



Proud member of



TRICKLE DOWN DATANOMICS

RENA BARTON GOTTO

Quality is everyone's responsibility

Learning is not compulsory... neither is survival.

Lack of knowledge... that is the problem.

If you do not know how to ask the right question, you discover nothing.

If you can't describe what you are doing as a process, you don't know what you're doing.

Rational behavior requires theory. Reactive behavior requires only reflex action.

Whenever there is fear, you will get wrong figures.

Selected quotes, W. Edwards Deming

REPORTING OUTCOMES

- Formalizes what you “know”
- Lets others know what you’re doing
- Communicates impact
- Emphasizes findings and areas of improvement
- Encourages improvement
- Gives competitive edge
- Prepares for accreditation

LIMITATION OF OUTCOMES MEASUREMENT

- “Soft outcomes”
- Still need critical thinking and managerial judgement
- Some outcomes are long-term (not immediate)
- Some data does not speak to causality
- Getting buy-in

REPORTING STRATEGY

- Who compiles the data and generates reports
- Who needs the information
- How will you report it
- Report only what is asked for
- Tie into strategic plan

THINGS TO CONSIDER WHEN COLLECTING DATA

- What type of information is needed
- Validity and reliability
- Available resources
- Cultural appropriateness

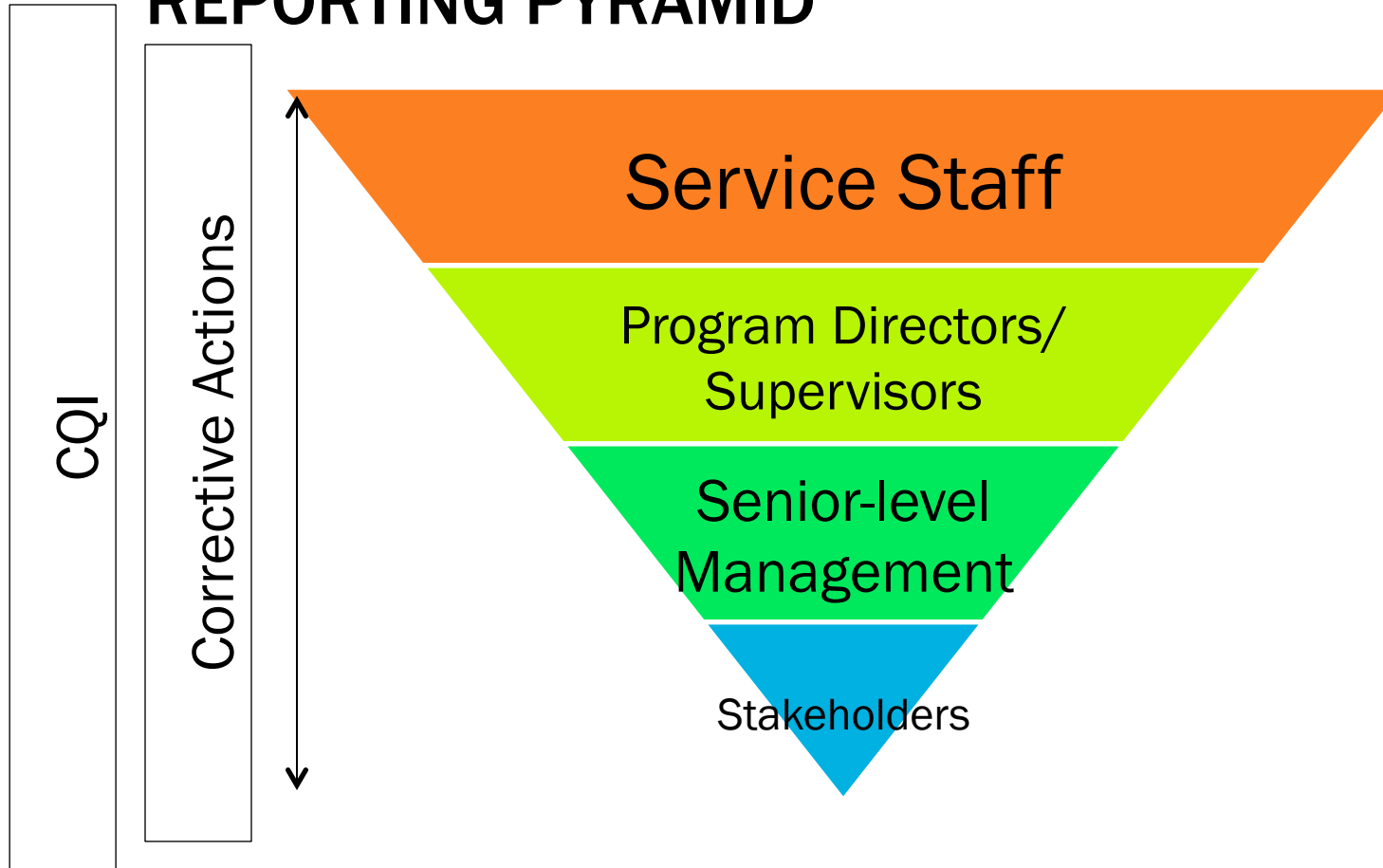
DATA COLLECTION DESIGNS

- Post-only measures
- Pre/Post measures
- Time series
- Measures with a comparison group
- Measures with a comparative standard

DATA COLLECTION PLAN

- Determine outcome
- Choose indicator(s)
- Data collection method
- Collection frequency
- Who will collect data
- How will they collect it
- Monitoring collection

REPORTING PYRAMID



IMPACT STATEMENT

“The primary purpose...is to strengthen Agency mental health service delivery.”

INDICATOR

“Clients maintain/improve their level of functioning.”

SERVICE STAFF

- Involve in planning process
- Primary data collector
 - Assessments
 - Treatment Plans
 - Measurement Tools
 - Case Notes
 - Productivity
- Integrate into workflow (shouldn't be a burden)

