ telecommuting. The workgroup found that the Department of Administration had already developed guidelines for state agencies to follow when implementing a telecommuting program. The workgroup identified three Wisconsin State Agencies already offering telework:
- Department of Agriculture, Trade and Consumer Protection
- Department of Workforce Development

- Department of Transportation

The workgroup gathered information from these three agencies and from Florida and Indiana Survey and Certification Agencies that currently have staff working from their homes. The information collected from this research was used as the foundation for the development of the BQA Pilot Telework Policy and Procedures that address the following areas:
- Goals and benefits of telework,
- Criteria used to determine eligible employees,
- Employer and Employee responsibilities,
- Technology and Information Security,
- Safety and Liability issues, and
- Application and Approval process.

The workgroup adopted the term **telework** instead of telecommuting and defined telework as a voluntary work arrangement for employees to perform all or some of their work at an alternate work site away from their primary BQA office location.

TELEWORK PILOT

A 16-week telework pilot was conducted. The Department requested that only field staff be allowed to participate in the pilot and recommended that the workgroup target the Rhinelander and Milwaukee offices because of office space contracts that are expiring for these regional offices and also the major highway construction occurring in Milwaukee.

BQA field staff interested in volunteering to participate in the pilot were required to complete a telework application and receive approval from their supervisor. Forty-seven applications were received. Information on telework applications was used to select participants for the pilot. The workgroup used a variety of criteria to select 29 participants for the telework pilot. The workgroup aimed to have pilot participants from each region and section, and wanted to include staff that used different methods for connecting to the network (i.e., dial-up, cable, DSL) so each method could be evaluated. The workgroup reviewed information on safety and liability issues and hardware needs because of limited equipment that was available for the pilot. Appendix B identifies pilot participants.

Pilot participants and their supervisor attended the training that kicked-off the start of the 16-week telework pilot. Telework Training was conducted on 5/17/04 and the pilot concluded on 9/3/04.

EVALUATION

Surveys were used to obtain information about the pilot experience and to measure the success of the goals that were established in the Pilot Telework Policy and Procedure manual. Three separate surveys were developed to collect data on the impact of telework from the perspective of the teleworker participant, their supervisor, and non-teleworkers.

At the end of the pilot, information was collected from 29 teleworkers, 11 supervisors of teleworkers, and 46 non-teleworking employees.

A.   GOALS

Goal 1: Improve recruitment and retention of employees

There is a need and a responsibility to incorporate non-traditional workers into the workforce to comply with federal and state laws, retain and promote diversity, and effectively plan for succession as the current workforce ages. Achieving this goal would improve program effectiveness through use of existing talent and skills and result in increased new employee talent from wider access to labor markets. It may attract additional candidates to traditionally hard-to-fill positions.

Recruiting and retaining top quality employees is crucial in state government. Prior to the implementation of the telework pilot project, a difficult to fill pharmacy position in the Bureau was filled with the stipulation that the incumbent would be able to work from home a majority of the time. This allowed the Bureau to hire a well qualified candidate who has become a valued employee.

Within the constraints of a 16-week pilot, the BQA Telework Project survey results reflect that teleworkers and supervisors believe teleworking improves morale. If current employees are enthusiastic about teleworking, then this could translate into increased retention and improved recruitment of new employees.

The International Telework Association & Council (ITAC) reported in "Telework America (TWA) 2000" that:
- 23 percent of the workforce surveyed (including both teleworkers and non-teleworkers) considered the ability to telework an important influence when making a decision to accept a new job.
- Many, if not most, experienced teleworkers are determined to continue teleworking; therefore, the ability to telework is important not only as a criterion for staying in their current job but also as a prerequisite for a new job.

Goal 2: Improve the quality of work and life for BQA employees

Expanded flexibility would allow employees to shape and engineer their workday and, in doing so, increase levels of employee satisfaction, morale, and flexibility.

Most teleworkers (89 percent) reported that their work arrangement had a positive impact on their work life. All teleworkers indicated that teleworking decreased their commuting time and increased the flexibility of their work environment. Most teleworkers reported that teleworking increased work productivity (97 percent), meant less frequent interruptions (97 percent), and reduced the stress associated with their job (90 percent).

Overall, 90 percent of teleworkers reported increased quality of life and increased job satisfaction. Teleworkers indicated that the most attractive aspects of telework were decreased commuting time, schedule flexibility, less distractions/greater productivity, less job stress and more time to spend with their families. Twenty-seven pilot participants (two did not respond to the question) and a little over half of the non-teleworkers indicated they would apply to telework if an ongoing program were implemented.

Ninety-one percent (91 percent) of supervisors reported teleworkers were as effective in their job tasks as those who do not telework. The supervisors indicated that teleworking increased job satisfaction. Most supervisors reported that teleworking maintained work productivity (55 percent) with the rest indicating an increase in productivity. Supervisors saw an increase in organizational/planning skills (73 percent) and in the ability to work independently (64 percent).

When asked about teleworking benefits, supervisors indicated that the best aspects were employees who are more productive, timely and organized along with increased job satisfaction and morale. Supervisors also noted telework can have a positive effect within the organization by improving staff retention and job satisfaction, while reducing frustration caused by commuting and parking costs. One supervisor is quoted as saying, "Wasn't initially sold on the idea, but end result has been strong in that those participating are satisfied and production is of higher quality."

Goal 3: Maintain and enhance customer service

Customer service is an important goal of the department and will continue at a high level when the service is provided by a teleworking employee.

BQA staff have many different customers, including residents, patients, providers, and the public. During the pilot, customer service was measured by work performance, with the hypothesis that decreased job performance would lead to poor service to the Bureau's customers.

Telework supervisors indicated no change in the teleworkers customer service with residents, clients, providers and others as a result of their participation in telework. A majority (73 percent) of teleworkers reported that they were more effective working away from the office. Even more (93 percent) reported that they had sustained or increased client support/customer service and most (83 percent) reported they had no change or improvement in team/peer communication.

According to the Assisted Living Section Survey Staff Summary Report, telework appears to reflect more efficient use of resources. Average office time for participants in the telework pilot was 11 percent, compared to a statewide average of 14 percent. When the entire region (NRO) teleworks, average office time went down to 8 percent. Additional productivity data can be found in Appendix C.

Based on the BQA Telework Project survey results, teleworking appears to facilitate an improvement in worker productivity. Seventy-nine percent (79 percent) of teleworkers reported improved productivity and overall work performance, with the remaining reporting no change. Supervisors reported improved or sustained productivity (100 percent) and improved or sustained overall performance (100 percent) for teleworkers during the pilot period.

Telework surveys conducted by other organizations have noted a resistance by management to offer a telecommuting work option. The results of the BQA survey had opposite results. Responses from supervisors did not support the notion that telework is resisted by management. For example, none of the supervisors felt that teleworkers required more supervision or monitoring and only one indicated that teleworkers are more difficult to evaluate.

