

Recovery Technology

Annual Quality Management/Performance Improvement Plan Outcome Report

2014

Recovery Technology LLC
Quality Management/Performance Improvement Plan
Outcome Report 2014

The following Goals were set in Recovery Technology's Quality Management/Performance Improvement Plan for 2014. The outcome of each goal is explained:

Goal #1: Continue to market Recovery Technology/Solutions to Well Being in a way that increases public awareness and prevention/education to a broad scope of stakeholders in the community (Access).

Objective #A: Recovery Technology will make presentations in at least 6 organizations this year: Recovery Technology was able to achieve this objective and has made many presentations in the community. Please see Attachment D: Community Outreach Log for a list of ways Recovery Technology has increased public awareness and prevention/education.

Goal #2: Recovery Technology will continue to strengthen a healthy work environment.

Objective #A: The management team will continue to strengthen their Nurtured Heart in the Workplace skills by effectively implementing that skill set consistently in all interactions with staff and other Recovery Technology stakeholders (effectiveness and efficiency):

Recovery Technology management staff worked toward implementing the Nurtured Heart Workplace in all areas, from staffing issues to interactions with other providers and our interactions with clients. The management team feels that this approach has been very effective, especially in the area of dealing with issues that arise with staff. Staff who are having difficulty in areas of job performance meet with the leadership team to problem solve the issue and have staff maintain accountability of improving their performance. Staff have responded to this by actually wanting to come to the leadership meetings on Friday, and love that they feel supported and appreciate the accountability aspect. Staff satisfaction is measured, and the scores indicate that staff are overall happy with their jobs at Recovery Technology.

Objective #B: Recovery Technology management will host events periodically throughout the year that will simply be a time of connecting with people from other departments and sharing successes and acknowledging staff for their accomplishments:

Recovery Technology hosted an anniversary party in February, a fall staff appreciation party, a Michigan/Michigan State game day potluck and our annual Christmas celebration. All of these events were well attended and staff appeared to enjoy them. In addition, staff "adopted" a local personal needs closet at a church that Recovery Technology has a relationship with. The church was very appreciative to have their personal needs closet stocked so fully. See attached letter.

Goal #3: Recovery Technology will assure that all staff consistently receives their annual required trainings in a meaningful way that will improve their clinical practices and strengthen the workplace (efficiency and effectiveness):

Objective #A: Training records will be audited periodically and at the end of the fiscal year to determine compliance, with an expectation of 100% on required trainings:

This objective was accomplished by all staff completing 100% of their required annual trainings. Self-audits and an audit by LifeWays/Department of Community Health confirmed this.

Objective#B: Employee surveys will measure satisfaction with the quality and effectiveness of in house trainings (efficiency and effectiveness):

This objective has been met. The majority of staff who completed the satisfaction survey felt that in-house trainings are useful and assist in their ability to do their jobs. While this was not our highest scoring question, it does appear that the trainings are meeting a need. Recovery Technology is continually looking for ways to improve trainings and make them more relevant to staff.

Goal #4: Audits: On an annual basis, regulatory audits will demonstrate superior organizational performance.

Objective #1: Recovery Technology will score a 95% or better on all audits (efficiency, effectiveness).

Recovery Technology had one major audit this past year by the Michigan Department of Community Health and LifeWays. This audit was quite successful. The only recommendations was regarding criminal background checks. The State of Michigan has changed their standard. Recovery Technology was marked down on staff who have worked her ten years and have an annual background check, but since there was not evidence of a criminal background check completed before the staff was hired, we were cited. Recovery Technology has already greatly improved processes like this since its early days. Also the state is only able to cite us one time on this, so no plan of correction was necessary.

Recovery Technology also had several smaller audits performed by third party insurance companies. No problems were found by these audits. For further details or to see the results of these audits, please see 2014 Corporate Compliance Outcome Report.

Recovery Technology has continued to do monthly billing audits on all staff on all billed services. Staff have come to appreciate this checks and balance approach and it catches any potential problems before they are “out of control.”