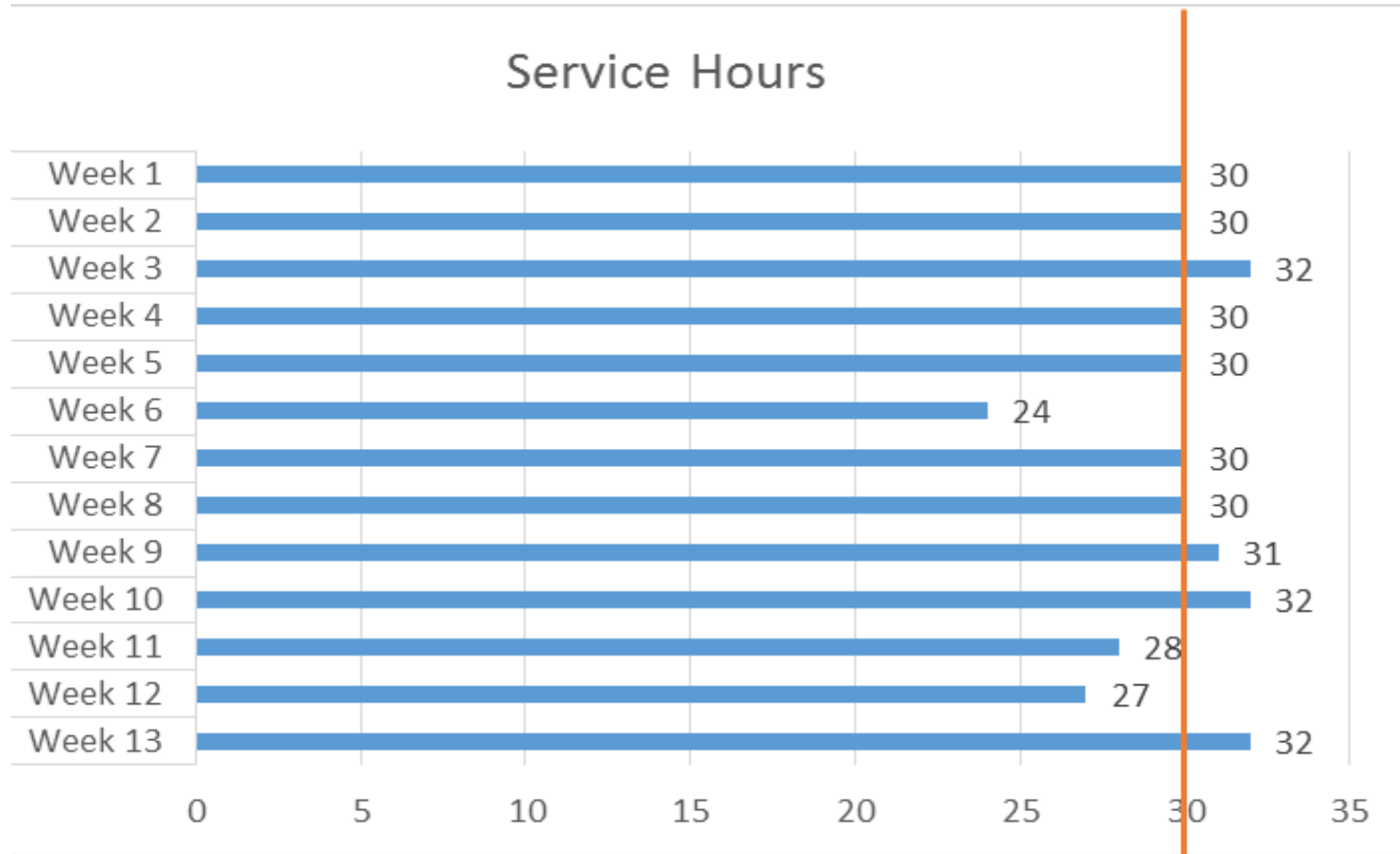
SERVICE STAFF

- **Make it useful**
 - Answer “why”
 - Enhance care and performance
 - Changing payment and regulatory environment
 - Long-term value of services
 - Ability to access data/reports in “real time”
- **Share in staff meetings**
 - Results
 - Opportunity for consultation
 - Opportunity for improvement or corrective action