Goal 4: Assess the cost benefits of Telework

Telework has the potential for increased employee retention. Telework should reduce absenteeism, stress, and time lost due to commuting. It may reduce recruitment and travel costs. Additional savings may result through reduced office space needs and training costs from reduced attrition

This workgroup reviewed a variety of telework studies. Most studies shared a common theme in the area of cost benefit analysis. Efforts to determine actual business and/or personal savings from telework are difficult to obtain. However, most reported savings to both the business entity and the teleworker. This is the case with BQA. The Department's Fiscal Management System (FMS) does not contain personnel identifiers, making it difficult to isolate expenses to any individual. The short pilot program has not provided enough data for any significant trend analysis.

Retention and Recruitment
The telework pilot did not provide enough time to study any issues relating to turnover. Two of 29 teleworkers accepted different positions and did not complete the pilot. BQA as a whole has averaged a three-percent vacancy rate for the duration of the telework pilot, down from six percent one year ago. The State budget reductions are also restricting staff movement and has affected the recruitment process.

Travel Costs
FMS collects travel costs by Responsibility Area (RA). This data shows there were no major changes in travel costs for the twelve-month period ending September 30, 2004. Average travel costs for the Rhinelander regional office increased 2 – 3 percent during the Telework pilot project. Rhinelander was selected for travel reviews as it had the highest ratio of surveyors (90

percent) in Telework status. However, during the same period, state agencies were required to return fleet cars. This modest increase could also be reflecting the loss of fleet vehicles. Teleworkers are reporting savings in both commuting time and related personal costs.

Increased Productivity
DOHAAS (Division of Health Activity Accounting System) is the time reporting system used by all BQA staff to define daily, specific activities performed and the funding to pay for this work effort. While more complicated than any private sector billing system, DOHAAS essentially serves this function. Facility Time (billable time) are hours that surveyors spend on complaints, surveys, verification visits and other functions. Other functions include licensure, consultation, forfeiture and legal issues, construction plan review and site visits, care level determination and facility monitoring. Facility time allocates more time to federal programs, providing budget relief to state funding sources. DOHAAS also collects office time; those activities that are not specific to any single program or facility and administrative time. Leave and training time are also accounted for in DOHAAS. Supervisors receive quarterly reports summarizing staff activities and began to monitor survey staff "office" time, with reductions in this activity for the past several quarters.

For the quarter ending September 30, 2004, teleworkers averaged 72.5 percent facility time. This compares to 65.5 percent for all surveyors. Facility time has increased from the same period last year, July 1 – September 30, 2003, prior to the telework pilot. Surveyors that are now teleworking reported an average of 70.25 percent facility time compared to 63 percent for all surveyors. Both groups (teleworkers and all surveyors) increased facility time by two percent from last year. The DOHAAS data implies that the staff selected for the telework pilot are generally more productive (whether teleworking or not) than the entire group of surveyors. It is possible however that all Bureau staff have become more precise in completing DOHAAS time reports.

Office Space
BQA spent $1,058,568 for office space in FY 2004. Telework savings in office space are estimated at $450,620; a reduction of 43 percent annually. This estimate is based on 115 survey staff (80 percent) teleworking if given the opportunity. The Bureau may experience increased telephone costs, either providing telework survey staff with a second telephone line or Internet access in their homes. This additional cost is estimated at $600 per FTE per year ($50 per month per surveyor). Initial set-up costs are included. Increased telephone charges could cost BQA $69,000 annually. Overall savings are estimated at $361,620; rental savings less increased telephone/internet expenses.

Actual rent reductions are difficult to calculate as the Department distributes rent costs to all divisions/bureaus based on the total FTEs at the time the rent is paid. With the many position cuts in the current and future budgets, rental costs will increase per FTE with fewer staff to distribute costs over. Real rental savings for the Department and BQA will only be obtained when office space is vacated.

BQA has already realized savings in office space and related costs from telework. Last spring, the Milwaukee regional office was redesigned. Since surveyors are generally in the field, office

space was reduced from the standard cubicle to a "kiosk," a work area four-feet wide with privacy panels. BQA saved $111,800 in new systems furniture, and reduced office space needs by 3,000 square foot. Rental savings beginning July 1, 2005, will be $58,800 per year. Surveyors will also share telephones. An estimated $7,000 per year in reduced office phone charges is anticipated.

## B.	FUNCTIONAL IMPACT OF TELEWORK

Functional impact of the telework arrangement was evaluated by measuring the results of the participants' work efforts at the alternate work site. The survey tool asked participants, non-participants and their supervisors to rate their perceptions of the impact of telework on the quantity, quality and timeliness of their work product. The survey also elicited feedback relative to staff communication, morale and potential barriers to telework.

Productivity *(Quantity, Quality, Timelines)*
It is somewhat difficult to measure the productivity of BQA field staff. Surveyors and investigators do not produce work that can be quantified by units per hour or units per day. This holds true whether they are out on survey/investigation, in the office, or teleworking from their home. The time involved to complete tasks that surveyors and investigators produce is dependent on many factors. For instance, writing a Statement of Deficiency (SOD) may take a few minutes to many hours depending on the number of citations found, the scope and severity level of each deficiency, and coordinating findings with other surveyors if necessary. The time required to conduct a complaint investigation and document findings depends on how many allegations were investigated, if they were found to be substantiated or unsubstantiated, and coordinating these efforts with other surveyors if multiple staff were assigned to the investigation.

Supervisors of teleworkers had the option of requiring teleworkers to complete a log to track job tasks that were completed during telework days. Supervisor were generally under the opinion that the telework log was not necessary because staff already report time and activity on DOHASS. It would be redundant to require an additional tracking system. Therefore it would not be an efficient use of surveyor's time to complete the log. As a result, the log was not used during the telework pilot.

The survey tool reflected that most telework participants believed that their work productivity (quantity) had increased as a result of their teleworking. The majority of the participants perceived an increase in work productivity. While 23 of 29 participants felt there was an increase in the quantity of their work, seven participants noted a substantial increase in their work productivity.

It was important to maintain the quality of the work product during the telework pilot project. Most participants noted no change in the quality of work while using an alternative work site. Forty–five percent of the participants identified either an increase or substantial increase in their work quality.

The supervisors of telework participants were also given the opportunity to evaluate productivity at the alternate work site. The survey tool allowed supervisors to rate their perceptions on the impact of telework on the quantity, quality, timeliness and communication of job tasks.

The supervisors reported that teleworkers were either as effective or more effective in their jobs as compared to non-teleworker staff. Not one participant was rated as less effective by their supervisor. In addition, supervisors felt there was either no change, and in some situations, an increase in work productivity and work quality among teleworking staff.

