

**Recovery Technology LLC**

**Strategic Plan Outcome Report**

**2021**

## **Outcomes on Goals from Recovery Technology Strategic Plan 2021**

**Goal #1: Continue to strengthen our work force.**

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

Recovery Technology received 30 employee satisfaction surveys in 2021. Nine of the nineteen questions in the survey scored 100% positive responses. Question #8, “I am involved in the decision making that affects my job” has been one of the lowest scoring questions since Recovery Technology has used this survey. It appears to be based on the fact that many of the rules and regulations in this field are decided by insurance companies and accrediting agencies. Staff feel overwhelmed by having to keep track of so many details and they feel that this reduces time they are able to spend with clients. It should also be noted that there is an increasing trend of staff leaving to public sector of mental health to work in the private sector or another field altogether. Overall, staff are very satisfied with their jobs.

The average satisfaction rate for client satisfaction surveys was 94%, slightly lower than last year, and the average satisfaction rate for business surveys was also 98%. There were no formal or informal complaints this year. This objective has been met.

**Objective #2: Recovery Technology staff and management will stay focused on our Mission and Vision Statements and Core Values with a continued emphasis on accountability.**

During 2021 strategic planning Recovery Technology Leadership reviewed our core values and Mission statements and felt that they remain relevant. Leadership felt that renewing our commitment to these core values would help us flourish during difficult times. Leadership continues to diligently track the quality and quantity of services provided in all departments. Leadership also offers bonuses that are distributed to all staff in each department when benchmarks are met. Staff are 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. Leadership continued to hold staff accountable in seeing their clients, documenting progress and submitting billing in a timely manner. This objective has been met.

**Objective #3: Recovery Technology leadership will recruit and retain necessary personnel to ensure the quality and effectiveness of services and programs.**

Recovery Technology lost 8 staff and hired 10 staff in 2021. Our turnover rate for 2021 was 11% which is higher than usual (last year 3%) but much lower than national trends and much lower than comparable agencies in our area. We were able to maintain our staffing levels. However, referrals continued to increase, and we struggled to obtain any additional qualified staff in spite of advertising. We were able to maintain all programs without interruptions or without decreasing the number of referrals that we were able to accept. This objective has been met.

**Objective #4: Recovery Technology leadership will provide a positive and flexible work environment that fosters self-development and learning.**

This objective has been met as evidenced by the employee satisfaction survey. Two of the top answers were to the questions “Management is flexible and understands the importance of balancing my work and personal life,” “I am treated with respect by management” and “My supervisor or someone at work seems to care about me as a person.”

**Objective #5: Recovery Technology leadership will develop strategies to maintain competitive benefits.**

Recovery Technology did not add any additional benefits this year but continues to pay out bonuses to staff who achieve their benchmarks. In addition, we were able to maintain the flexibility of either working from home or the office utilizing telehealth. Three percent raises were also given to staff and the beginning of 2022. 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. Required trainings were offered on the Relias Training Website as well as during staff meetings. 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.**

Recovery Technology continued to provide training during staff meeting times and on Relias Learning, but CPI and CPR/First Aid were not offered this year due to the Covid-19 pandemic.

**Objective #3: Recovery Technology will continue to use Relias Training and other resources for required trainings.**

This objective has been met. Throughout the year, staff voiced concern that the Relias Trainings were too cumbersome and time-consuming, which was keeping them from seeing clients. Since the demand to see more clients was constant due to severe staff shortages at other area agencies, some of the Relias Trainings were offered during staff meeting times to help ease the burden on the staff. This objective has been met.

**Objective #4: Recovery Technology leadership will maintain a workforce of knowledgeable, skill and culturally respectful staff.**

All staff who were hired in 2021 received an initial training in Cultural Diversity and Limited English Proficiency. All existing staff received refreshers in these trainings as well. In addition, Recovery Technology staff developed groups to the Black Lives Matter movement with a list of suggested reading materials. 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. These results are then shared with the QI team and analyzed and acted on if trends are noticed. 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 act to quickly resolve.**

Recovery Technology had a CARF audit in April in which we were awarded a 3-year accreditation. An audit was also conducted by LifeWays Corporate Compliance officer. This audit was found to be in substantial compliance. The State of Michigan, Mid-State Health Network (PIHP) and LifeWays, the local CMH all performed audits of Recovery Technology's clinical files throughout the year. While no documentation regarding these audits has been received, no charts were found to be in non-compliance and no plan of correction was required. This objective has been met.

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

**Objective #1: By the end of 2021, Recovery Technology will have 3 months of operating expenses in reserve.**

Recovery Technology ended the year with approximately 3 months of operating expenses in reserve. This objective has been met.

**Objective #2: Recovery Technology will look for ways to diversify funding sources to mitigate the effect of shrinking Medicaid dollars and state budget cuts. This will include court ordered programs, Spravato clinic, expanding physician services and therapy for non-CMH clients or other newer areas within the mental health arena.**

Recovery Technology continues to expand its Third-Party Payers and Court ordered programs. Recovery Technology is one of the few mental health agencies in Jackson County that accepts Medicare. The Spravato Clinic was able to have modest growth this year. We will continue to look for other ways that can diversify our funding sources and assist our clients in their recovery. 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
- Spravato Clinic

Each department remained financially stable throughout the year. This goal and objective have been met.

**Goal #5: Beginning with the 2020 CARF Behavioral Health Standards Manual, the ongoing strategic planning of the organization considers social determinants of health. The World Health Organization describes social determinants of health as the conditions in which people are born, grow, live, work and age. These conditions can affect a wide range of health, functioning and quality of life outcomes and risks. Through consideration of the demographics of the service area, an organization may identify social determinants of health that can impact results for the persons served and the durability of outcomes they achieve. Strategic planning may include efforts to improve these conditions and reduce barriers for the persons served. Many residents in low-income neighborhoods face barriers to accessing health and social services. Social determinants of health such as housing instability,**

**socioeconomic status, food access and transportation were contributing to poor health outcomes for our clients. Traditional approaches to service delivery can fail to meet the needs of our clients. In addition, social isolation is a factor impacting wellbeing and physical health outcomes. As a results of the Covid-19 pandemic, Recovery Technology has realized the potential of utilizing Telehealth. By improving our ability to use telehealth services, Recovery Technology can have an impact on many of the social determinants of health that affect our clients.**

**Objective #1: Recovery Technology will upgrade computers with speakers and webcams that will support telecommunication solutions.**

**Objective #2: Recovery Technology will advocate for the expanded use of telehealth technology to continue to support ease of client access with all payers and health providers.**

**Objective #3: Recovery Technology will implement software solutions enabling clients and other stakeholders to sign documents remotely.**

Recovery Technology IT department continued to provide the equipment that staff needed to do their jobs remotely. Offices were set up to provide telehealth services to clients who were able to come to the office and see their doctor or therapist remotely. Staff were often able to take equipment into the client's home to assist them in keeping appointments with medical staff.

We continue to move toward being 100% digital in obtaining signatures from clients.

This goal and objective has been met.