LeChris is committed to Total Quality Management in which to improve our organization and the service delivery to the persons served. Our outcomes this year included indicators in the areas of Efficiency, Effect, Access and Satisfaction. The collected data will be used to facilitate organizational decision making and strategic planning through: 1) Identifying areas needing improvement; 2) Developing action plans to address the improvements needed to reach desired goals; and 3) Outlining actions taken or changes made to improve our performance in delivering best possible services.
LeChris Annual QA Outcome Measures Report for the Fiscal Year 2016-2017

Project Team Members: Amy Thorne - Executive Directors of Operations; Linda Weeks-McDonald - Clinical Director; Directors (Frankie Neal - Wilson, Linda Weeks-McDonald - Morehead City, Jessica Hendrix - Greenville and Sharon Blankenship – Jacksonville), PSR Coordinators (Lynn Corbett – Morehead City, Pregina Bailey - Greenville, Martin Johnson - Rocky Mount), Day Treatment Directors (Sheirra Meares – Elizabethtown, James Dunham – Morehead City, and Antoine Pittman – New Hanover), Aleshia Loyd QM/HR/Training Director.

Introduction: LeChris collected data on four outcome indicators for this annual year. This report will address all of the projects in separate sections.

The purpose (project basis) for our annual outcome report is to determine:

• Service Access
• Effectiveness of services (results of the services)
• Efficiency of services (responsiveness, timeliness and cost effectiveness of services)
• Satisfaction of our consumers with our services and achievement of their personal goals
• Satisfaction of our employees and outside stakeholders

The Results of the Outcomes measured will be used to improve:

• Goal setting for quality services
• Strategic planning
• Staff development and subsequent morale
• Public relations

In preparation of this report, data was collected from the following sources:

• Consumer Satisfaction Surveys (conducted during the month of April, 2017)
• Employee Satisfaction Surveys (conducted during the month of May, 2017)
• Stakeholder Surveys (conducted during the month of June, 2017)
• Alpha CM Electronic Medical Record & Authorization Letters
• Referral Logs & Admission/Discharge Logs
• NC Topps & Aggregate data from the Division Webpage under the “NC TOPPS Report at a Glance”
• CST and PSR Outcome Management (OM) report cards
• Medical Records
• Dartmouth Community Mental Health Program quarterly outcomes report

By measuring tangible outcomes and sharing them with our stakeholders, not only are we able to make more informed decisions about adapting specific services, we also hold ourselves accountable to the high standard of quality that we establish as our service goal when we developed our mission statement. A summary of our projects with overall results are below:
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Goal</th>
<th>Data Source</th>
<th>Who Applied To</th>
<th>Timing</th>
<th>Obtained By</th>
<th>Outcome Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>FOLLOW-UP</td>
<td>1. As a result of receiving intensive In-Home services, recipients will report an increase in each of the following areas: a) control over their lives; b) hope about the future and c) improved quality of life during treatment.</td>
<td>NC TOPPS</td>
<td>Clients</td>
<td>At admission, 3 mos, 6 mos, 12 mos and at discharge Jul 2016–Jun 2017</td>
<td>IIH Staff</td>
<td>☀</td>
</tr>
<tr>
<td></td>
<td>2. As a result of receiving Day Treatment services, recipients will report a decrease in suspensions/expulsions and experiencing suicidal thoughts</td>
<td>NC TOPPS</td>
<td>Clients</td>
<td></td>
<td>Day Tx Staff</td>
<td>☀</td>
</tr>
<tr>
<td></td>
<td>3. 50% of CST and PSR clients will experience a reduction in symptoms as a result of utilizing the IMR Model as a best evidence based practice</td>
<td>PSR/CST OM Report Cards</td>
<td>PSR/CST Clients</td>
<td>Monthly</td>
<td>PSR Coordinators/CST Leads</td>
<td>☀</td>
</tr>
<tr>
<td></td>
<td>4. As a result of receiving IPS Services for Supported Employment, an increase in the percentages on the quarterly outcome report will be evident</td>
<td>Darthmouth Quarterly Outcome Report</td>
<td>IPS recipients</td>
<td>Quarterly</td>
<td>IPS Team Leads</td>
<td>☀</td>
</tr>
<tr>
<td>EFFEICIENCY</td>
<td>EFFICIENCY</td>
<td>An average of 80% of the Authorized Hours approved by Authorizing Authority will be delivered to our Consumers</td>
<td>Authorizations/documnetation of records</td>
<td>ALL services</td>
<td>Jul 1, 2016 – Jun 30, 2017</td>
<td>Program Coordinators, Facility Directors</td>
</tr>
<tr>
<td>ACCESS</td>
<td>ACCESS TO SERVICES</td>
<td>90% of Consumers will receive their assessment within required timeframes; 90% of consumers will begin Services within 10 days after referral to that service.</td>
<td>Referral and Admission Log</td>
<td>Consumer</td>
<td>Jul 1, 2016 – Jun 30, 2017</td>
<td>QPs, Coordinators and Directors</td>
</tr>
<tr>
<td>SATISFACTION</td>
<td>Client</td>
<td>90% of sampled will report satisfaction with services received</td>
<td>Surveys</td>
<td>Consumers/Guardians</td>
<td>April 2017</td>
<td>Directors, QM Dept</td>
</tr>
<tr>
<td></td>
<td>Staff</td>
<td>90% Satisfaction with Employment with LeChris</td>
<td>Surveys</td>
<td>Staff</td>
<td>May 2017</td>
<td>QM Dept</td>
</tr>
<tr>
<td></td>
<td>Stakeholder</td>
<td>90% of sampled will report satisfaction with services received</td>
<td>Surveys</td>
<td>Stakeholders</td>
<td>Jun 2017</td>
<td>QM Dept</td>
</tr>
</tbody>
</table>
EFFECTIVENESS