The Center for Medicaid Medicare (CMS) routinely evaluates State Agency's performance in a variety of areas. State agency performance standards frequently include timelines for work completion. It was necessary to ensure that the use of the telework arrangement did not negatively impact the timeliness of work completion. Participants were asked in two ways how they perceived the impact of telework on their ability to meet work timeline expectations. First, participants were asked to rate their timeliness of work completion as a result of teleworking and secondly, they were asked if there was a change in the amount of time it took to submit their work products. The majority of the participants in the telework pilot felt they were able to meet or exceed the expectations for timeliness of work completion. Only two of the 29 participants noted a minimal decline in submitting their work products and both noted the reason was related to mailing documents into the office.

Supervisors also rated the timeliness of job task completion by teleworkers. Supervisors agreed that the timeliness for completing job tasks had either not changed or improved as a result of teleworking. Two supervisors indicated that teleworkers were not available to be assigned unexpected tasks in the office.

When asked what effect telework had on the ability of the staff to meet program goals, all respondents indicated either a positive effect or no effect. Additional comments from supervisors indicated that the telework pilot had been a positive experience and had gone smoothly. It was suggested to make telework available to all staff.

Communication
Good communication is frequently identified in the literature as a key success factor in telework programs. Telework participants need to communicate effectively with their peers, supervisor and customers to ensure success at their alternate work site. The majority of pilot project participants felt there was either no change or improvement in communication allowing them to coordinate with peers, initiate new tasks, follow through on projects and access support or IT staff as needed.

Supervisors were asked to rate the impact telework had on communication. Supervisors reported that teleworkers and non-teleworkers had adequate time to interact with each other and that there was no change in the level of customer service. From the supervisor's perspective, it was felt that peer communication was mostly unchanged. However, three supervisors felt telework reduced the communication between co-workers.

Overall, the majority of the supervisors reported that they were able to reach the employee when necessary and that telework did not change the employee's abilities to coordinate with coworkers or complete job tasks as needed. On a few occasions, supervisors did have to alter an employee's scheduled day at the home office to accommodate a business need at the office.

The participants that identified a decrease in their ability to communicate with others or a decrease in their ability to complete job tasks noted problems with having only one phone line and/or having technical problems. From a total of 29 participants, only five identified concerns with communication or job task completion.

Employee Morale
Telework is emerging as an important and attractive work option for employees. Research indicates that telework improves the quality of work life and enhances employee morale.

Prior to beginning the pilot, the participants identified positive aspects of telework and reasons why they decided to be involved in the pilot project. The positive aspects that attracted participants to telework included: decreased commuting time, less frequent interruptions, flexibility of the work environment, decreased commuting costs, increased work productivity, less job stress, decreased leave usage and an increase in autonomy.

The survey asked telework participants to verify, if indeed, they experienced the perceived positive aspects of teleworking. Overwhelmingly, the participants were pleased with the results of the telework experience and identified all eight aspects as positive outcomes for the pilot. The supervisors also noted an increase or substantial increase in their employees' job satisfaction when they participated in telework.

A decrease in commuting time was one of the positive aspects identified by the telework participants. The level of participation from the teleworkers in the pilot did vary. Participants were asked how many days per month they were able to work at home instead of going to the office. Thirteen participants stated they were able to work from home five or more days a month. Two participants noted they came into the office only once a month.

The decrease in the total number of miles driven by the participants was another positive aspect of the telework pilot project. The participants were asked to record the number of miles they saved each month due to the telework arrangement. Nineteen participants, or 66 percent, noted a savings of 200 miles or more each month in their commuting mileage.

The employees participating in the pilot were asked how telework affected their quality of life, job satisfaction and use of personal leave time. Ninety percent of the participants noted an increase, some substantially, in their quality of life as a result of their telework experience. In addition, telework had a positive impact on job satisfaction among the participants. The majority of participants felt that telework had either no impact or actually decreased the use of personal leave time.

The ability to maintain an effective working relationship between the teleworker and the supervisor during the pilot project was considered to be a critical success factor. At the end of

the pilot project, both teleworkers and supervisors were asked to evaluate the impact of telework on their working relationship.

Teleworkers in the Assisted Living Section and the Resident Care Review Section reported a change in their relationship with their supervisor as a result of teleworking. The Office of Caregiver Quality reported no changes. Although change was identified, the majority of the comments made by the teleworkers reflect positive aspects of change.

The supervisors of the telework participants evaluated their perceptions on the impact of telework and the relationship with their employees. Although the majority of the supervisors did not identify any change in their relationship with the teleworker, there were some supervisors who did feel that telework had a negative effect on their communication. Perceptions were shared that telework created a feeling of "distance" between the supervisor and employee and that communication felt "cold."

When supervisors were directly asked to compare the level of supervision needed for the teleworker versus the non-teleworker staff, only three supervisors felt the teleworker required less supervision or monitoring. The majority of the supervisors stated the supervision was the same. All eleven supervisors reported they were able to effectively supervise their employees on the days they worked at an alternative site.

Three supervisors did report a change in their workload related to an increased need for computer support from the office. Although the majority of the supervisors noted no change in their workload, three supervisors indicated their workload had increased due to time spent printing reports/completing forms that are not online and accessing information from the facility file for the teleworker.

The impact of telework on the quality of worklife and employee morale for the non-teleworker was also assessed. Participants, supervisors and non-participants were all asked to identify any impact they felt telework had on the relationships between staff and the team. Eighty-three percent of the non-teleworkers reported there was no change in their relationship with co-workers as a result of teleworking. Six of the non-teleworkers did report a change in their relationship with co-workers and reported feelings of loss in their relationship with peers that were teleworking.

The impact of telework on the team/unit from the perspective of the non-teleworker was mostly positive. The majority of the respondents noted either no change or the changes that were experienced had a positive impact on the team. Although a small percentage, there were seven of the 39 responses that expressed a negative impact on the team from the telework experience. The negative feelings shared were related to concerns with the concept of a "team" when staff was not all in one place at the same time. This concern was consistent with the concern that some staff noted regarding the impact of telework on their relationship with co-workers.

Looking at the potential impact of workload changes on the non-teleworker, the survey also assessed the impact on the team or work unit. Eighty percent of the non-teleworkers felt there has been no change in their workload as a result of working with staff that telework.

The telework participants were also asked to share their perceptions on the effect telework had on the team or work unit. Unlike the non-teleworkers, all participant comments were positive. The participants felt that telework had either no impact or a positive impact on their team or work unit.

Supervisors were given the opportunity to comment and share their feelings regarding how they perceived the effect of telework on the organization. The comments from supervisors included statements such as "… positive, good, improved morale, staff retention and job satisfaction, makes for happier and less tired employees which leads to better productivity…" Although the majority of the comments were positive, a few supervisors did identify the need to address communication and scheduling concerns.

