

Recovery Technology LLC

Strategic Plan Outcome Report

2018

Outcomes on Goals from Recovery Technology Strategic Plan 2018

Goal #1: Continue to strengthen our work force, our clients, our community and each other by fostering a positive work culture.

Objective #1: All Recovery Technology staff will practice the skills we teach clients. We believe that by using these skills with everyone that we come in contact with, this will enhance our clinic and improve outcomes in all areas. This is a “top down” philosophy where leadership role models the desired behavior for staff, clients and other stakeholders.

Recovery Technology received 44 out of a possible 66 on employee satisfaction surveys. Overall, staff are generally satisfied with their jobs. The highest scoring question was #18, “Management is flexible and understands the importance of balancing my work and personal life.” The second highest scoring question was #2, “My supervisor, or someone at work, seems to care about me as a person.” The lowest scoring question was #8, “I am involved in decision making that affects my job.” The second lowest scoring question was #17, “Employees work well together to solve problems and get the job done.” The past year was a difficult one as Recovery Technology attempted to become financially stable. This caused many employees to feel stress and uncertainty. There were times that staff did not like the direction that management was leading. However, by the end of the year Recovery Technology had achieved financial stability in all departments. Management will also further explore why staff answered # 17 in a negative manner. Overall, there were 5 “Strongly Disagree,” responses, 38 “Disagree” responses, 349 “Agree” responses and 441 “Strongly agree” responses. This would indicate that Recovery Technology provides a great working environment for staff, which translates into better care for the clients that we serve. Relationships with other providers and contractors also appeared to improve over this year as indicated by customer and client surveys. This objective has been met.

Objective #2: Recovery Technology will remain focused on our Mission and Vision Statements and Core Values as these are consistent with the skills we teach and practice, with an emphasis on accountability this year:

During 2018 strategic planning Recovery Technology Leadership reviewed our core values and Mission statements and felt that they were still very relevant for health care organizations today. Leadership felt that by renewing our commitment to these core values, it would help us flourish during difficult times. Leadership began to track more diligently the quality and quantity of services provided in all departments. Leadership also offered bonuses that would be distributed to all staff if each department hit its benchmark in levels of productivity. At first

this caused a great deal of controversy with staff. Leadership continued to accept feedback and “tweak” the bonus program. Staff were seeing their clients at an appropriate level of care, discharging inactive clients and making greater attempts in engaging new clients. Due to the staff’s dedication and Leadership’s support, Recovery Technology was able to improve its financial outlook and staff were seeing clients at appropriate levels of care. This objective has been met.

Goal #2: Recovery Technology will continue to provide quality training to all staff:

Objective #1: Continue to strive for 100% compliance for all staff in all required trainings:

All staff was able to complete their trainings this year. This was verified during self-audits this year. This objective has been met.

Objective #2: Offer relevant trainings internally to our staff on subjects that will benefit staff in their work with clients.

All the required trainings occurred during 2018. Recovery Technology has trained “trainers” on staff in CPR, First Aid, DLA-20 and CPI and all staff were compliant with these trainings as well as the additional trainings on relevant and required topics. This objective has been met.

Goal #3: On an annual basis, regulatory audits (LifeWays, MDCH, CARF, etc.) will demonstrate superior organizational performance. Superior organizational performance is defined as 95% or better on all audits.

Objective #1: Recovery Technology will continue to perform internal audits on staff training, billing, clinical record reviews and performance evaluations.

Recovery Technology continues to perform audits internally. These include billing audits, clinical record review audits and training record audits. The results of the audits are discussed at the Quality Improvement Meetings to determine trends or other reoccurring problems and how to best address those issues. This objective has been met.

Objective #2: Recovery Technology will score at 95% or better on external audits. If a score is below that, Quality Improvement will immediately take action to quickly resolve.

Recovery Technology had an ACT/IDDT fidelity audit in January and our CARF audit in April. The fidelity audit was found to be in compliance and Recovery Technology was awarded a 3-year CARF accreditation. This objective has been met.

Objective #3: Recovery Technology will look at efficiencies and how we can improve processes that will in turn improve our culture, the client's experience and the way that staff do their jobs.

Recovery Technology identified the following areas in need of more efficient processes:

-Tracking clients not being seen: Monthly reports were completed and passed out to the clinicians. Clinicians had to respond by engaging or attempting to engage their client or begin the discharge process. A therapy participation agreement was implemented, based on the DBT model.

-Tracking individual staff productivity: The productivity of each staff was reviewed by Leadership each pay period. Staff were held accountable for their time. Documentation of non-billable events improved.

-Timeliness of paperwork: Reports were generated tracking the timeliness of each staff's timeliness. Staff who became behind in documentation were given resources and assistance in learning how to balance their client contacts with paperwork timeliness. Staff held accountable and improved in their timeliness as a result.

This objective has been met.

Goal #4: Recovery Technology will improve its financial outlook.

Objective #1: By the end of 2018, Recovery Technology will have \$100,000 surplus in the bank.

Recovery Technology ended the year with \$271,625.00 in the black. This far exceed our goal. Part of the reason was an increase in rates. However, even without this increase Recovery Technology would have achieved this goal. Additional benefits were added as a result of this surplus. Staff received a raise, a retirement plan with a 4% match, and Christmas Eve was added as a paid holiday. In addition, staff received a bonus at Christmas. This objective has been met.

Objective #2: Recovery Technology will continue to diversify funding sources to mitigate the effect of shrinking Medicaid dollars and state budget cuts.

Recovery Technology continues to expand it Third Party Payers and Court ordered programs. Recovery Technology is one of the few mental health agencies in Jackson County that accepts Medicare. We are continuing to look at ways that we can diversify our funding sources and looking for new programs that fit well into our mission and values. This objective has been met.

Objective #3: All Recovery Technology's departments will remain financially stable.

Recovery Technology has the following departments:

-Outpatient therapy

-Case Management

-Assertive Community Treatment/Integrated Dual Disorder Treatment

-Psychiatric Services

-Anger Management/Batterer's Intervention Program

Each department is financially stable this year.