As effectiveness measures address the quality of care through measuring change over time, our proposed outcomes were to measure these through:

1. NC Topps for our Intensive In-Home (IIH) and Day Treatment (Day Tx) beneficiaries as it is a widely used instrument and required by the MCOs we serve;
2. Outcome Management (OM) Report Card - designed for our Community Support Team (CST) and Psychosocial Rehabilitation (PSR) recipients to determine the effectiveness of the service in utilizing the IMR Model
3. Quarterly Outcome Report for the J&J-Dartmouth Community Mental Health Program for recipients receiving Individual Placement Support (IPS) services in Supported Employment

Strategies:

1. LeChris sites that provided enhanced services to children and adolescents through IIH and Day Treatment services were asked to administer NC TOPPS to each of their consumers at intervals (initial upon 2 weeks of admission, then 3, 6 and 12 months later along with episode of completion) to monitor and report on the following measures.
   a. **Day Treatment recipients** in decreasing suicidal thoughts and suspensions from school during treatment. **Measure Descriptions:**
      i. *Suicidal Thoughts* - Percentage of consumers who reported experiencing suicidal thoughts in the 3 months before treatment versus during treatment.
      ii. *Suspensions or Expulsions* - Percentage of consumers who reported suspensions, expulsions, or being currently expelled in the 3 months before treatment versus during treatment.
   b. **Intensive In-Home recipients** in increasing control over their lives; increasing hope about the future and improving their quality of life during treatment. **Measure Descriptions:**
      i. *Helpfulness of Program - Control over Life* - Percentage of consumers who reported program services were very helpful in helping them gain control over their lives during treatment.
      ii. *Helpfulness of Program - Hope about Future* - Percentage of consumers who reported program services were very helpful in increasing hope about the future during treatment.
      iii. *Helpfulness of Program - Quality of Life* - Percentage of consumers who reported program services were very helpful in improving their quality of life during treatment.

Reliability: NC-TOPPS interviews are the guides by which data items are collected consistently and can be reproduced similarly by different data gatherers in which training of personnel is the key. Validity: NC-TOPPS has chosen MH/SA indicators, measures, and data elements that measure what it intends to measure (face validity). Items are straight forward and are based on research and literature (construct validity). Evaluation of results is demonstrated for each of the programs separately.

2. Beginning in January 2014, we started asking our CST and PSR clients to report directly about behaviors that we are trying to address through our services by utilizing the Illness Management Recovery (IMR) Model (hospitalizations/ emergency department visits, arrests, involvement in job/school, homelessness, medication compliance, mental health symptomology, satisfaction to their
living environment and quality of their life. This fiscal year the CST Leads and PSR Coordinators collected results monthly and then entered results directly into Survey Monkey and the QM Director compiled and analyzed the data on the following questions. Each question had a point value assigned to it: 1 = best result and so on (larger the number, less improvement made).