Barriers
Pilot participants and non-participants identified several current Bureau business practices that need to modified in order for telework to be an effective method of work for a large number of field staff. The majority of the concerns revolve around improving the technology including prompt access to ACO, ACTS, Quality Indicator (QI) data (CMS), and provision of equipment such as printers, cell phones, a second telephone line, and fax machines.

The pilot evaluation identified several job tasks that were traditionally and most efficiently completed in the regional offices. These include reviewing applications for new facilities, reviewing facility plans of correction (POC), setting resident levels of care (PPOC), completing offsite prepreparation for recertification and complaint surveys, complaint intake/reviewing incident reports and processing licensure and renewal fees. Some of these tasks such as reviewing applications, POC's and PPOC's are better completed in the regional office as the task and the turn-around time is quick. Mandated offsite prep. for both RCRS and ALS requires reviewing information contained in regional facility files that are not available on line. Currently, these activities are completed by staff on scheduled office days also used for scheduling meetings and team days. In some instances, the teleworker comes into the office on a regular basis, either weekly or when new assignments are given to complete these tasks.

The evaluation of the telework project also included the impact on those staff who did not participate in the pilot. Eleven of 28 telework participants identified that there had been a change in the workload of either their co-workers or the support staff. This change in workload was frequently related to the need for clerical support. Teleworkers contact office staff to obtain information needed from either the facility file or reports not available online such as QI data. This is time consuming for staff in the office and has increased their workload. Consideration should be given to assigning surveyors in the office on a rotating basis to complete reviews of POC's and PPOC's, take complaints, retrieve information from files, etc. Surveyors and supervisors will need to ensure that these tasks are completed as mandated and by the required completion date. (Note: In FY07 BQA staff will no longer be performing PPOC reviews.)

Many teleworkers complete their assignments individually but others work as part of a team and must combine their findings with other team members to complete one work product. Working as a member of a team poses additional challenges for the teleworker. Generally surveyors do

most of their information sharing and decision making together at the facility. However, there are circumstances when due to the size of the facility or the number or complexity of problems identified, additional discussion is needed. Traditionally this has occurred after the team has exited the facility and in the regional office. Although this communication can occur by telephone with teleworkers at their home office, face to face discussion is often more desirable when a number surveyors are making significant compliance decisions.

Additionally, the team is working with a large number of examples (residents) with overlapping issues. One deficiency may contain examples from several team members. A deficient practice may also affect the compliance status of several regulations. Keeping resident and staff identifier lists accurate and following the Principles of Documentation is difficult when surveyors are working in different locations. Surveyors and supervisors will need to determine when it is more appropriate for staff to be in the office to document their findings or how the use of telephone conferencing or other methods of communicating with multiple team members could be accomplished.

Other barriers identified include monthly/bi-monthly reports requiring completion by hand and a signature. These include timesheets, time and activity reports and expense vouchers. While these forms can be completed at home and mailed to the region, it would be more efficient to complete them online with an electronic signature. (Note: The Bureau is developing a proposal to build an electronic web-based time and task system that will in part address some of these "forms" issues.)

C.   TECHNOLOGY ISSUES

Teleworkers used their state assigned laptops and state assigned portable printers if available or they used their own personal printers. All pilot participants were provided phone cards to be used for outgoing calls. Twenty of the pilot participants had state owned cell phones assigned to them, most of which were assigned prior to the pilot. Besides office supplies, no additional hardware was provided.

Connection Method
Multiple connection methods were tested during the pilot. The twenty-nine pilot participants used the following methods at the start of the pilot:
        19 - Dial-up
        10 - Broadband (2-Digital Subscriber Line (DSL), 8 Cable Modem)

Virtual Private Network (VPN) software was installed on the laptops of the broadband users to provide a secure connection to the DHFS network. A batch file was also copied to their laptops to make it easy for them to keep IP addresses in-sink between home and office. Three out of the ten broadband participants used their own personal routers.

All dial-up users were approved for remote access to the DHFS network. Many of these participants had already accessed the DHFS network remotely. The Citrix server was not available at the start of the telework pilot. As a result, dial-up users were informed not to attempt

to use ACO, ACTS, or APIS from home because of the time it would take to bring up these programs. Citrix became available on 8/12/04. With Citrix, dial-up users were able to access ACO, ACTS, and APIS via an Internet connection. There were known Citrix problems related to generating some of the reports, including, commonly used CMS 2567 form and CMS 670 form. These problems remain unresolved at the end of the pilot.

Documentation was created by BQA IT staff prior to the pilot and emailed to each teleworker on how to use either method (dialup or broadband) to connect to the Network with specific steps on how to do it.

Twenty-seven staff were participating at the end of the pilot. (One dropped out due to taking a supervisor position and the other left the department). Sixteen of the pilot participants used dial-up on a regular phone line and eleven used DSL or Cable. One dial-up user changed to DSL during the pilot. Four broadband users purchased routers during the pilot.

Response Time
Listed below are responses that were received from teleworkers when asked how long on average it took them to connect to the DHFS network:

Login Time	Dial-up	Cable	Cable/ Router	DSL	DSL / Router
0-3 minutes	6		2	1	1
4-6 minutes	8	2		2	1
7-10 minutes	2	1		1	
Over 10 minutes					

Twenty-one of 28 teleworkers responded that their connection speed worked well for the programs and files that they accessed. Of the seven teleworkers that indicated the connection speed did not work well, two used DSL and five used dial-up. The two DSL users indicated response time was not adequate for ACO and APIS (about five minutes to open). One of these DSL users switched to a higher speed DSL and was very happy with the response time.

Two of the dial-up users indicated slow response time opening GroupWise and/or accessing the DHFS Internet website. The other three dial-up users indicated having problems with Citrix but did not comment that the speed was slow. One dial-up user commented that opening emails with several attachments or a large attachment was slow. Five dial-up users commented that using Citrix to access ACO/ACTS has helped; however, they need the ability to generate some of the reports that are currently not working via Citrix.

The workgroup also conducted response time tests using DSL and dial-up methods to access GroupWise, the Internet, ACTS, APIS, and ACO. Citrix was used for dial-up access to ACTS, APIS, and ACO. The results of these tests concluded that dial-up with Citrix provided similar response times compared with DSL when accessing ACTS, APIS, and ACO. It did take an average 49 seconds longer to open a PDF file on the Internet using dial-up than it did using DSL. The response time to initially open GroupWise was also longer with dial-up. On average, it took 67 seconds with dial-up and 14 seconds with DSL. Sending a one MB file with DSL

only took 20 seconds whereas it was over five minutes with dial-up. Sending or opening an email without an attachment took two-three seconds for both DSL and dial-up.

It should also be noted that the workgroup contacted the survey and certification agencies of four other states (Florida, Indiana, Oklahoma, and New York) that allow telework for their staff. All four of these states currently only allow dial-up access for their teleworkers.