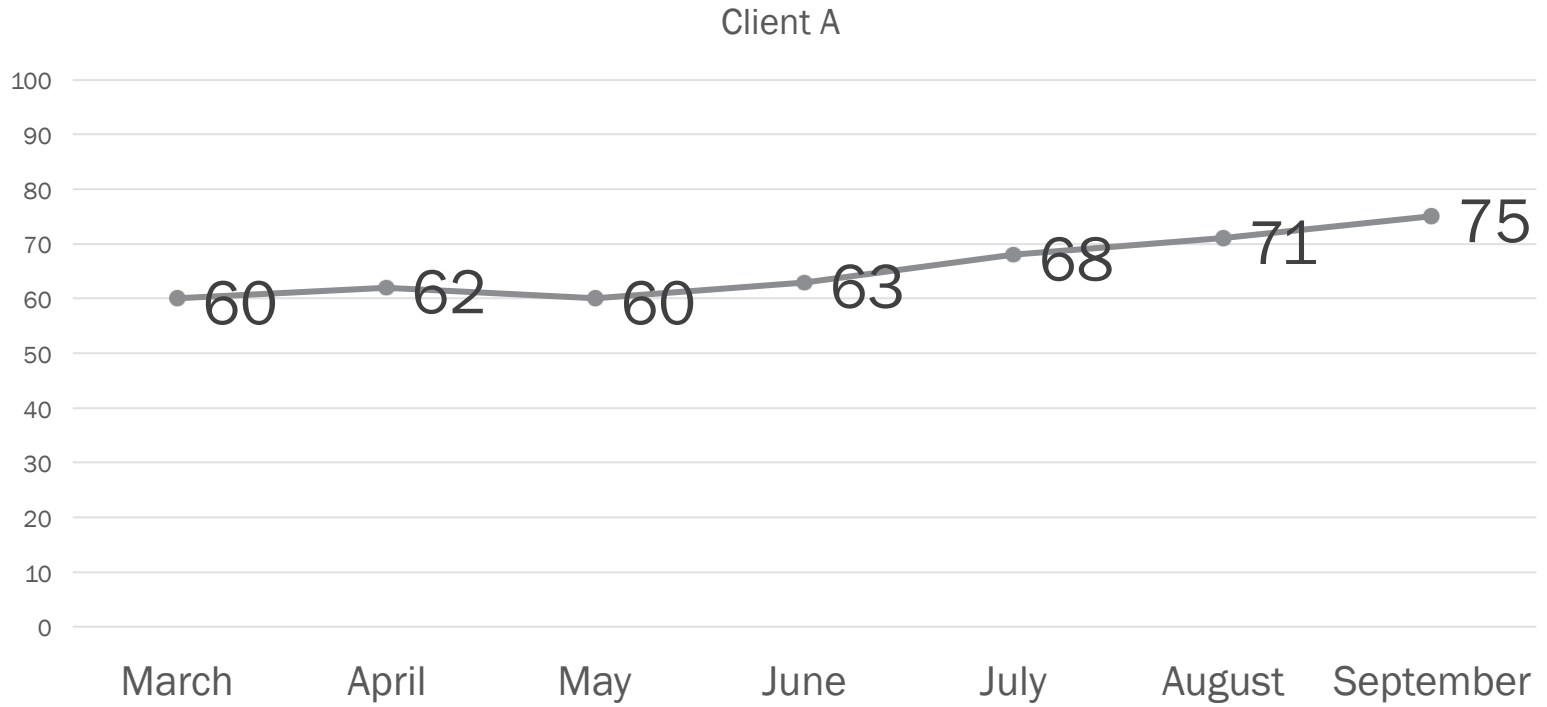
TOOLS FOR SERVICE STAFF

- Productivity reports via dashboards
- Client progress reports
- Case review/Supervisory reviews

