

# **Recovery Technology LLC**

## **Quality Management/Performance Improvement Plan**

### **Outcome Report 2020**

The following Goals were set in Recovery Technology's Quality Management/Performance Improvement Plan for 2020. The outcome of each goal is explained:

**Goal #1: Continue to market Recovery Technology in a way that increases public awareness to a broad scope of stakeholders in the community (Access, effectiveness).**

- A. Recovery Technology will host and participate in events in the community that will enhance the lives of the persons we serve:** As the Covid-19 Pandemic began early in the year, Recovery Technology was not able to complete this objective. The weekly volunteer group at the John George Home had to be suspended due to the Governor's Executive Order. Our annual summertime client picnic, going to the local cider mill, bowling games, baseball games and other activities were suspended this year as well. Recovery Technology will continue to seek ways to become involved in the community that benefits our clients, stakeholders and staff as the situation with the pandemic improves in 2021. This objective has not been met.
- B. Recovery Technology will work to improve community inclusion for all clients: See above. (This objective has not been met).**

**Goal #2: Recovery Technology will continue to strengthen a healthy work environment (effectiveness and efficiency)**

- A. The management team will continue to use the skills we teach in all interactions with staff and other Recovery Technology stakeholders in order to create a healthy workplace environment.**

Recovery Technology Management Team continued to implement skills in all areas, including how we treat our staff, other providers, stakeholders and clients. The management team continued to increase accountability throughout 2020. This became difficult to do as most of the staff were working from home after the lock-down orders began. As the number of staff coming in to the office reduced, management and support staff were able to come to the office daily to offer increase support for staff who were working at home or in the community. As a result, productivity remained steady. Recovery Technology completes an employee satisfaction survey annually. For results, see goal #7.

- 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 was unable to hold its annual events as a result of the Covid-19 Pandemic. However, we were able to hold our annual Christmas party with Zoom. We were able to have a decorating contest, but rather than staff decorating their doors at work, they were able to submit photos of their home decoration. Staff voted for the best decorated during the party. Several other contests were held and staff received their Christmas bonus and opened them together. There was nearly 100% participation from staff.

**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):**

**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. This had also become a challenge due to the Pandemic. However, new processes were quickly worked out and training of staff continued. Self-audits confirmed this. This objective has been met.

**B. Employee surveys will measure satisfaction with the quality and effectiveness of in-house trainings (efficiency and effectiveness):**

This objective has been met. All staff who completed the satisfaction survey felt that in-house trainings were useful and assisted them in their ability to do their jobs (41 Agree/Strongly Agree responses). There were 3 "Disagree" and no "Strongly Disagree" on this year's satisfaction survey for this question. Recovery Technology will continue to look for ways to improve trainings and make them as relevant as possible to staff. This goal and objective have been met.

**C. Recovery Technology will begin to utilize Relias Training:**

Recovery Technology began to use Relias Training at the end of 2019/beginning of 2020. While staff have been compliant with getting their trainings in this manner, many staff gave feedback that they prefer trainings during staff meetings and having interactive discussion regarding the topics. Due to this feedback, Recovery Technology will strive toward a happy medium in which some trainings are completed using Relias and some trainings are conducted by in-house trainers with a more interactive component. This objective has been met.

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

- A. **Recovery Technology will score a 95% or better on all audits (efficiency, effectiveness).** Recovery Technology participated in several audits by the State of Michigan and the Regional PIHP. Recovery Technology scored in full compliance with no plans of correction needed. In November of 2019 Recovery Technology completed a re-credentialing audit with LifeWays with no recommendations (results were finally received in 2020. While there was no plan of correction, there were many parts of the audit that were completed incorrectly, and Recovery Technology was cited for things that were clearly completed. Internal audits are conducted on an ongoing basis, results are reviewed by QI team and with the clinician.

**Goal #5: At least 60% of Recovery Technology’s discharges are described as successful discharges (efficiency and effectiveness).**

- A. **Discharges will be totaled at the end of the fiscal year. Successful discharges will be described as completion of treatment or discharged for reasons beyond our control.**

**The following is a break-down of all discharges completed by Recovery Technology during 2020:**

Completed/Authorization Ended: 156

Ineligible insurance: 6

Deceased: 24

Moved: 56

Client refused treatment: 6

Jail/Incarceration: 11

Transferred/Referred: 41

-Equal Transfer: 27

-More Restrictive Transfer: 14

No show: 667

Terminated by RT: 2

There is a total of 969 discharges for 2020. Factoring out the clients who never made it to their first service at Recovery Technology, there is a total of 302 clients discharged from services who received some treatment. Of the 302:

\* 89% of these discharges are “successful” discharges. This means they completed treatment or were discharged due to moving out of the service area.