### 1. In the past month, have you:
   a) Had contacts with an emergency crisis provider?  
      □ YES  □ NO
   b) Had visits to a hospital emergency room?  
      □ YES  □ NO
   c) Spent nights in a psychiatric inpatient hospital?  
      □ YES  □ NO
   d) Spent nights homeless? (sheltered or unsheltered)  
      □ YES  □ NO
   e) Spent nights in jail, or prison?  
      □ YES  □ NO

### 2. What best describes your employment status? (check one only)
   - □ Full-time work (working 35 hours or more a week)
   - □ Part-time work (working 11-34 hours a week)
   - □ Part-time work (working less than 10 hours a week)
   - □ Unemployed (seeking work or on layoff from a job)
   - □ Not in labor force (not seeking work)

### 3. In the past month, if you have a current prescription for psychotropic medications, how often have you taken this medication as prescribed?
   - □ No prescription
   - □ All of the time
   - □ Most of the time
   - □ Sometimes
   - □ Rarely
   - □ Never

### 4. In the past month, how would you describe your mental health symptoms?
   - □ Not present
   - □ Mild
   - □ Moderate
   - □ Severe
   - □ Extremely Severe

### 5. Over the past month, how satisfied were you with your living situation?
   - □ Extremely Satisfied
   - □ Somewhat Satisfied
   - □ Not at all

### 6. In the past month, how helpful has the service been in improving the quality of your life?
   - □ Very helpful
   - □ Somewhat helpful
   - □ Not helpful

### For Dartmouth Quarterly Outcomes Report:
As part of monitoring Evidence Based Practice (EBP) fidelity Implementation, the Supervisor of the IPS program will report results on a quarterly basis on the following: 1) total number of people on caseload of IPS supported employment Staff; 2) Number of people (unduplicated) from IPS Supported Employment Caseload working integrated competitive employment at any time during the quarter; 3) Number of people on IPS supported employment caseload enrolled in education programs; 4 Number of people working successfully in integrated competitive employment who transitioned off the IPS supported employment caseload; 5) number of new enrollees admitted to the program; 6) number of new job starts; and 7) number of people who enrolled into education program.

### Actions Taken:

For **NC-TOPPS**: As part of their responsibilities, staff was to ensure that NC Topps were completed for all consumers receiving enhanced services as specified by the Division of MH/SA/DD. Data was analyzed for the children and adolescent mental health population receiving Intensive-In-Home and Day Treatment services to determine if indicators such as 1) experiencing suicidal thoughts; and 2) suspensions/expulsions would be decreased with having supports in place;

For **CST and PSR project**, the completed Outcome Management (OM) Report Cards were gathered by the CST Leads and PSR Coordinators; the QM Director duplicated the report card into Survey Monkey which was used to analyze the collected data. The results of the data interpretation are covered under “Evaluation of results.”
For IPS Supported Employment project; the Team Lead was trained on the tool, the data was collected for all of the recipients, then on a quarterly basis, the individual data was compiled into the quarterly outcomes report and the results were forwarded to the QM Director for further analysis.

Evaluations of Results:

For NCTOPPS: Aggregate data from the Division Webpage under the “NC TOPPS Report at a Glance” was utilized. The data (refer to the graph below) revealed the following:

For persons receiving Day Treatment services: Regarding experiencing suicidal thoughts: The sample size was insignificant with only one child reporting suicidal thoughts at initial interview. As this seems unlikely with this population, staff will ensure all efforts are made to ensure clients are giving a genuine response. Regarding suspensions and expulsions: The sample size was insignificant with only one child reporting suspension and expulsion. We were unable to analyze this outcome due to the insufficient data provided by NCTOPPS. The graph below further demonstrates the results.

For persons receiving Intensive In-Home Services, 57.1% of the clients reported our services were very helpful in helping them gain control over their lives during treatment. 57.1% of consumers reported our services were very helpful in increasing hope about the future during treatment and 42.9% of consumers reported program services were very helpful in improving their quality of life during treatment. Le’Chris exceeded the state average by 18.8% in gaining control over their lives and increased hope was 11% over the state average. Our proposed goal was to report an increase in each of these areas and therefore this goal was met.
For CST and PSR Outcome Management Report Card Data:

For PSRs: We have five (5) PSRs from where we have 192 usable report cards gathered during this fiscal year. Most of these clients have been receiving the IMR/WMR for significant periods of time.

Overall, 30% increased their wellness from initial scores. The initial weighted average was 3.04 and the final weighted average was 2.32. Below are charts demonstrating the increase in wellness scores.
OM Report Card CST/PSR 2016

Q9 In the past month, how would you describe your mental health symptoms? (voices, depression, anxiety, etc...)?