Goal #5: At least 60% of Recovery Technology’s discharges are described as “successful discharges.”

Objective #1: Discharges will be totaled at the end of the fiscal year. Successful discharge will be described as completion of treatment or discharged for reasons beyond our control (effectiveness and satisfaction).

The following is a break-down of all discharges completed by Recovery Technology during 2013:

Authorization Ended: 26

Ineligible insurance: 41

Deceased: 26

Completed Goals: 336

Referred to further treatment: 22

Provider non-compliant: 8

Agency withdrew: 4

Moved: 116

Consumer refused treatment: 143

Referred to PCP: 2

No show: 644

Factoring out the clients who never made it to their first service at Recovery Technology, there is a total of 889 discharged clients who actually received some treatment. Of the 889:

*95% of these discharges are “successful” discharges. This means they completed treatment or were discharged for reasons beyond Recovery Technology’s control.

*5% of discharges were “unsuccessful” discharges. This means they were discharged for “Refused Treatment,” “Provider Non-compliant,” “Agency Withdrew,” or a reason that Recovery Technology had no control over.

Discharges by Service:

Case Management total discharges: 179

Successful: 100%

Unsuccessful: None

Assertive Community Treatment/IDDT total discharges: 30

Successful: 100%

Unsuccessful: None

Outpatient Therapy total discharges: 410

Successful: 99.9%

Unsuccessful: 0.1%

Psychiatric Services total discharges: 128

Successful: 99.9%

Unsuccessful: 0.1%

Batterer's Intervention Program total discharges: 108

Successful: 64%

Unsuccessful: 36%

Anger Management Program total discharges: 20

Successful: 69%

Unsuccessful: 31%

Pro-bono intern services total discharges: 12

Successful: 100%

Unsuccessful: None

The numbers of successful discharges have increased greatly in 2014. Recovery Technology has become much more focused on outcomes and engagement of clients. Recovery Technology staff have increased their consistency in correctly discharging its clients. Recovery Technology has also improved discharging clients who are not willing to engage in services.

Analysis of the data shows that when clients engage in treatment at Recovery Technology, the outcomes of the treatment are favorable and clients are able to accomplish their goals or receive the appropriate services through assessment and transfers.

Recovery Technology has also concluded based on analysis of the data that getting clients to engage in services is our biggest challenge. Recovery Technology continues to provide “same day services” whenever possible. In other words, if a client presents at Recovery Technology we would attempt to get an immediate authorization from their insurance company and have the client seen by whoever had availability due to cancellations or no shows. We would like to move to this model for psychiatric services when we are able, but currently our psychiatrist have full caseloads and have an approximate 5% no show rate.

Goal #6: Recovery Technology will begin measuring clinical improvement measures in all services.

Objective #1: Recovery Technology will research appropriate outcome measurement tools and implement its use as soon as possible.

Recovery Technology research many outcome tools and decided on the DLA-20 as being the most appropriate for our agency. All staff were trained on the DLA-20 in April, and have been using this tool and collecting data.

Objective #2: All Clinical Staff will be trained on the outcome tool to use on Recovery Technology clients.

All clinical staff were trained in April and Recovery Technology implemented the use of the DLA-20 on all clients in May.

Objective #3: End of year outcomes will be gathered with a goal of 75% of clients showing overall improvement following discharge from treatment.

This was the first year that Recovery Technology has used a clinical outcome tool. Recovery Technology was only able to collect data on DLA-20's from May to December. Starting a project like this had a bumpy start with some confusion from staff. Also making sense of the data at the end of the year had its challenges. The following is a breakdown of the data collected for 2014:

DLA initial score/ACT: 38.64

DLA discharge score/ACT: 37.83

Total: -.81

DLA initial score/CSM: 40.14

DLA discharge score/CSM: 43.52

Total: +3.37

DLA initial score/OPT: 48.52

DLA discharge score/OPT: 52.46

Total: +3.94

Analysis of this data reveals that in the Assertive Community Treatment program, scores declined slightly by .81, while Case Management had an improvement of 3.38 and Outpatient therapy had an increase of 3.94.