\*11% of discharges were “unsuccessful” discharges. This means they were discharged for “Refused Treatment,” “Agency Withdrew,” “Jail/Incarceration,” “ineligible insurance” or “Deceased.” Recovery Technology continues to be successful with clients when they are actively engaged in treatment. We still have difficulty engaging many clients who are newly referred and continue to try to improve on this. The following is a breakdown of discharges by department/service:

**Case Management total discharges:**

Successful: 96%

Unsuccessful: 4%

**Assertive Community Treatment/IDDT total discharges:**

Successful: 80%

Unsuccessful: 20%

**Outpatient Therapy total discharges:**

Successful: 85%

Unsuccessful: 15%

**Psychiatric Services total discharges:**

Successful: 45%

Unsuccessful: 55%

**Batterer’s Intervention Program total discharges:**

Successful: 97%

Unsuccessful: 3%

**Anger Management Program total discharges:**

Successful: 95%

Unsuccessful: 5%

### **Pro-bono intern services total discharges:**

Successful: 90%

Unsuccessful: 10%

**Analysis of Data:** The percentage of successful discharges increased in 2020 over the 2019 totals. There is an overall average of 89% successful discharges. This is higher than the previous year. Covid-19 and the use of telehealth services appeared to have helped overall successful discharges. Clients appeared to have a better show rate, no-shows decreased. At first, many were uncomfortable with Telehealth services. However, as the year progressed, many clients and staff began to see the advantages of Telehealth. Therapists loved being able to work from home. Clients liked not having to leave their home to keep appointments, especially in the winter months when weather was bad. In addition, the social isolation, increase of alcohol and drug use seemed to increase client's motivation to stay in treatment. Overall, we continue to remain above the national average on successful discharges. Recovery Technology has also improved discharging clients who are not willing to engage in services in a more timely and efficient manner.

Analysis of the data continues to show that when clients engage in treatment at Recovery Technology, the outcomes of the treatment are favorable, regardless of the service, and clients can accomplish their goals or receive the appropriate services through assessment and referrals.

Recovery Technology has also concluded, based on analysis of the data, that getting newly referred clients to engage in services is our biggest challenge. The largest category of discharges is a result of no-shows, especially clients referred for the first time. Recovery Technology continues to provide "same day services" whenever possible. In other words, if a client presents at Recovery Technology, we attempt to get an immediate authorization from their insurance company and have the client seen by whomever had availability due to cancellations or no shows. This goal and objective have been met.

**Goal #6: Recovery Technology will use the DLA-20 to measure clinical improvement in all services.**

**Objective A: Clinical outcomes for all Outpatient therapy will be 15% improvement in functioning**

Outpatient therapy had a 4% overall improvement rate in 2020. This is improved over last year but still below the benchmark for the department.

**Objective B: Clinical outcomes for Case Management will be 5% improvement in functioning**

Case Management had a -4% decrease in overall functioning rate in 2020. This is a drop from 2019 DLA scores for this department.

**Objective C: Clinical outcomes for ACT will be at least 3% improvement in functioning**

ACT had an -10% decrease in overall functioning in 2020. This is also a drop from 2019 DLA scores in this department.

**Objective D: Clinical outcomes for IDDT will be at least 3% improvement in functioning**

IDDT had a -12% decrease in overall functioning rate in 2020. This is also a drop from 2019 DLA scores for this department.

**Objective E: Clinical outcomes for DBT will be at least 7% overall improvement in functioning**

The DBT program had a -1% decrease in overall functioning rate in 2020. This is the second year that this was scored separately from Outpatient therapy. However, it also is a drop from 2019 DLA scores for this department.