Printers
BJC-85 printers are the portable printers that are currently used by field staff. Eighteen pilot participants had state owned BJC-85 printers available to use during the telework pilot. At least three of these participants chose to use their personally owned printer instead of the BJC-85 printer. Ten participants used their personally owned printers. Windows NT requires that the printer use a parallel port and does not support USB. This caused problems for several teleworkers that attempted to use personally owned printers with their state assigned laptops. This problem has been eliminated with the conversion by the Department to Windows XP.

All pilot participants indicated that a printer was important for task completion during days that they telework. Seventy-six percent responded that a printer was very important and the remaining 24 percent noted that a printer was somewhat important.

Printing needs varied widely for users. One ALS teleworker only printed the Expense Report and Time and Activity Report. Another ALS participant emailed documents to her supervisor for printing. Many participants indicated that the number of pages that they print depends on the results of the survey. Facilities that have more deficiencies will result in more pages printed. Listed below is a summary of how many pages per month on average teleworkers reported that they print and the types of documents that are printed:

Section	Range	Average	Types of Documents
ALS	0 - 150	62	Expense Report, Time and Activity Report, SODs verification form, survey information, identifier lists, complaints and letters
OCQ	60 – 150	91	Statement of Facts (SOF), e-mails, detailed investigative reports related to on-site investigations, interviews with witnesses and accused, interviews with law enforcement
RCRS	20 – 500	91	Offsite packet information, 2567s, 670s, complaint intake summaries, confidential and non confidential complaint forms, identifier lists, expense vouchers, occasional e-mails and memos, maps or directions to facilities, complaint letters

Equipment
Listed below are the responses for how important the listed equipment is for task completion during days that pilot participants telework:

Equipment	Importance			
	Not Important	Somewhat Important	Very Important	Not Applicable
Personal Computer			29	
Cell phone	4	6	18	1
Dedicated phone line for modem		3	21	3
Fax Machine	5	10	13	
Answering machine/voice mail	1	6	21	1
Printer		7	22	
Copier	2	11	11	3

The eleven participants that indicated a copier was very important were asked to identify what documents they need to copy. Their comments are summarized below:

Indicated Copier is Very Important for task completion on telework days		
Section	Number of Participants	Types of Documents
ALS	1*	Complaint intake and complaint summary, self-report review forms (when hardcopy forms are not available)
OCQ	2	Copies of material for DOJ MFCU, law enforcement agencies and DAs, to copy documents for each case when multiple cases at the same facility, portable copier to take onsite to make copies of facility original documents
RCRS	9	On POC reviews need SOD cover sheet for support staff, copy of pages that are needed for a cite, off-site preparation documents for survey team (pre-copied surveyor note pages that include the agency name and surveyor information at the top, off-site sample list, QI Reports, sample matrix, complaints, follow-up survey information), Class A and B cites to send to Madison, complaints, SODs, monthly reports

*Uses copier less frequently after receiving a state assigned printer

IT Support
Technical Support was mainly provided by BQA IT staff. BQA has one fulltime IT staff person in Madison Central Office and one in the Milwaukee Regional Office. The other Regional Office support was provide by the Madison Central Office IT person and BQA staff in each Region that are being trained to help support as well as perform their BQA position. These staff consist of program assistants, supervisors and a Consumer Protection Investigator.

Twelve (43 percent) pilot participants responded that they encountered technical problems with initial startup, while sixteen (57 percent) pilot participants did not have startup problems. Fourteen (36 percent) participants opened problem tickets during the telework pilot. A total of 45 problem tickets were opened by participants during the pilot. The table below summarizes technical problems that occurred:

Category	Description of Problem/Resolution
Initial Install	Installing the VPN client, problems that resulted because the user did not have a router, printer problems, getting disconnected, and needing additional instructions for using remote access
User Training/User Error	Intruder lockout, login assistance, IE toolbar functions, needing assistance finding and transferring files to H: drive,
Hardware/Software	Upgrade Aspen, Reinstall VPN client, missing Excel, Citrix reports not generating, proper privileges not granted for Citrix applications, monitor settings were inadvertently changed, rerunning nals, printer problems
Global	Dial-up server down

During the pilot, teleworkers that had broadband access were able to run NAL's from their home office when new ASPEN or other program updates came out. BQA staff walked the teleworker through running the NAL over the phone. The broadband teleworkers did not have to come into the office for these types of upgrades. The dialup teleworkers on the other hand had to bring their computers into the Regional Offices and connect to the LAN in order to upgrade their programs. Many minor issues (missing icons on the desktop, mouse, keyboard and printer issues, intruder lockout and password resets) were able to be resolved via a phone call with BQA IT staff. Other issues with corrupted program files, installing printer drivers and hardware failure were resolved with the teleworker bringing their equipment into the Regional Office for repair.

Technology Training Needs
Eighteen (72 percent) pilot participants indicated that no additional computer training was needed and seven (28 percent) felt that they needed more computer training. The following programs were identified and the number of staff that indicated each specific area is listed below each program:

GroupWise	ACO	ACTS	APIS	Word	Network Connection
2	2	3	1	5	5

RECOMMENDATIONS

The evaluation of the telework pilot indicates that telework goals were achieved. Information collected during and after the Telework Pilot from teleworkers, supervisors and non-teleworkers support that the telework pilot was successful. However, there were problems and issues that should be addressed that would improve telework for BQA staff. The recommendations of the Telecommuting Workgroup are discussed below.

- **Expand Telework Options**

  The pilot participants were field staff that work the majority of their time away from their BQA offices and are already equipped with laptops with modems. In addition, many have state assigned cell phones and portable printers. Staff were familiar with working away from the office. This made working from home an easy transition for pilot participants and perhaps supervisors as well as they are already accustomed to monitoring field staff performance.

  The Telecommuting Workgroup recommends that telework be implemented and that telework be a voluntary work option that is available to all appropriate staff. Although 100 percent of the pilot participants indicated that they would telework if it were implemented, 30 percent of field staff that completed the non-teleworker survey indicated that they would not choose to telework. Some of the reasons that were provided include staff living very close to the office location, not wanting to use their home for work, feeling that they would be more productive in the office, not having the necessary space at home to dedicate as a office, and having other family at home during the day that would be distracting.

  Prior to the pilot, the Bureau already allowed three non-field staff to telework from ten to 40 hours per week. Their time in the office is focused on those tasks that cannot be completed at home. Completing other assignments (such as reading and writing) at home has allowed them to devote the time necessary to completing many projects. These staff have the tools necessary to work from home. They are flexible with regard to their time in the office and at home. They have adjusted their schedule and have been available for meetings outside the normally scheduled office time to ensure the work of the unit is not disrupted. Based on the production of quality assignments under this alternate schedule, they have demonstrated their ability to contribute fully to their positions while working from home part-time.