Percentage of improvement looks like this:

ACT: -2%

CSM: 8.4%

OPT: 8.1%

The initial scores in each department are what would be expected, with ACT and CSM initial scores being similar and Outpatient having a higher initial score. ACT clients are also considered the most difficult clients in a mental health system, and their lack of progress would also be considered typical. There is also a smaller percentage of discharges from the ACT department, so this would also affect their scores.

Another way to look at the data from DLA's in 2014 is by diagnosis:

Substance Use Disorders/Initial: 37.66

Substance Use Disorders/Discharge: 42.01

Total: +4.35

Mood Disorders/Initial: 40.05

Mood Disorders/Discharge: 44.3

Total: +4.25

Psychotic Disorders/Initial: 39.03

Psychotic Disorders/Discharge: 39.48

Total: +.45

Anxiety Disorders/Initial: 39.76

Anxiety Disorders/Discharge: 46.98

Total: +7.22

ADD/ADHD/Initial: 46.11

ADD/ADHD/Discharge: 50.05

Total: +3.94

Intellectual Disabilities/Initial: 36.50

Intellectual Disabilities/Discharge: 37.5

Total: +1

Adjustment Disorders/Initial: 37.25

Adjustment Disorders/Discharge: 54.06

Total: +16.81

Impulse Control Disorders/Initial: 53.5

Impulse Control Disorders/Discharge: 61.5

Total: +8

Looking at the data in this manner shows that Adjustment Disorders are treated very successfully, with an average improvement in GAF scores of 16.81, followed by Anxiety Disorders, with an average improvement in GAF scores of 7.22. No Diagnosis that was tracked had a lower discharge score than initial score with all showing improvement. Psychotic Disorders and Intellectual Disabilities showed the least amount of overall improvement. This could be an area that Recovery Technology uses to improve practices in treating these groups.

The outcomes and use of this tool will perhaps be more accurate after collecting data for a full year, and as staff become more comfortable with the tool. Recovery Technology has already completed on "refresher" course during 2014 to help assure that the staff are all scoring the DLA's consistently.

Goal #7: Recovery Technology will work toward obtaining a CARF accreditation in Health Homes.

Objective #1: Recovery Technology continue to move toward becoming a Health Home as outlined in the CARF program standards as part of our array of services, with a program start date of 1/1/15.

While Recovery Technology continues to move in the direction, we still have not met this goal. Recovery Technology staff have increased their training of common medical programs and are addressing these in treatment plans. We are having an increased presence in the community at Primary Care appointments with our clients, and making movement with our own medical staff. Recovery Technology will continue to move in the direction of Integrated Care and becoming a Health Home.

Goal #8: Recovery Technology will achieve 95% or better client satisfaction.

Objective #1: Recovery Technology will use client surveys which will be totaled at the end of the fiscal year. 95% of these surveys will reflect customer satisfaction with the services received.

Recovery Technology received 90 responses to our client satisfaction surveys. Clients are overwhelmingly satisfied with the services they receive at Recovery Technology. Recovery Technology scored very high with questions number 6 and 7, both dealing with staff being hospitable, helpful and treating clients with dignity and respect. Recovery Technology scored the lowest on question #1 which deals with timeliness of services. Recovery Technology continues to address this issue. While we are well within the standards set forth by insurance companies and the State of Michigan, our client's perception is that we do not respond as quickly as we could, and we will continue to seek improvement in this area by offering more intake slots and moving toward an open access system. See attachment C for the results of these surveys.

Recovery Technology also measures other stakeholder input in the form of business satisfaction surveys. Recovery Technology received 60 business surveys this past year. Recovery Technology has also met this goal, and received very positive feedback from our community partners. See attachment A for the results of these surveys.

Goal #9: Recovery Technology will become a Behavioral Health Center of Excellence.

Objective #1: Recovery Technology will provide Rapid Access/Open Access. This means that new and continuing clients are able to get the right care, at the right time, in the right setting.

We will also effectively manage no shows and cancellations, eliminate redundant information collection, and reduce the time from first appointment to completed treatment plan.