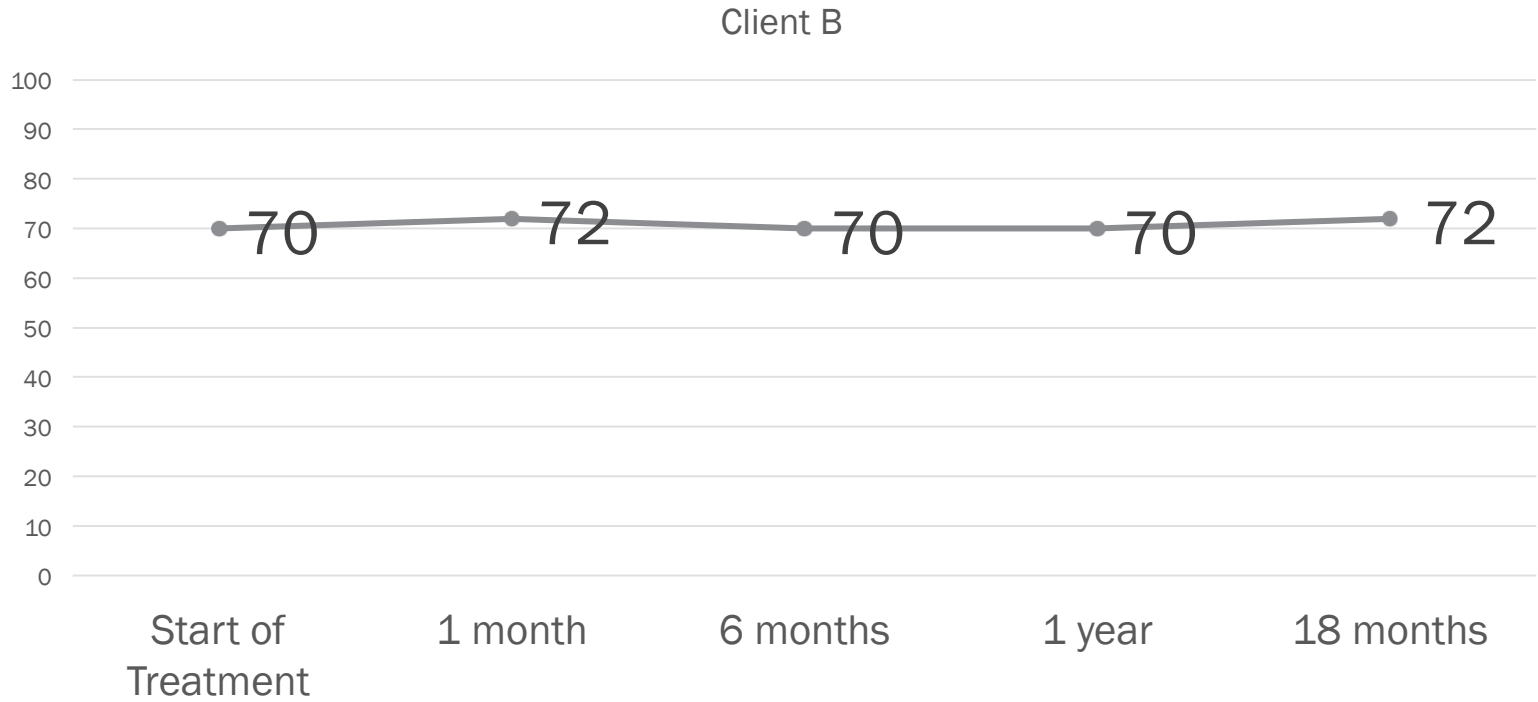
PRODUCTIVITY DASHBOARD



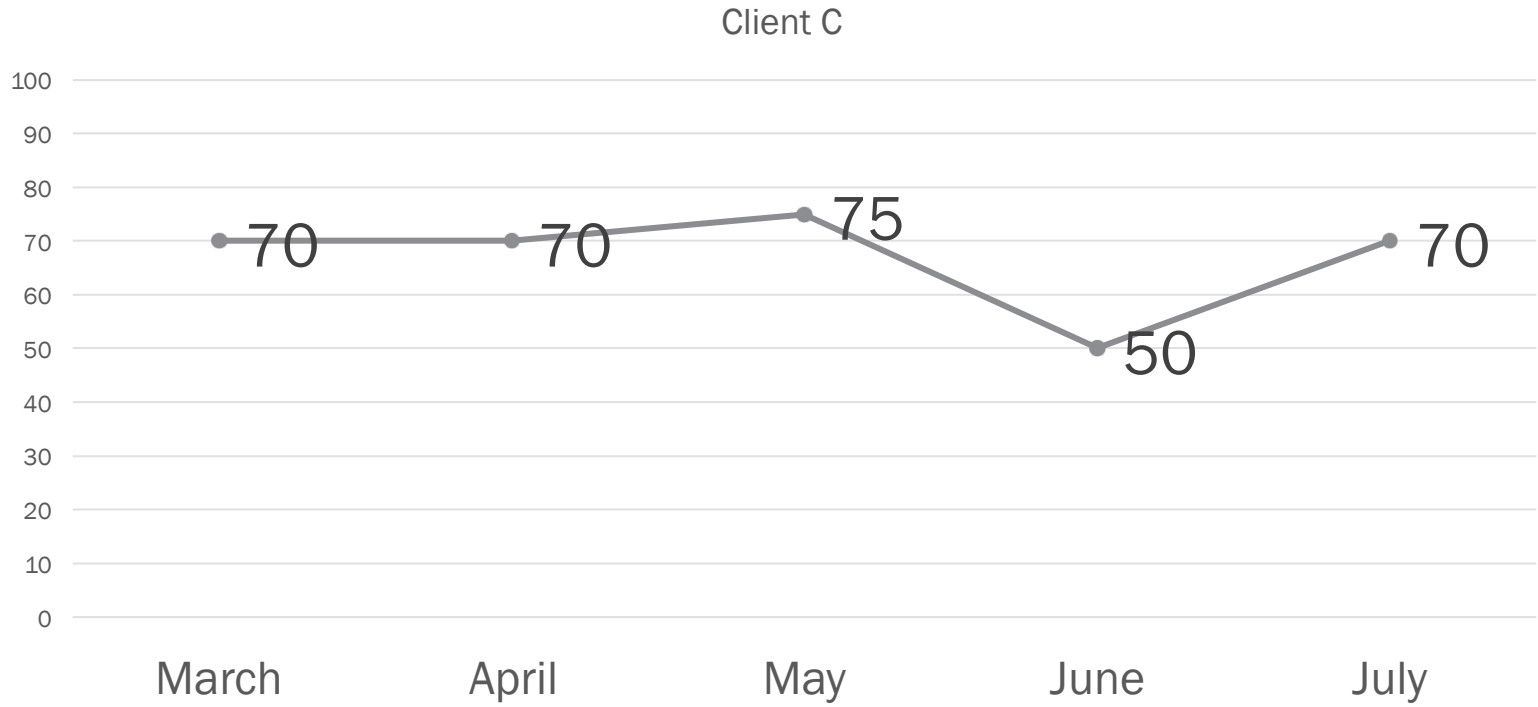
EXAMPLE CLIENT A



EXAMPLE CLIENT B




EXAMPLE CLIENT C



DIRECTORS/SUPERVISORS

- Aggregate and report data
- Manage productivity
- Ensure compliance
- Identify corrective actions



By program and
individual staff

TOOLS FOR DIRECTORS/SUPERVISORS

- Scorecards
- Logic Models
- Dashboards
- Program reports
- Annual plans/Strategic plan
- Funder reports
- Supervisory review

BALANCED SCORECARD

- Department and/or Program
- Standard of measurement
 - %, #, \$, Action Step
- Outcome/Output/Action Step
- Objective (Description)
- Category
 - Client Funder
 - Financial
 - Internal Processes
 - Learning and Growth
 - Increase Knowledge
 - Unmet Needs