  The approval to telework should be reviewed on an individual basis. Telework should not be an option for all BQA staff. The Telework Policy and Procedure manual identifies job tasks that are appropriate for telework and also lists individual work-related characteristics that staff should possess before being considered for telework. Position descriptions and performance evaluations should support these qualifications before telework is approved for an individual.

- **Allocate Work Between Teleworking and Non-teleworking Staff**

  Given that not all work in the Bureau is suitable for teleworking, it is essential that a fair balance in terms of quantity and quality of work be maintained between teleworking and non-teleworking staff. It was noted by some supervisors and non-teleworkers that there were occasions that staff in the office were given assignments instead of the telework staff. Thirty-nine percent of teleworkers indicated that the workloads of co-workers or support staff were changed due to telework and 20 percent of non-teleworkers indicated that there was an increase in their workload as a result of telework. It was also noted that on days that teleworkers are in the office there are more distractions to office staff and more socialization occurring.

  The survey results indicated that not all job tasks are appropriate for telework. Forty-three percent of teleworkers and 58 percent of non-teleworkers (includes office/support staff) indicated that they have job tasks that are not conducive for telework.

  All of these issues noted above need to be addressed. Training can alleviate some of these concerns. Office resources may need to be restructured to support telework. Options include rotating teleworkers to be in the office to cover tasks that need to be completed in the office, modifying job descriptions to include mailing/faxing documents to teleworkers, and brainstorming on ways for teleworkers to have the necessary resources available so that office staff are not affected. These concerns need to continue to be monitored.

- **Revise Travel Policy**

  In the past, the Headquarters City was a designated Regional Office for field staff. It is recommended that the "Headquarters City" be identified as the teleworker's home for staff that telework full-time because their home will be their primary work site. This is consistent with the BQA Travel Guide Handbook that defines the Headquarters City as "The area within the city or village limits where an employee's permanent work site is located and the area within a radius of 15 miles (based on odometer mileage) from the employee's permanent work site."

  However, consideration must be given to the ramifications of this definition on days that teleworkers are scheduled to be in their Regional Office location. For instance, there are staff that currently live over two hours away from their Regional Office location. If these staff telework, and their home is considered their headquarter city, on days that they are scheduled to be in the office, current policy would suggest that they would be on work status during the four-to-five hours that they are commuting to and from the office and only working three-to-four hours per day. Conversely, the BQA Telework Pilot would indicate there are numerous instances where a temporary work site (survey location) is closer to the employees' home (headquarter city) than the Regional Office.

  It is expected that the number of times teleworkers will be required to report to the office will be limited. Results from the telework survey indicate that under current practice, some field staff need to be in the office to complete certain job functions. Currently RCRS staff

are required to report to the office at least once per month on scheduling days. If all staff are required to be in the office on specific days, consideration must be given to how reduced office space will accommodate staff. The reasons for staff needing to be present in the office should be reviewed to identify if other approaches are possible that don't require staff to actually be in the office.

- **Technology**

  Although expenditures were very limited during the pilot, to implement a statewide teleworking program the state will incur additional costs to outfit teleworkers with necessary resources and to develop and maintain an infrastructure to support telework. These expenses are offset by reduced office space and eliminating other office resources such as individual office phones.

  Teleworkers must be required to use state owned computers/laptops. DHFS computers are configured to meet Department standards and will have the necessary program applications installed including proper virus protection software. Laptops currently all have internal modems.

  The pilot results reflect that both dial-up and broadband users can work effectively from their home. The response time with a broadband connection is faster for certain tasks but field staff use locally installed program applications for many of their job tasks. In addition, not all staff will have DSL/cable available at their home location. Having ACO, ACTS, and APIS available on Citrix has allowed dial-up users efficient access to these program applications. However, it is crucial for dial-up users to have the known problems with Citrix corrected prior to full implementation of telework.

  Listed below are estimated costs that are associated with dial-up and broadband connection methods. Broadband is not available in many areas throughout the state. The use of a satellite connection was not recommended because of the much higher installation cost and higher monthly expense.

  - Dial-up: Initial installation and monthly charge for a phone line to be installed at the teleworker's home to be used for dial-up access to the network. Once connected to the network, dial-up users may use Internet Explorer on the network for job tasks that require the Internet including accessing program applications on Citrix. Dial-up users can also access and utilize GroupWise, Internet, Microsoft Office applications and shared network files.

    Estimated cost - Phone line installation $100-$200. Monthly $10-$20. Note that there is a four cents per minute charge for the toll-free phone number that is used to dial-up to the DHFS network from outside the local Madison area. (Example: Teleworker dials in on toll-free line 1hr. per day, 5 days a week – cost per week would be $12.00 or approximately $48.00 a month.)

Page 19

- Broadband: Initial installation and monthly charge for a cable modem or DSL to be installed at the teleworkers home. The Cable/DSL Internet Service Provider (ISP) is used to connect to the DHFS network. A broadband modem is also required. Some vendors allow the customer to use their own modem and other vendors require that the vendor's modem be used. Some vendors include the cost of the modem with the monthly charge. The option to lease a modem is a common practice with vendors. A router is also recommended if the teleworker also has a personal computer that is connected to DSL/cable. DHFS should not be expected to cover the entire monthly cost of cable/DSL as it is anticipated that this connection will also be used for personal use. Costs vary depending on the vendor and the service level package purchased. Recommend a high-speed service level.

    Estimated cost - Initial installation $0-$120. Monthly $30 for lower speed service level up to $50 for a higher speed service level. Purchase of a modem is approximately $80- $120. Monthly lease for a modem $0-$5. Router $40.

Phone Options:
Recommend that teleworkers use a state owned cell phone for all calls if there is cell phone reception in the home. Many surveyors/investigators already have state owned cell phones assigned to them so that they have access to a phone while out in the field. Their cell phone will be their work phone eliminating the need for an office phone. It is expected that the majority of teleworkers will have cell phone reception. For teleworkers that do not have cell phone reception in their home, the following are possible options that may be considered:
1) Use state phone cards for outgoing calls and a office phone to receive messages, or
2) Use state phone cards for outgoing calls and the additional phone line that is installed in the home for incoming calls, or
3) Use additional phone line for all calls. (Note that the additional phone line is only available for dial-up users.)

Printer/Copier/Fax:
All pilot participants indicated that a printer was important for telework but the printing needs varied widely. The Canon BJC-85 portable printers that are used by field staff are not intended for high volume printing. If the teleworker's job tasks support the need for a higher quality/speed printer, a printer other than the BJC-85 would be recommended. The HP LaserJet 1012 or HP DeskJet 450ci may be options. The HP LaserJet 1012 is a smaller LaserJet printer but would not be considered a portable printer. The HP DeskJet 450ci is a portable printer.