Recovery Technology has made good progress over 2014 to offer rapid access to our clients. Some insurance companies are more user friendly and allow us to do this rapidly, others sometimes are less than user friendly. Our billing staff have remained on hold for several hours in an attempt to get authorizations for our clients seeking immediate help. Clients that need to get their services authorized by the local CMH also have some barriers to getting seen by Recovery Technology immediately. However, we have worked hard to overcome these barriers and are in the process of offering some open access in our psychiatric clinic.

Objective #2: Recovery Technology will provide comprehensive/whole person care. This means that each person will have a single care plan that includes what's needed to move toward whole health, with primary care as a necessary part of the service array, and mental health and substance use disorders are also addressed.

Recovery Technology has made improvements in this area. Getting a case rate for Case Management services has helped enable staff to do this more effectively with their client. The company wide trainings educating staff regarding common medical disorders have also moved staff along. While not all of the staff have embraced this model, it is becoming more and more common and Recovery Technology is well on its way to achieving this difficult task.

Objective #3: Recovery Technology will provide a culture of resiliency and recovery. This means that staff engages and empowers clients, understanding that trauma and loneliness are important components of mental health and substance use disorders, and creating community is as important to building resiliency and recovery as therapy and medications.

Recovery Technology staff has also made improvements in this area. We are becoming more and more involved in assisting our clients in building community and helping them to do things that they have never imagined being able to do. Recovery Technology has assisted clients in going to museums, experiencing an apple orchard in the fall, nature parks, ball games and even trips to other states. Recovery Technology has also had many parties for clients throughout the year, with fun activities, photo booths, Karaoke, picnic games etc. For further information, see Attachment D, Community Outreach Log.

Objective #4: Recovery Technology will provide outcomes-based care. Outcome tools relevant to the goals are used to collect baseline information and measurable targets are set. Professional and self-care plans are developed, drawing from scientific evidence about the client's background, conditions and goals. Frequent measurement is made and, if a client isn't reaching their targets, the care plan and self-care plan are changed.

Recovery Technology has made good progress on this objective. Treatment plans are now written to reflect outcomes-based care, with guidelines of what the client will be doing and what the clinician will be doing. This has been a shift away from old practices, and staff are gradually making the needed changes to provide a more holistic care approach to treatment. More information is being obtained from Primary Care and other practitioners so that staff are able to incorporate information and create goals that address all of the client's needs. Progress is reviewed at every meeting, but formal reviews of treatment are done on a quarterly basis.

Objective #5: Recovery Technology will provide high value service. High value services have three characteristics:

- a. **The services are effective in achieving individual outcomes or system-wide outcomes,**
- b. **The services are more cost-effective than alternatives that may have been selected,**
- c. **The services are "lean," meaning that waste (excess costs) has been removed through process improvement activities.**

Recovery Technology and the QI committee have been addressing this and feel that we have made good progress. We are continually looking at our system and way of doing things and making improvements that are more efficient and user friendly to the clients that we serve. Recovery Technology continues to grow and expand indicating that the community values the services we provide and we have a solid reputation for helping people achieve their goals. The feedback we receive from clients and community partners also is reflective of this quality.

Objective #6: Recovery Technology will provide world-class customer service. This begins at the first contact, is reflected in how people are treated during their episode of care, and has significant impact on the outcome of care.

Recovery Technology has done well on this objective. We continually get feedback from our clients and community partners on our customer service, and how much others enjoy dealing with us. We also receive great feedback from our staff regarding how much they enjoy working here and the support they receive from their supervisors. We have a very small percentage of recipient right complaints, and of that small percentage of complaints very few are ever substantiated. We have a low turn-over of staff, and a steadily expanding client base. These are all indicative of "world-class customer service."