<table>
<thead>
<tr>
<th>Not present</th>
<th>Mild</th>
<th>Moderate</th>
<th>Severe</th>
<th>Extremely Severe</th>
<th>N/A</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>(no label)</td>
<td>22.73%</td>
<td>31.82%</td>
<td>38.64%</td>
<td>4.55%</td>
<td>2.27%</td>
<td>0.00%</td>
<td>44</td>
</tr>
</tbody>
</table>

Answered: 44  Skipped: 0
Q9 In the past month, how would you describe your mental health symptoms? (voices, depression, anxiety, etc...)?

<table>
<thead>
<tr>
<th>Not present</th>
<th>Mild</th>
<th>Moderate</th>
<th>Severe</th>
<th>Extremely Severe</th>
<th>N/A</th>
<th>Total</th>
<th>Weighted Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>(no label)</td>
<td>11.54%</td>
<td>7.69%</td>
<td>57.69%</td>
<td>11.54%</td>
<td>11.54%</td>
<td>0.00%</td>
<td>26</td>
</tr>
</tbody>
</table>
For PSR, the results demonstrate that the model is working in improving the overall wellness for the individuals we serve. Also, it was discovered that analyzing the data from the current questionnaire in Survey Monkey was very cumbersome and time consuming so this will be reevaluated and modified to better capture the needed data.

For CST programs, we have two Community Support Teams. From these teams, we have 29 useable report cards gathered during this fiscal year. Unfortunately, we only have data for 5 months from the two programs. Data comparing their initial wellness scores with their final wellness scores was not able to be completed. Unfortunately, our outcome data continue to be somewhat limited, nevertheless suggestive of positive results for CST clients in the IMR/WMR programs.
For IPS Supported Employment Program: Below is a table that shows the results for each of the quarters. Overall results for the entire fiscal year are then shown in a graph form for each of these areas. Data was reported on a total of 129 clients which revealed 26.9% of the recipients were working integrated competitive employment; and 9.23% were enrolled in education programs. Unfortunately, a decrease in the percentages on the quarterly outcome report was evident and therefore this goal was not met.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of People on Caseload</td>
<td>32</td>
<td>36</td>
<td>29</td>
<td>32</td>
</tr>
<tr>
<td>% working Integrated Competitive Employment.</td>
<td>37.53%</td>
<td>33.3%</td>
<td>17.2%</td>
<td>18.2%</td>
</tr>
<tr>
<td>% of People Participating in Education Programs.</td>
<td>12.5%</td>
<td>11.11%</td>
<td>6.90%</td>
<td>6.06%</td>
</tr>
<tr>
<td>% of New Enrollees Admitted to the Program</td>
<td>34.38%</td>
<td>19.44%</td>
<td>13.79%</td>
<td>21.21%</td>
</tr>
<tr>
<td>% of New Job Starts</td>
<td>25.00%</td>
<td>11.11%</td>
<td>10.34%</td>
<td>6.06%</td>
</tr>
</tbody>
</table>

Overall Results for IPS program FY: 2016-2017

Next Steps:

For NC-TOPPS: This outcome will be continued as it continues to assist us in interpreting the effectiveness of our services.

For CST and PSR Outcome Management Report Cards: As our data suggests -- our IMR/WMR program is successful in that clients improve their functioning in the areas targeted by the program. However, the plan
is to do more education regarding data collection as well as reminding staff the importance of collecting the data consistently and in a uniform way. This outcome will be continued.

For IPS Supported Employment Outcome data, an increase in the reported areas is evident which in turn assists us in increasing our overall fidelity to the model.

**EFFICIENCY**

**Strategies:**

Efficient use of authorized hours: Not only is it important from a business perspective, but also from the perspective of persons served. Hence, we attempted to achieve the outcome of “80% of the authorized hours approved by Authorizing Agent will be delivered to our Consumers.” The strategy in getting this accomplished was first and foremost to inform all of the sites of our intent. Next, the Site Directors were tasked in collecting and reviewing the results quarterly from a report generated through ALPHAflex CM (our electronic medical record system). The report for each of the services was also to be generated by the QM Department at the end of fiscal year review for final data analysis.

**Actions Taken:**

The directors of all sites were informed of the intent. The report generated by ALPHAflex CM was utilized which lists: 1) Client record number; 2) Start date for authorizations; 3) End date for authorizations; 4) Number of units authorized; 5) Number of units delivered; and 6) Type of service in question. Directors were asked to explain any discrepancies as to why not all hours were being delivered. The percentage was achieved by dividing the number of units delivered by the number of units authorized. At the end of the fiscal year, all data was compiled and analyzed. Overall averages were calculated for each service, along with a trend analysis of any comments received.