The majority of the pilot participants indicated that a fax machine and a copier were important for task completion during days that they telework. The ability for teleworkers to receive a fax was more important than the necessity for teleworkers to send a fax. The use of Digital Senders in the regional office location to scan and electronically send documents to teleworkers would be very beneficial. Many documents come in to the Regional Offices from providers that are being surveyed or investigated, in a non-electronic form and need to be sent to the surveyor or investigator in a timely manner during the survey. The Digital Sender can scan and send the document in less than a minute. Currently with Telework,

these documents need to be mailed to the teleworker's home which can take days, or a non-telework staff in the office would have to go to a workstation with a scanner, login, scan the document and put it on a network shared drive, then go back to their own workstation and find the document and email to the teleworker. This process can take from 15 minutes to an hour. Whereas, the Digital Sender can be connected directly to the network and does not require to be connected to a workstation, eliminating the need for a network login and allowing quick access to multiple users. A Digital Sender provides the technology to send documents to multiple users simultaneously as compressed PDF or TIFF files. These documents can be sent as an email or can be sent directly to the user's network drive. The later would allow dial-up users faster response time to open the file. (Estimated cost - $2,500 each.)

The needs of each staff person should be reviewed as part of the approval process and the necessary hardware should be provided to accommodate required job tasks. Teleworkers may choose to use their own personal printers. (Eleven telework pilot participants used personally owned printers during the pilot.) Many staff may only require a portable printer. If the job tasks justify the need for fax and/or copier, then perhaps a multi-function device that can print, copy and fax should be supplied. These devices would not be portable to take onsite during a survey. An option may be the HP LaserJet 3015 All-in-One.

Device	Portable	Estimated Cost	Black and White Pages Per Minute
BJC-85 Printer	Yes	$300	5
HP LaserJet 1012 Printer	No	$200	15
HP Desk 450ci Printer	Yes	$250	9
LaserJet 3015 All-in-One Printer/Fax/Copy/Scan	No	$300	15

Shredders:
Paper shredders should not be supplied. Confidential documents should be hand shredded or may be brought to the office to be shredded.

BQA IT Support:
Technical problems experienced by teleworkers should be called into the Department's Help Desk. BQA IT support staff monitor the Help Desk problem queue for problems submitted by staff assigned to their office location. They will contact the teleworker to resolve problems. During the pilot, technical assistance was provide over the phone and in some situations the teleworker was required to bring their laptop and/or printer into the office.

Software Updates
Software updates to DHFS computers happen on a regular basis through a program called Network Application Launcher (NAL). These are referred to as NAL's. Teleworkers that are using Broadband can be easily instructed on how to run NAL's while logged in from home and have no need to bring their computers to the office for software upgrades. Dial-up teleworkers on the other hand would need to bring their computers into the office approximately once a month to receive software updates.

Virus scan updates are automated to both broadband and dial-up users every time they connect to the network.

Hardware Problems
Broadband and dial-up teleworkers would need to bring their computers into the regional office for any hardware problems that may arise.

Additional Department Resources:

1) Sufficient resources on the VPN Port Replicator for increased access needs for broadband connections. (VPN Client already available.)

2) Sufficient lines/modems available in modem bank for dial-up users.

3) ACO, ACTS, APIS applications available on the Citrix Server and resolution to the problems that have been identified in generating reports.*

4) Networked Digital Senders installed in BQA Regional Offices.

5) Coordination with telecommunications staff to install additional phone lines in teleworker's homes, broadband installation, and assignment of cell phones.

*Resolving the Citrix problems is a key issue in making telework an effective work option for staff that use dial-up access.

- **Office Equipment**

  Locked, wheeled suite-cases are currently available for field staff to transport survey documents and manuals. Completed survey and complaint documents should be stored in the regional office and/or central files. Many manuals and reference materials are now available online. The recommendation of the workgroup is to not require the department to provide office furniture including desks, chairs, and file cabinets to teleworkers. Telework is a voluntary work option for staff. Staff that choose to telework are required to assume responsibility in providing a location in their home that is suited for completing job tasks during telework days. General office supplies should be provided including printer cartridges.

- **Transferring Documents**

  The United States Postal Service (USPS) and the United Parcel Service (UPS) should be used to mail documents to and from teleworkers. Both generally deliver within one-to-three days from mailing. USPS is the most cost effective and efficient carrier for items that will fit in a business-size envelope. USPS or UPS may be used to ship items that are larger except for rural locations where UPS adds a surcharge, then USPS should be used. Teleworkers can request reimbursement on an expense voucher, bill a state issued Purchasing Card (P-Card), or UPS charges can be billed to an established Internet account.

Currently many forms that field staff require are only available in hardcopy. Having more forms available electronically would help reduce the cost of mailing and would also be quicker to transfer to and from the teleworker's home. The Indiana survey and certification agency allows telework and they create Web documents with information for off-site survey preparation. Additional research is necessary to identify what possibilities exist.

- **Phase-In Telework/Evaluate**

  It takes time to learn how to telework efficiently. Not only must the teleworker learn the technical aspects, but also develop a certain self-management and style of organization according to this new way of working. Technical problems are expected to be higher at initial startup. The workload of staff that are in the office may also be effected by staff that are teleworking. For these reasons, it is recommended that telework be implemented in phases. Allow a group of staff in each region to telework and wait a couple of months before allowing the next group of staff to telework. Continue to evaluate telework and the effects it has on business processes including timeliness of work products, office resources needed, technical issues, and methods for supervising and evaluating telework staff. Annual reviews of telework are also recommended.

- **Training**

  The Telecommuting Workgroup recommends that initial training be conducted prior to staff being allowed to telework. This training should include reviewing the Telework Policy and Procedure manual, connecting remotely to the network, using Citrix, transferring files to and from ACO without launching ACO, and tips for being a successful teleworker. Supervisors may need training on managing staff that telework. Topics would include building trust, communicating with teleworkers, evaluating staff performance and managing for results instead of by observation.

  Additional training may be needed for the staff in the regions (generally program assistants) that have taken on added responsibilities of helping with IT support. Currently four of the five Regional Offices have no fulltime IT support staff. IT support for BQA is provided by the Central Office BQA IT support person and one IT support person in the Milwaukee Regional Office. The four other regions are supported by BQA volunteers who hold other full time positions and are backed up by the primary BQA central office IT person. The primary BQA IT Support person in central office continually trains, updates and provides documentation to the regional support staff on problem resolution and connection issues for telework.

- **Telework Policy and Procedures**

  The Draft Telework Policy and Procedures should be reviewed and finalized to be consistent with the terms and conditions that the Department approves.