Recovery Technology LLC
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Attachment A: Business Satisfaction Survey

Summary of Recovery Technology's Business Satisfaction Surveys 2014

Recovery Technology received 60 responses to our customer surveys in 2014. The following is a summary of those responses:

1. Overall, how satisfied are you with the timeliness in which Recovery Technology responds to you and/or your organization:
 - a. Excellent: 90%
 - b. Good: 10%
 - c. Average: 0%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
2. How would you rate the services provided by Recovery Technology:
 - a. Excellent: 94%
 - b. Good: 4%
 - c. Average: 2%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
3. How well do you think Recovery Technology adheres to Person Centered Planning:
 - a. Excellent: 88%
 - b. Good: 8%
 - c. Average: 4%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
4. How hospitable and helpful is the Recovery Technology staff:
 - a. Excellent: 96%
 - b. Good: 4%
 - c. Average: 0%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
5. Overall, how convenient are Recovery Technology's business hours:
 - a. Excellent: 84%
 - b. Good: 6%
 - c. Average: 10%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
6. Would you recommend Recovery Technology to a friend:
 - a. Yes: 60
 - b. No: 0

7. If your answer to the above question is no, would you like additional information:
 - a. Yes: 0
 - b. No: 0
8. Are you aware of all the services Recovery Technology has to offer:
 - a. Yes: 56
 - b. No: 6
9. Did you know that your input about Recovery Technology is welcomed at any time:
 - a. Yes: 58
 - b. No: 2
10. Do you know who you can contact if you are dissatisfied:
 - a. Yes: 59
 - b. No: 1

The following is a Summary of Comments to question #11: “In What Ways do you think Recovery Technology can improve?”

“I like the way I am treated by the staff.”

“The receptionists are very nice and helpful when we make referrals.”

“Dr. Galecka is great in her collaboration efforts.”

“Recovery Technology is the most helpful place I work with.”

“Recovery Technology staff is great at getting in new clients seen quickly.”

“We always refer our patients to Recovery Technology.”

“Thanks for being so helpful.”

“Your case management department is the best in the area.”

“Outpatient therapists have a reputation for improving the lives of the clients we refer.”

“Thanks for all you do.”

Analysis of Findings:

Recovery Technology again scored very strong with question #4, “How Hospitable and helpful is the Recovery Technology staff.” This appears to be consistent with our other surveys and with the results from last year, that our customers and other stakeholders notice our customer service and enjoy interacting with the staff at Recovery Technology because of that.

Question #2 was the second highest score, “How would you rate the services provided by Recovery Technology?” This is an improvement over last year. It appears that overall the community feels that Recovery Technology services are provided effectively and efficiently.

Question #1, “Overall, how satisfied are you with the timeliness in which Recovery Technology responds to you and/or your organization,” was also once again a strong score, also in line with our other surveys. Recovery Technology appears to be responding quickly and appropriately to needs from our external stakeholders, which appears to be a strength that helps our referral sources. However, our client surveys indicated that this is not always the perception with our clients, so Recovery Technology will continue to seek out ways to improve the timeliness and perception that our clients have regarding this.

Business hours (question #5) and Person Centered Planning (question #3) appear to be our lowest scores again. While these scores are not critically low, Recovery Technology will need to continue to strengthen these areas. We will continue to provide education to our stakeholders regarding person centered planning and reinforce that our business hours are eight to five, Monday through Friday, but appointments outside those hours are also available in order to meet the needs of our clients.

There were also overwhelming positive responses to question #6, “Would you recommend Recovery Technology to a friend.” This is in keeping with our core values of treating our clients how we would want our own loved ones to be treated.

Recovery Technology’s scores improved over last year. Clients and stakeholders appear to be utilizing our website that was fully functional in 2014, as many of the responses came from there. The number of responses was also consistent with other years.