**Evaluation of Results:**

In analyzing the data, it became obvious that many variables continue to affect the units delivered to the units authorized, hence it can be concluded that this is not something that LeChris, as an agency, controls in its entirety. Some of the clients completed treatment in the middle of a cycle, hence a smaller amount of units used. Other reasons for discrepancies included non-compliance with treatment, hospitalizations, health & transportation issues which are beyond our control. The average overall percentage of all services revealed 58.8%, and therefore we missed our desired outcome. In looking at the average overall percentage per service, Intensive In Home Team services as a whole attained the highest percentage of used versus authorized hours (77.3%) followed by Day Treatment Services (66.9%). The lowest percentage was Community Support Team (42.2%) followed by Psychosocial Rehabilitative services (49%). The below graph provides further illustrations of the findings.
Next Steps:

Directors are to continue keeping track of service authorizations for all of the services provided in their sites to maximize billable hours, to ensure consumer engagement into services and to identify any potential staffing issues. Also, we continue our dialogue with AlphaCM to ensure that the electronic medical record is tracking the units used accurately. We will continue with this outcome for the next fiscal year.

Access to Services

Timely access to services is very important to our consumers. The division has guidelines as to the timeframes when a person needs to be seen. For routine care, the timeframe is 14 days, for urgent, it is 48 hours and for Emergent clients, the timeframe is 2 hours. It is evident that LeChris is meeting these timeframes for all assessments; however, when it comes to referrals to a specific service after the assessment, some improvement is still needed.

Strategies:

Directors and Coordinators of each site were instructed to keep data on new consumers to our agency from referral to admission in hopes of reaching the desired goal of 90% of consumers will be seen within 10 days of the referral.

Actions Taken:

Quality Management Department developed an Excel spread sheet to track this data along with existing referral and admission logs that Directors were instructed to use. Directors were asked to turn in data on a quarterly basis for this outcome, rather than wait until the end of fiscal year as was done previously in hopes of identifying any potential problems with data collection.

Evaluation of Results:
Regarding assessments: Unfortunately, not all of the data needed to report this outcome accurately was available for all sites providing assessments. This outcome will need to be reviewed by the agency to determine if another data source is needed to show an accurate count.

Regarding the next step in getting the consumer to the referred service within 10 days, the data shows a success rate of 58.5%. Staff will continue to be educated on timeframes expected to ensure improvement in this percentage in all sites. The table below provides detailed information regarding the total number of referrals received, number of new admissions, and number of clients meeting the required timeframes, followed by the percentage of admissions meeting the timeframe per each quarter for the agency as a whole.

<table>
<thead>
<tr>
<th></th>
<th>1&lt;sup&gt;st&lt;/sup&gt; Qtr</th>
<th>2&lt;sup&gt;nd&lt;/sup&gt; Qtr</th>
<th>3&lt;sup&gt;rd&lt;/sup&gt; Qtr</th>
<th>4&lt;sup&gt;th&lt;/sup&gt; Qtr</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Referrals received</td>
<td>247</td>
<td>165</td>
<td>169</td>
<td>193</td>
<td>774</td>
</tr>
<tr>
<td># of New Admissions</td>
<td>197</td>
<td>112</td>
<td>108</td>
<td>149</td>
<td>556</td>
</tr>
<tr>
<td>% of Referrals to Admissions --&gt;</td>
<td>79.8%</td>
<td>71.8%</td>
<td>80.6%</td>
<td>77.7%</td>
<td>77.48%</td>
</tr>
<tr>
<td># of Clients that met the required timeframes</td>
<td>142</td>
<td>67</td>
<td>64</td>
<td>98</td>
<td>371</td>
</tr>
<tr>
<td>% of Admissions meeting required timeframes</td>
<td>72.1%</td>
<td>46.6%</td>
<td>69.0%</td>
<td>46.3%</td>
<td>58.5%</td>
</tr>
</tbody>
</table>

Next Steps:

Ensure that the required timeframes for an assessment are reviewed with staff and that accurate data is available to analyze this outcome. Continue to work on improving and monitoring the process as to how to track the data from assessment referral to service admissions by educating the site directors on how to accurately gather the data as well as work through any barriers that hinder the process. This outcome will be continued next year.

