TITLE: **Performance Measurement and Management**	POLICY NUMBER: **PIC 10.1**	EFFECTIVE DATE: 1/2020
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Performance Improvement Plan
2025

Each department and services within Carolina Center for Recovery participate in Performance Improvement activities. A Performance Improvement Plan and Outcomes Measurement System has been implemented, and is designed to follow our mission, vision, and goals. As CCR works toward achieving those goals, the organization is committed to the principles of continuous improvement in all our programs, services, and operations. Carolina Center for Recovery has developed this Performance Improvement Plan and Outcomes Management System that combines the essential elements of the Department of Health Care Service standards along with the CARF standards on Information Measurement, Management, and Performance Improvement.

The purpose of the Performance Improvement Plan and Outcomes Management System is to establish a methodology for collecting and analyzing information for the improvement of business operations and service delivery in the domains of effectiveness, efficiency, accessibility, and satisfaction. Data will be collected from a variety of sources including clients, community partners and other stakeholders, and staff, as well as financial reports, risk management reports, human resources reports, health and safety reports, the agency's accessibility plan, strategic plan, and other relevant reports.

A performance analysis will be conducted on an annual basis. This analysis is comprised of annual reports from Risk Management, Quality Improvement, and Health and Safety, which are presented to the Management Team in January following the end of the year. The agency will also communicate results of its performance improvement efforts to persons served and other stakeholders.

ACCESS

Clinical Indicators:

Accessibility is defined as a measure of individuals and the community's ability to obtain substance abuse services in a timely manner. For 2020, Carolina Center for Recovery will focus on two specific measures of accessibility:

1. Percentage of persons scheduled for an intake (assessment) within 24 hours of initial contact.
2. The denial rate of potential clients wanting to admit to Carolina Center for Recovery.

Data will be collected by surveys that are completed by the client at the beginning of treatment and by data collected from Survey Monkey, which is a program that CCR

utilizes to track all Survey Questions and Answers. The results will then be compiled into a report, and analyzed by the PI Team, which is also responsible for setting a threshold for performance and developing any corrective action plans.

Other data that may be collected includes the circumstance behind the delay of intake assessment (i.e. verification of benefits, flight delay, etc.) and the reason behind the denial of the client. If performance thresholds are met for the two focus areas

identified above, the PI Team may choose to focus on one or more of the other clinical indicators for which data is collected on an ongoing basis.

Business Indicators:

The PI Team is responsible for reviewing the Carolina Center for Recovery's Accessibility Plan on an annual basis and developing a status report with action items, persons responsible, and timeframes for completion. The Accessibility Plan addresses the following barriers to services: architectural, environmental, attitudinal, financial, employment, communication, transportation, and others as identified by staff, clients, and community partners.

The current Plan identifies the ability to recruit qualified staff, staff access to data/computers, and housing as additional barriers. Refer to the 2020 Accessibility Plan for more specific information.

EFFICIENCY

Clinical Indicators:

Efficiency is a measure of how well resources are used to accomplish Carolina Center for Recovery's program goals. The major focus of performance improvement in 2020 will be the efficient use of staff to lengthen the stay of CCR's program from 30-45 days. In order to achieve this goal. Carolina Center for Recovery must also reduce the personnel turnover in order to retain staff that are dedicated in developing a program to maintain the client in treatment.

Efficiency in this case will be measured in two ways:

1. By the average length of stay of clients, which is measured by Carolina Center for Recovery's electronic client database, Blue Book.
2. By employee retention so staff can help develop a variety of services that lengthen the stay of the client in the program. It is not enough

to achieve efficiency without also maintaining customer satisfaction with services. Therefore, see also clinical indicators for Satisfaction.

Business Indicators:

The most significant indicator of efficient use of resources is productivity. In 2021, Carolina Center for Recovery would like to ensure every clinician has a productivity expectation assigned to his/her job description. Productivity reports will then be generated monthly and monitored by the directors of clinical services. Productivity is also a critical measure for developing the agency's budget.

In 2025, the agency will establish an agency-wide goal for efficiency related to insurance billing. The purpose of creating an agency goal is to emphasize the fact that it takes the whole team - all departments and all staff - for the agency to be successful. When the agency achieves said goal, there will be rewards for all staff at the end of the year. Those employees who consistently exceed their productivity targets receive special recognition.

EFFECTIVENESS

Clinical Indicators:

Effectiveness measures how well treatment promotes desired change. Carolina Center for Recovery will measure effectiveness by the following indicators:

1. By the percent of clients (whom left CCR anywhere from 6 months - 1 year ago) that are still sober after discharge from Carolina Center for Recovery's program. This will be measured based on the clients who participated in completing the aftercare survey.
2. By the percent of clients that believe they are leaving the program with the knowledge and planning required for successful recovery. This will be measured based on the clients who participated in completing the end of treatment survey.

By the percent of clients who agreed that their family situation has improved upon discharging from CCR. This will be measured based on the clients who participated in completing the aftercare Survey.

Effectiveness is operations will be measured as follows: Grievance reports, incident reports (client and staff related incidents), and Risk Management (HIPAA/PHI related incidents) Risk Management Team has the overall responsibility to review incidents, identify trends and patterns, and the need for training if applicable.

SATISFACTION

Clinical Indicators

Carolina Center for Recovery will use Satisfaction Surveys to evaluate client satisfaction with services. Aftercare Coordinators will collect data using an electronic survey on an ongoing basis. All services will be included in the survey. Data will be analyzed and distributed to the Management Team for action. Carolina Center for Recovery will focus on the issues that fell below the 90% threshold on the client satisfaction surveys.

Carolina Center for Recovery will continue to utilize the surveys to see if the focus groups have an impact on client satisfaction. In addition. Carolina Center for Recovery

plans to utilize a referral source survey in 2021 to assess the satisfaction of referral sources. This survey will be done annually.

Business Indicators

Client grievances will be monitored as well. This process will continue to be used as a measure of client satisfaction. The agency will also use an Employee Satisfaction Survey to measure employee satisfaction with their work and the agency. The survey is distributed every month beginning in 2020. The return rate for 2020 was very high, and we hope to see steady improvement in the next calendar year. The survey will be distributed again in January 2020.