**Another way to look at this data is by diagnosis:**

**Substance Use Disorders:**

Average Change: -0.38% (slight drop from 2019)

**Mood Disorders:**

Average Change: -1% (slight drop from 2019)

**Psychotic Disorders:**

Average Change: -2% (slight improvement from 2019)

**Anxiety Disorders:**

Average Change: 0% (slight drop from 2019)

**Childhood Disorders:**

Average Change: 2% (slight improvement from 2019)

**Intellectual Disabilities:**

Average Change: -1% (same as 2019)

**Personality Disorders:**

Average Change: -2% (drop from 2019)

**Adjustment Disorders:**

Average Change: 1% (drop from 2019)

**Impulse Control Disorders:**

Average Change: -1% (same as 2019)

**Other Disorders:**

Average Change: 3% (Improvement from 2019)

**Analysis of Data:** Recovery Technology did not make the benchmarks for any department again in 2020. Discussions were held with each department to try to understand staff perception of why scores had dropped in each department. Staff felt that overall, clients were struggling this year due to the Pandemic, increased social isolation and increased stress. While this could account for some of the overall drop in scores, several other explanations could be possible. There still appears to be some confusion about scoring, so staff are not necessarily reliable raters. In addition, overall, staff do not see the DLA as a valuable tool and do not understand the need to be able to show clinical outcomes in a meaningful way. Many staff are not completing DLAs on all of their clients, reducing the number of completed DLAs which further skews the data. To assist staff in correcting all identified potential problems, the following efforts will be completed in 2021:

- Frequent refresher courses throughout the year to help staff become reliable raters.
- Increased scrutiny of DLAs to assist in looking for potential rating issues in individual staff.
- Increased monitoring that the correct number of DLAs are completed for each client on every clinician's caseload.
- There also remains a potential that the benchmarks put in place are not achievable and need to be adjusted. However, this will only be considered after the above steps are taken.

**Goal #7: Recovery Technology will achieve 95% or better on all satisfaction surveys.**

**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 client satisfaction with the services received.**

Recovery Technology had 206 client satisfaction surveys returned in 2020.

The average satisfaction rate was 98%. This is the same overall score as 2019.

Case Management had 142 surveys returned.

Outpatient Therapy had 21 surveys returned.

Psychiatric Services had 8 surveys returned.

ACT/IDDT had 7 surveys returned.

0.02% of answers on all surveys fell in the Average, Below Average or Unsatisfactory categories

Overall, most comments were very positive. Please see the attachment to this report for client comments from the surveys.

**Objective #2: Recovery Technology will use business satisfaction surveys which will be totaled at the end of the fiscal year. 95% of these surveys will reflect businesses satisfaction with the services.**

Recovery Technology received 43 business surveys in 2020. The following is a break down of the 10 questions:

1. Overall, how satisfied are you with the timeliness in which Recovery Technology responds to you and/or your organization: 100%
2. How would you rate the services provided by Recovery Technology: 100%
3. How well do you think Recovery Technology adheres to Person Centered Planning: 100%
4. How hospitable and helpful is the Recovery Technology staff: 100%
5. Overall, how convenient are Recovery Technology's business hours: 100%
6. Would you recommend Recovery Technology to a friend: 100%
7. If your answer to the above question is no, would you like additional information: N/A
8. Are you aware of all the services Recovery Technology has to offer: 91%
9. Did you know that your input about Recovery Technology is welcomed at any time: 98%
10. Did you know who you can contact if you are dissatisfied: 98%

Overall, it appears that our business partners are satisfied with the services as Recovery Technology. Several scores were improved upon over last year.

**Objective #3: Recovery Technology will use employee satisfaction surveys which will be totaled at the end of the fiscal year. 95% of these surveys will reflect employee satisfaction.**

Recovery Technology received 44 employee satisfaction surveys in 2020. Of the 44 surveys returned, there were 812 responses of "Strongly agree" or "agree" and 20 responses in the

“Disagree” or “Strongly Disagree” responses. Recovery Technology’s highest scores were in the following questions:

Highest scoring question:

#18: Management is flexible and understands the importance of balancing my work and personal life.

This was also the highest scoring question in last years employee satisfaction survey.

Second Highest scoring question was a tie between:

#4: My supervisor, or someone at work, seems to care about me as a person and

#14: I am treated with respect by management.

Third Highest scoring question was a 3-way tie between:

#5: I have a friend at work.

#9: Management has created an open and comfortable environment.

#10: I know my job requirements and what is expected of me on a daily basis.

Recovery Technology’s lowest scores were in the following questions:

#8: I am involved in decision making that affects my job (same as 2019)

#17: Employees work well together to solve problems and get the job done.

Overall, there appears to be a great deal of job satisfaction within Recovery Technology. This is evident in the longevity of our staff. All 3 objectives for this goal have been met.