**Satisfaction Surveys - Consumer**

Consumer Satisfaction surveys are conducted annually to assist LeChris in maintaining and improving the quality of services provided to our consumers. Furthermore, it gives us an opportunity to discover if our services are effective, if consumers are achieving their outcomes, and identify areas of what’s working and what is not working.

**Strategies:**

Eleven separate surveys were designed to cover the following services we provide throughout our agency:

- Community Support Team (CST)
- Intensive In-Home (IIH)
- Day Treatment (Day Tx)
- Psychosocial Rehab (PSR)
Questions on the surveys were varied somewhat as they were tailored to the specific service being surveyed. Questions were designed to address access, efficiency, effectiveness and overall satisfaction for the services provided. Participants (consumers, parents, guardians, and/or caregivers) were asked to choose a statement best describing their experience with LeChris. Four response choices were provided: strongly agree, agree, disagree or strongly disagree. We also continued to use the picture prompts in the form of smiley faces that coincided with the answer choice to assist respondents to choose their answer without only having to rely on reading the answer choices provided. The goal that we had set for ourselves was to achieve 90% of consumers/guardians sampled to report satisfaction with services received.

Actions Taken:

- Once surveys were designed and approved by the QM committee and the Corporate Team, they were given to Directors of each site for distribution to our consumers. Consumers were assured confidentiality of the results and given a choice of either placing their surveys in a sealed envelope or mailing them directly to the QA Department. Microsoft Excel was utilized to capture the data and to assist in interpreting the results.

Measures:

- The percentage (%) of satisfaction was calculated by the number of consumers answering “Strongly agree” and “Agree” in the survey divided by the number of surveys completed for that site. In instances where no response was received for a specific question, the number of surveys was adjusted to reflect the number of responses received.
- The percentage (%) of overall satisfaction was achieved by taking the average of satisfaction for all sites participating in the survey.

Evaluation of Results:

Table below provides a percentage of satisfaction per each site and service along with the overall satisfaction per service.

<table>
<thead>
<tr>
<th>SITE</th>
<th>MCO</th>
<th>Day Tx</th>
<th>SE</th>
<th>Med Mgt</th>
<th>CST</th>
<th>PSR</th>
<th>IIH</th>
<th>Assmt</th>
<th>THERAPY</th>
<th>I-DD</th>
</tr>
</thead>
<tbody>
<tr>
<td>RM</td>
<td>RM</td>
<td></td>
<td></td>
<td></td>
<td>99.6%</td>
<td></td>
<td></td>
<td></td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>WILS</td>
<td>WILS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100.0%</td>
<td></td>
</tr>
<tr>
<td>BLA</td>
<td>BLA</td>
<td></td>
<td></td>
<td></td>
<td>91.1%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GVL</td>
<td>GVL</td>
<td></td>
<td></td>
<td></td>
<td>97.62%</td>
<td>100%</td>
<td>92.5%</td>
<td>100.0%</td>
<td>100%</td>
<td>100.0%</td>
</tr>
<tr>
<td>NB</td>
<td>NB</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>91.67%</td>
</tr>
<tr>
<td>MHC</td>
<td>MHC</td>
<td></td>
<td></td>
<td></td>
<td>97%</td>
<td>90.56%</td>
<td></td>
<td>95.24%</td>
<td>100.0%</td>
<td>100%</td>
</tr>
<tr>
<td>NH</td>
<td>NH</td>
<td></td>
<td></td>
<td></td>
<td>91.0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
LeChris
All Things Are Possible

2016-2017

LeChris Annual QA Outcome Measures Report

Overall % | 93.06% | 97.62% | 90.56% | 100.0% | 97.4% | 100.0% | 95.24% | 100.0% | 97.92%

Graphs below will further demonstrate the results:

1. % of Overall Satisfaction per Service and Site

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<thead>
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<th></th>
<th>RM</th>
<th>WILS</th>
<th>BLA</th>
<th>GVL</th>
<th>NB</th>
<th>MHC</th>
<th>JAX</th>
<th>NH</th>
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</thead>
<tbody>
<tr>
<td>Day Tx</td>
<td>99.62%</td>
<td>100.0%</td>
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<td>SE</td>
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<td>100.0%</td>
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<td>Med Mgt</td>
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<td>92.50%</td>
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<tr>
<td>CST</td>
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<td></td>
<td>95.24%</td>
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<td>PSR</td>
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<td>100.0%</td>
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<td>91.67%</td>
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<td>THERAPY</td>
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</tbody>
</table>

*The projected goal was met with a 90% or higher percentage per site and service.