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Attachment B: Employee Satisfaction Surveys

Recovery Technology received 50 responses to our employee satisfaction survey in 2014. The following is a summary of those responses:

1. I have the materials and equipment I need to do my work right:
 - a. Strongly Disagree: 0%
 - b. Disagree: 8%
 - c. Agree: 56%
 - d. Strongly Agree: 36%
2. At work, I have the opportunity to do what I do best every day:
 - a. Strongly Agree: 0%
 - b. Disagree: 4%
 - c. Agree: 38%
 - d. Strongly Agree: 58%
3. In the last 30 days, I have received recognition or praise for doing good work:
 - a. Strongly Disagree: 2%
 - b. Disagree: 8%
 - c. Agree: 32%
 - d. Strongly Agree: 60%
4. My supervisor, or someone at work, seems to care about me as a person:
 - a. Strongly Disagree: 0%
 - b. Disagree: 4%
 - c. Agree: 14%
 - d. Strongly Agree: 82%
5. I have a friend at work:
 - a. Strongly Disagree: 0%
 - b. Disagree: 4%
 - c. Agree: 18%
 - d. Strongly Agree: 78%
6. I am familiar with the mission statement of Recovery Technology:
 - a. Strongly Disagree: 0%
 - b. Disagree: 2%
 - c. Agree: 62%
 - d. Strongly Agree: 36%
7. I agree with the mission statement of Recovery Technology:
 - a. Strongly Disagree: 0%
 - b. Disagree: 2%
 - c. Agree: 28%
 - d. Strongly Agree: 70%
8. I am involved in decision making that affects my job

- a. Strongly Disagree: 4%
 - b. Disagree: 14%
 - c. Agree: 48%
 - d. Strongly Agree: 34%
9. Management has created an open and comfortable work environment:
- a. Strongly Disagree: 0%
 - b. Disagree: 4%
 - c. Agree: 42%
 - d. Strongly Agree: 54%
10. I know my job requirements and what is expected of me on a daily basis:
- a. Strongly Disagree: 0%
 - b. Disagree: 4%
 - c. Agree: 32%
 - d. Strongly Agree: 64%
11. I have received training I need to do my job efficiently and effectively:
- a. Strongly Disagree: 2%
 - b. Disagree: 6%
 - c. Agree: 40%
 - d. Strongly Agree: 52%
12. Training is provided to enable me to do my job well:
- a. Strongly Disagree: 2%
 - b. Disagree: 4%
 - c. Agree: 56%
 - d. Strongly Agree: 38%
13. Management recognizes and make use of my abilities and skills:
- a. Strongly Disagree: 2%
 - b. Disagree: 6%
 - c. Agree: 42%
 - d. Strongly Agree: 50%
14. I am treated with respect by management:
- a. Strongly Disagree: 0%
 - b. Disagree: 2%
 - c. Agree: 28%
 - d. Strongly Agree: 70%
15. I am treated with respect by the people I work with:
- a. Strongly Disagree: 0%
 - b. Disagree: 6%
 - c. Agree: 42%

- d. Strongly Agree: 52%
- 16. I am encouraged to develop new and more efficient ways to do my work:
 - a. Strongly Disagree: 0%
 - b. Disagree: 8%
 - c. Agree: 30%
 - d. Strongly Agree: 62%
- 17. Employees work well together to solve problems and get the job done:
 - a. Strongly Disagree: 4%
 - b. Disagree: 6%
 - c. Agree: 42%
 - d. Strongly Agree: 48%
- 18. Management is flexible and understands the importance of balancing my work and personal life:
 - a. Strongly Disagree: 0%
 - b. Disagree: 2%
 - c. Agree: 14%
 - d. Strongly Agree: 84%
- 19. I would recommend others to work for this company:
 - a. Strongly Disagree: 0%
 - b. Disagree: 2%
 - c. Agree: 28%
 - d. Strongly Agree: 70%

Comments and suggestions:

Rec Tech is by far the best place to work! I am so appreciative of the support, flexibility and fantastic work environment! Thank you!

I still think it would work well having the case management teams in the same office to help with coordination and efficiency.

I have enjoyed my time here. I do wish there was a little more training for this position, but I have had a lot of support since I have started. I wish this company would assist with paying for certification trainings.

I am so thankful for the opportunity to work for Rec Tech. My ideal suggestion: IPADs or even programs to open a zip file.

Keep being awesome!

Thank you for letting me work in a great company.

I love it here!!!

I enjoy and appreciate the flexibility that we are granted to take care of our families. I truly appreciate my coworkers and all the advice and support that they give to me on a daily basis.