Appendix A

Workgroup Members

BQA Director's Office - Central Office
Otis Woods - Executive Sponsor
Larry Schneider
Deb Bursaw
Pam Granzen

Assisted Living Section
Jerry Riederer, NRO

Office of Caregiver Quality
Shari Busse, Central Office

Health Services Section
Horst Schmidt, SERO

Provider Regulation and Quality Improvement Section
Chris Benesh, Project Leader, Central Office
Ellen Budden, IT Consultant, Central Office

Resident Care Review Section
Pat Benesh, SERO
Cheryl Bott, SRO
Jacque Opfer, NRO

Consultants:
DDES-Administrator's Office
DMT-Bureau of Personnel and Employee Relations (BPER), Jim Billings
DMT - Bureau of Information Services (BIS)

APPENDIX B

	RCRS	Asst. Living	Health Services	OCQ	CLIA	PRQI	Total
Pilot Telework Applications Received							
Central Office						2 (not approved)	2
SRO-Madison	2	2 (late)		3	2 (June start)		9
SERO-Milwaukee	6	3					9
NERO-Green Bay	8	1					9
WRO-Eau Claire	8						8
NRO-Rhinelander	7	3 (all)					10
Total	31	9		3	2	2	47

	RCRS	Asst. Living	OCQ	Total
Summary of Pilot Telework Participants by Region and Section				
SRO-Madison	1		3	4
SERO-Milwaukee	6	2		8
NERO-Green Bay	3	1		4
WRO-Eau Claire	4			4
NRO-Rhinelander	6	3		9
Total	20	6	3	29

Telework Pilot Participants		
Name	**RO**	**Section**
Carol Barbian	NERO	ALS
Julie Johnson	NERO	RCRS
Janet Linjer	NERO	RCRS
Brenda Tyczkowski*	NERO	RCRS
Mary Eckwright	NRO	RCRS
Jacque Opfer	NRO	RCRS
Lori Metcalfe	NRO	RCRS
Mary Joost	NRO	RCRS
Kris Carew	NRO	RCRS
Leona Magnabosco	NRO	RCRS
Jerome Riederer	NRO	ALS
Cynthia Larson	NRO	ALS
Kim Schaut*	NRO	ALS
Fay Walker	SERO	RCRS
Ann Gehred	SERO	RCRS
Geralyn Spitzer	SERO	RCRS
Mary Seruga	SERO	RCRS
Michelle Clements/Wise	SERO	RCRS
Lori Anderson	SERO	RCRS
Cindie Wilber	SERO	ALS
MaryBeth Hoffman	SERO	ALS
Linda Mabie	SRO	OCQ
Faye Krebs	SRO	OCQ
Mary Kinnaird	SRO	OCQ
Cheryl Bott	SRO	RCRS
Debra Larson	WRO	RCRS
Karen Langland	WRO	RCRS
Robin Edwards	WRO	RCRS
Debra Rowe	WRO	RCRS

*Not participating at the end of the 16-week pilot because of job changes.

APPENDIX C - Productivity Data

OCQ Investigation Statistics

The investigation procedure for caregiver misconduct complaints is the minimum standard for all cases. OCQ investigators follow these guidelines to ensure a timely response to complaints with thorough and fair investigations and determinations. Investigators are expected to complete all investigations within 60 days of assignment, unless extenuating circumstances exist and have been discussed with the Caregiver Investigation Lead, e.g., police investigation in progress requests caregiver investigation delayed. A case that is complete but is awaiting action by a third party (e.g. law enforcement, DA) may be placed in outlier status.

A case that can not be completed in the 60-day timeframe due to extenuating circumstances (e.g. heavy caseload, difficult/complicated cases, unexpected leave and delays due to collaboration efforts with other agencies) may be granted an extension. When the investigator identifies a situation that prevents prompt completion, the investigator e-mails the Caregiver Investigation Lead with the reason for the extension and an estimated due date. Cases in extension status are still considered open in terms of current caseload (as opposed to outlier cases).

The following statistics compare the number of investigations completed by the thre OCQ investigators during the 2004 pilot period and the corresponding period from the prior year. They consistently completed 21 percent of the total investigations during both timeframes.

Caregiver Misconduct Investigations				
	July - Sept 2003		July - Sept 2004	
Total Cases Completed	192*		159**	
Completed by 3 Teleworkers	**40**	21%	**34**	21%
Length of Investigation:				
<60 days	22	55%	17	50%
61 - 90 days	16	40%	13	38%
91-120 days	2	5%	1	3%
>120 days	0	0%	3	9%
Total	40		34	
Average length of investigation	63		74	

* by 5 OCQ & 4 NSI investigators
**by 4 OCQ & 2 NSI investigators

>120 = Outlier status due to law enforcement involvement

Note: Between July-September 2003, 44 percent of the investigations completed in greater than 60 days were granted an extension due to extenuating circumstances. Between July-September 2004, 82 percent of the investigations completed in greater than 60 days were granted an extension due to extenuating circumstances or placed in outlier due to law enforcement involvement.

Resident Care Review Section

Wisconsin as a State Agency (SA) receives numerous complaints on long term care facilities every year. CMS measures the SA's timeliness and quality of complaint investigations under Performance Standard #6. Emphasis A measures that the SA maintains and follows guidelines for the prioritization of complaints and incidents. Emphasis B measures that the SA investigates all complaints it receives within the prescribed time limits:

- Immediate Jeopardy (IJ) - complaints that allege immediate jeopardy are to be investigated within no more than two working days.
- Non IJ High - complaints that allege actual harm that may have negatively impacted residents are to be investigated within an average of ten working days, completed by 20 working days.
- Non IJ Medium - complaints that may cause or have caused actual harm of limited consequence are to be investigated within 60 calendar days.

For a three-month period, July-September 2003, all long term care facility complaints received and triaged by the SA in one of three categories were investigated within the CMS time limits. For the same three-month period in 2004, in which surveyors were participating in the telework pilot, all complaints received and triaged by the SA in one of three categories were completed within the CMS time limits. Long term care facility recertification surveys were also completed within prescribed timeframes.

Long Term Care Facility Survey and Complaint Activity		
	July - Sept 2003	July - Sept 2004
Recertification Surveys	104	115
Immediate Jeopardy Complaints	11	19
Non IJ High Complaints	94	65
Non IJ Medium Complaints	175	207

Assisted Living Section Enforcement Data - Northern Region Office

The Assisted Living Section maintains data for quality assurance purposes to monitor the efficiency and timeliness of regulatory activities. For example, data are compiled regarding the average number of days between a survey "end date" and the date an enforcement determination is made. Monitoring timeliness is important because nearly 25 percent of the surveys conducted statewide include some type of sanction (enforcement) and providers do not receive their survey reports until enforcement decisions are finalized.

In the Northern Regional Office, from July to September 2003, prior to the telework initiative, the average number of days from "survey date" to an enforcement decision was 33.6 days. From July to September 2004, during the telework project, the average number of days from the survey date through the enforcement review process improved in the Northern Regional Office by 16.1 days (from an average of 33.6 days to an average of 17.5 days).

Activity	July - Sept 2003	July - Sept 2004
# Surveys with Enforcement	9	18
Average days from "survey date" to "referred for enforcement"	24.5	13.5
Average days from "survey date" to "enforcement decision"	33.6	17.5