Next Steps:

Continue conducting satisfaction surveys on an annual basis to evaluate our performance with the consumers we serve to ensure quality services are in place.

Satisfaction Surveys - Employee

Why conduct employee satisfaction surveys? The reason is simple; LeChris believes that a strong path to success begins with a great place to work. We solicit staff feedback through surveys on an annual basis to improve the workplace. Satisfaction of employees is important as it lowers employee turn-over, leads to higher consumer satisfaction, increases loyalty and improves profitability.

Strategies:

The questions on the survey were designed to assess level of agreement or disagreement in the areas of 1) understanding organization’s mission; 2) opportunity to learn & grow; 3) receiving adequate training; 4) safe
work conditions; 5) Being treated with respect; and 6) Feeling being listened to and receiving clear instructions by the supervisor. Four response choices were provided: strongly agree, agree, disagree or strongly disagree. The goal that we had set for ourselves was to achieve 90% of employees sampled to report satisfaction with their employment.

Actions Taken:
Once the survey was designed and approved by the QM committee and the Corporate Team, a flyer was e-mailed to Directors of each site for distribution to staff with instructions and timelines. Staff was encouraged to complete the survey on-line utilizing Survey Monkey; for staff that did not have access to the internet, a paper copy of the survey was provided. Both methods were used – the paper survey responses received were then entered into the Survey Monkey by the QM Director to ensure that scoring would be uniform.

Measures:
- The percentage (%) of satisfaction was calculated by number of employees answering “Strongly Agree” and “Agree” in the survey divided by the number of surveys completed.
- The percentage (%) of overall satisfaction was achieved by taking the average of satisfaction for all of the responses received.
- Rating scale from 1-4 was utilized in interpreting the results. One (1) being the highest score indicating “strongly agree” and four (4) being the lowest indicating “strongly disagree”.

Evaluation of Results:
For this fiscal year, a total of 43 out of 104 employees completed the survey, revealing a higher return rate of 41.3% versus the return rate of 23% for the last fiscal year. Our overall percentage of satisfaction was calculated to be 86% across all regions. Unfortunately, the projected goal of 90% employee satisfaction was not met. In evaluating the combined summary results of all of the Le’Chris sites, the lowest rating revealed to be “I receive the training and materials I need to do my job well” (rating of 1.86), – falling to the right of “strongly agree” and closer to the “agree” statement) then “Overall satisfaction with my job & would recommend employment with Le’Chris to others” (rating of 1.81) followed by “I have opportunities to learn and grow with a rating of 1.81 as well.

The next step was to review the employee comments as these provide invaluable feedback. When asked “What could Le’Chris do to increase your job satisfaction”, 27 responses were received and reviewed. The following two categories appeared to be leading contributors to this rating:

1) Getting paid consistently, same time every time, getting expense checks on time, have direct deposit and a better benefit package (12 comments received); 2) Pay rate increase (5 comments). These were taken to the Corporate Team to be discussed and addressed.

The following graph displays a breakdown of staff positions responding to the survey – majority was PPs (paraprofessionals) at 32.56% followed by Director/Coordinator at 16.28%, etc.
The graph below displays the length of employment with Le’Chris -- it was noted that the majority (37.2%) of the staff that responded to the survey have been with the company more than five years, followed by 20.9% of the staff that had been with the company between one to three years or less than one year.

The next graph shows the summary of responses of all Le’Chris employees for this survey.
Next Steps:

The results were shared with the Corporate Team. Ideas are being solicited to address the areas of concern and to increase the overall satisfaction of the employees. As previously mentioned, it is very evident that all of the changes within the mental health/substance use system from the State and the MCOs continue to have had a big impact on the employee issues; regardless, Le'Chris continues its commitment to provide a great workplace for its employees and will continue to solicit feedback from the staff on an annual basis.

**Satisfaction Surveys – Stakeholder**

The Stakeholder Satisfaction Surveys are conducted annually to assist LeChris in maintaining and improving relationships with our stakeholders as well as identifying areas of what’s working and what is not working. Furthermore, input is requested and collected to help determine the expectations and preferences of the organization’s stakeholders and to better understand how the organization is performing from the perspective of its stakeholders.