I love my job, the learning and the challenges I get to face on a day to day basis is amazing! I have never worked for a place where I was able to use all my skills, and continue to grow them. I am so excited to see where this next year will take me! I have been able to work in all the areas I had wished for when I first hired in and I am very excited to learn the rental and financial side of the business. I am very grateful everyday to be able to come to a place where I don't watch the clock waiting to go home. Most days I have to force myself to go home. All of management has created a great place here, when you have leaders that you know care about you and wants the best for you it makes it easy to want to come to work and to do the best you possibly can everyday. I love being here but I also love knowing that if I need time for my family Recovery Technology is flexible with that. Thank you again for giving me my dream job and for allowing me to grow as a person.

Thank you for providing such a wonderful work environment for all the employees and all the effort that is put into team building activities. Best company I have ever worked for.

I love working here. I cannot believe it will be 8 years. The company has grown so much and I am very grateful to be a part of this growth.

Recovery Technology continues to strive to be a company that maintains integrity with their mission, which encompasses supporting and growing the development of the workforce.

Great company to be a part of. Friendly employees and positive results with clients are some strong points.

I am blessed to have the opportunity to work at Recovery Technology and I hope I continue to grow with the company. I have a desire to educate myself so I can be more useful and needed here at Recovery Technology. The only thing I would like to suggest is maybe one day we could have a retirement plan.

I feel appreciated and respected in my position and would not want to go anywhere else to work as this company is the definition of team work! I have been encouraged and assisted in growing in this field and enjoy the opportunities provided on a daily basis.

Over the past year my job has had significant changes and I have adapted well and embraced them. I try very hard to improve procedures and processes here at our company.

Analysis of findings:

Recovery Technology scored the highest on question #19, "I would recommend others to work for this company." 87% of respondents strongly agreed with this statement. Tied for second highest at 83% each were questions #14 and #18, "I am treated with respect by management" and "Management is flexible and understands the importance of balancing my work and personal life. It would appear that the Nurtured Heart workplace seems to be having a positive effect on the staff at Recovery Technology, as these questions are all considerably higher scored than in previous years. The third highest score at 80% strongly agreeing was question #5, "I have a friend at work." It should also be mentioned that question #7, "I agree with the mission statement of Recovery Technology" was at 75%, which is also a significant improvement over last year.

The lowest "Strongly Agree" question was #8, "I am involved in decision making that affects my job" at 46%. However, the "agree" answer was 48%, resulting in an overall score of 94%. Generally, "disagree" and "strongly disagree" were both minimal in all questions with none of the possible responses being more than 6% collectively, with one exception at 8%. That is question #15, "I am treated with respect by the people I work with." This question also scored low last year, and should be explored in the coming year by Quality Improvement to determine why some people feel that they are not respected by their co-workers.

Recovery Technology has used this survey based on the book, "First Break All the Rules" for 6 years now. The survey was originally used as a Gallop Poll on all types of businesses to determine what made a great work environment. It was the largest poll of its kind ever done. One of the significant findings of this original poll was that people don't leave jobs, they leave bosses. Recovery Technology appears to be improving in the perception of management being helpful and understanding, and we will continue to strive to maintain this level of integrity at all levels of the company by leading by example.

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Attachment C: Client Satisfaction Surveys

Summary of Recovery Technology's Client Satisfaction Surveys 2014

Recovery Technology Received 90 responses to our client surveys in 2014. The following is a summary of those responses:

1. Generally, how satisfied are you with the organization and timeliness of services that Recovery Technology provided for you:
 - a. Excellent: 82%
 - b. Good: 15%
 - c. Average: 3%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
2. How would you rate the overall services you've received from Recovery Technology:
 - a. Excellent: 87%
 - b. Good: 6%
 - c. Average: 7%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
3. Overall, how would you rate the level of involvement you were given while developing your Person Centered Plan:
 - a. Excellent: 86%
 - b. Good: 8%
 - c. Average: 6%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
4. How would you rate the ease and understanding of the written goals in your Person Centered Plan:
 - a. Excellent: 78%
 - b. Good: 12%
 - c. Average: 8%
 - d. Below Average: 2%
 - e. Unsatisfactory: 0%
5. How well did the services you received from Recovery Technology concentrate on the goals in your Person Centered Plan:
 - a. Excellent: 84%
 - b. Good: 8%
 - c. Average: 8%