**Strategies:**

LeChris chose to utilize “Survey Monkey” – a well-known on-line survey application in getting the survey out to our Stakeholders. The pros and cons were considered prior to executing the project. The cons of the system include: Spam/privacy issues, technical issues and ability to submit multiple submissions. The pros seem to outweigh the cons, they are the following: Has the same strengths as a paper version, it is better at addressing sensitive issues, it is cost efficient, it has faster delivery, quick response time and the ability to track and analyze the data is effortless. The survey was then designed to capture information about our stakeholders in general, such as type of agency they represent, types of services they utilize through LeChris, and specific LeChris locations they work with. Then more specific questions as how they
would rate our work (see graphs below for the questions) - six response choices were provided: “Excellent”, “Good”, “Adequate”, “Poor” and “Not applicable”. The last four questions addressed overall quality of our services, confidence in our services, if our performance was getting better, and how likely was it that they would utilize LeChris in the future. The goal that we had set for ourselves was to achieve 90% of overall satisfaction with our stakeholders.

Actions Taken:

Once the survey was designed and approved by the QM committee and the Corporate Team, QM Director requested names of stakeholders from each of the Site Directors in order to send out a Survey to find out “How we are doing.” The following e-mail was sent to the Stakeholders:

Good Afternoon,
You have been identified as one of our external stakeholders. As such, you are invited to participate in our Satisfaction Survey designed to gauge your opinion on “how we are doing”. This survey will ask about your interactions with LeChris within the past year, it will only take approximately three to five minutes to complete and all of your responses will remain anonymous. Your feedback will assist us in improving the quality of our services we provide. The link is uniquely tied to this survey and your email address; please do not forward this message. To access the survey, just click on the following link: https://www.surveymonkey.com/r/PWYTGNQ. If you have any questions regarding the survey, please feel free to contact me. Thank you in advance for your participation!

Measures:

- The percentage (%) of satisfaction was calculated by number of stakeholders answering “Excellent” and “Good” for Question #5 in the survey divided by the number of surveys completed. In the other questions, the same method was utilized (1st two positive responses were utilized divided by the number of surveys completed)
- The percentage (%) of overall satisfaction was achieved by taking the average of satisfaction for all of the responses received.
- Rating scale from 1- 5 was utilized in interpreting the results. One (1) being the highest score indicating “Excellent” and four (5) being the lowest indicating “Unacceptable”.

Evaluation of Results:

Participation of outside stakeholders to our survey this year was 22.2% (out of 36 requests for surveys 8 surveys were returned). According to statistics provided by Survey Monkey, the average response rate for an on-line survey is 30%. The sites that had the most participation were 1) Wilmington Day Treatment (37.5%), followed by Greenville (25%). Most of the responses were received from Schools (37.5%). The service that received most responses was Day Treatment services (62.5%), followed by Therapy Services (25%). The average overall rating regarding the different aspects of our work revealed a score of 2.13 – rating of 1 being “Excellent” and 2 being “Good.” In rating the quality of our services, 25% reported them being as “Excellent,” 50% reported them as “Good”, and 25% reported them as “Poor”. In collapsing the data for the Excellent and Good categories, it reveals a 75% positive score. When stakeholders were asked about their confidence level in our services, 25% revealed “Complete Confidence”, followed by 50% response who replied with “A lot of confidence.” According to the responses, 37.5% of the responses said the services were getting better, followed by 25% of the responses that said the services were “Getting much better”. In the last question, we wanted to find out the likelihood of them using LeChris services again. 37.5 % stated “very likely” followed by 25% who chose “Certainly”. In evaluating the results, we did missed our goal of 90% overall satisfaction by 15%. The tables and graphs following further illustrate the results of the survey. The questions asked are represented by the title of each graph.
Other covers the following: Parent

Which one of our Sites do you primarily deal/have contact with? (please choose only one site)

- Rocky Mount: 37.5%
- Wilson: 25.0%
- Greenville: 12.5%
- Wilmington: 12.5%
- Jacksonville: 12.5%
- Morehead City: 12.5%
- New Bern: 12.5%
- Elizabethtown: 0.0%
What LeChris Services are you familiar with?

Please rate the following aspects of our work.
Next Steps:

LeChris continues to be committed to providing the best possible services. The results were shared with the Corporate Team. Ideas were solicited to address the areas of concern and increase the overall satisfaction of the stakeholders. We have had a lot of turnover during the past few years and it is believed that this too has played a part in the decrease of stakeholder satisfaction. LeChris will continue to solicit feedback from our Stakeholders on an annual basis to ensure quality of services and to assist us in identifying any areas of concern from outside sources.