- d. Below Average: 0%
 - e. Unsatisfactory: 0%
6. Recovery Technology staff is hospitable and helpful:
- a. Excellent: 98%
 - b. Good: 2%
 - c. Average: 0%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
7. Recovery Technology staff treats me with dignity and respect:
- a. Excellent: 96%
 - b. Good: 4%
 - c. Average: 0%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
8. Recovery Technology's business hours are convenient:
- a. Excellent: 84%
 - b. Good: 8%
 - c. Average: 8%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
9. Recovery Technology staff explained my rights to me in a clear and understandable way:
- a. Excellent: 92%
 - b. Good: 6%
 - c. Average: 2%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%
10. Did the services Recovery Technology delivered match your needs:
- a. Excellent: 88%
 - b. Good: 10%
 - c. Average: 2%
 - d. Below Average: 0%
 - e. Unsatisfactory: 0%

The Following is a Summary of Comments to the question "In What Ways do you think Recovery Technology can improve?":

"Very satisfied with individual therapist. DBT groups were very helpful helping learn coping skills to deal with my issues."

“My case manager is a nice person and always treats me good.”

“I love this place!”

“Dr. Galecka listens to my problems and showed concern. I just love her!”

“Recovery Technology has been a God send for me!”

“Dr. Nagesh is an awesome doctor...Love her!”

“Great place for mental health”

“This is the best place ever. I couldn't do this on my own without you thank you so much”

“I was in therapy with Dawn DelRio and I would recommend Dawn anytime and I'm truly grateful. The interns that I had sessions with were awesome. Some sessions were not so easy but that's how it works. Thank you to everyone at Rec Tech for your patience and understanding Kathy and Sparty (sorry can't remember your first name) and Andrea, Greg, Devin, Jim and Michael. PS...Thanks for the coffee.”

“Great place”

“I love everything.”

“I am pleased with the help I get at Recovery Technology!”

“Definitely helping me!”

“I feel like the staff at Recovery Technology really care about me.”

“Keep doing what you are doing.”

Analysis of findings:

Recovery Technology scored very strong again with questions number 6 and 7, both dealing with staff being hospitable, helpful and treating clients with dignity and respect. This appears to be consistent in all the surveys, and similar results from previous years. It would appear that our Nurtured Heart Approach with staff also has the desired effect of reaching the clients in a meaningful way. Recovery Technology scored lowest on question #1 (82%), which deals with the timeliness of services. Recovery Technology has maintained its ability to see people within the standard time as measured by DCH, and has attempted to do same day or next day services. However, as we have continued to grow this past year, it is always a challenge to see people so quickly. Our case management department in particular has had to expand in order

to meet the growing demand, and Recovery Technology remains committed to providing fast, effective services.

Our second lowest score (84%) was questions #5 and #8, “How well did the services you received concentrate on the goals in your person centered plan” and “Recovery Technology’s business hours are convenient.” Both of these scores have improved over last year. Recovery Technology continues to train staff on the Person Centered Planning process and how to stay focused on the client’s goals. Office hours are also Eight to Five/Monday through Friday or by appointment. Recovery Technology has many staff who work evenings and weekend hours to accommodate clients. We will continue to evaluate this to determine the need to assure that the needs of our clients are being met.

When combining scores of “Excellent” and “good” Recovery Technology’s scores jump to the following:

1. 97%
2. 93%
3. 94%
4. 90%
5. 92%
6. 100%
7. 100%
8. 92%
9. 98%
10. 98%

Recovery Technology’s scores improved over last year, with a few minor changes in scores. Overall, Recovery Technology has done very well with customer satisfaction, and will continue to improve scores and use this tool as a means of improving service delivery to all clients.