BALANCED SCORECARD

- **Impact**
 - Healthy Children
 - Social and Emotional Competence
 - Parental Resilience
 - Strong Families
 - Solid Communities
 - Concrete Supports
 - Meet Agency/Program Expectation
- **Promised to**
 - Specific funder
 - Programs
 - Accrediting bodies
 - Licensing entities

BALANCED SCORECARD

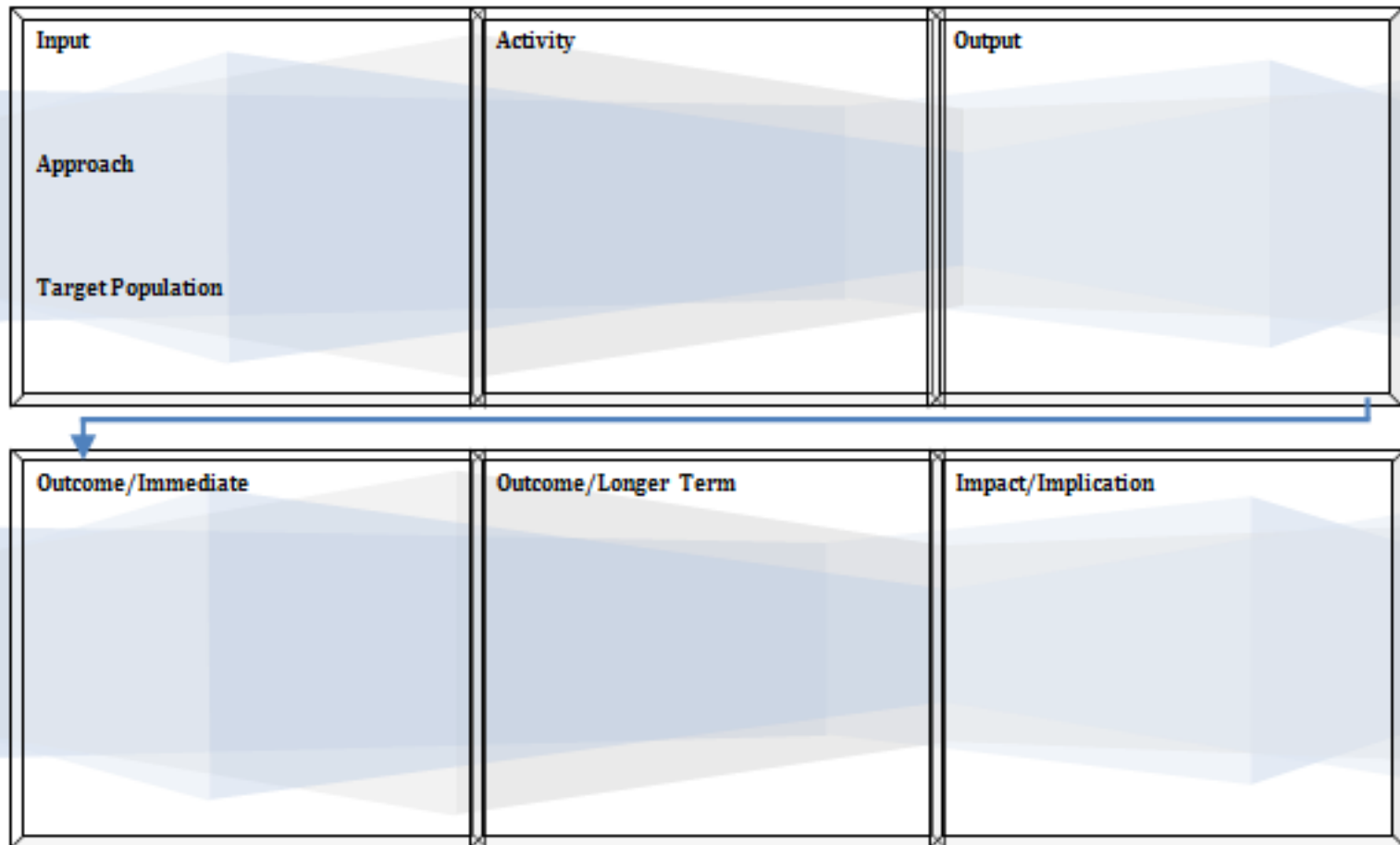
- Frequency
- Goal/Target
- Current performance
- Measurement used

LOGIC MODEL TEMPLATE

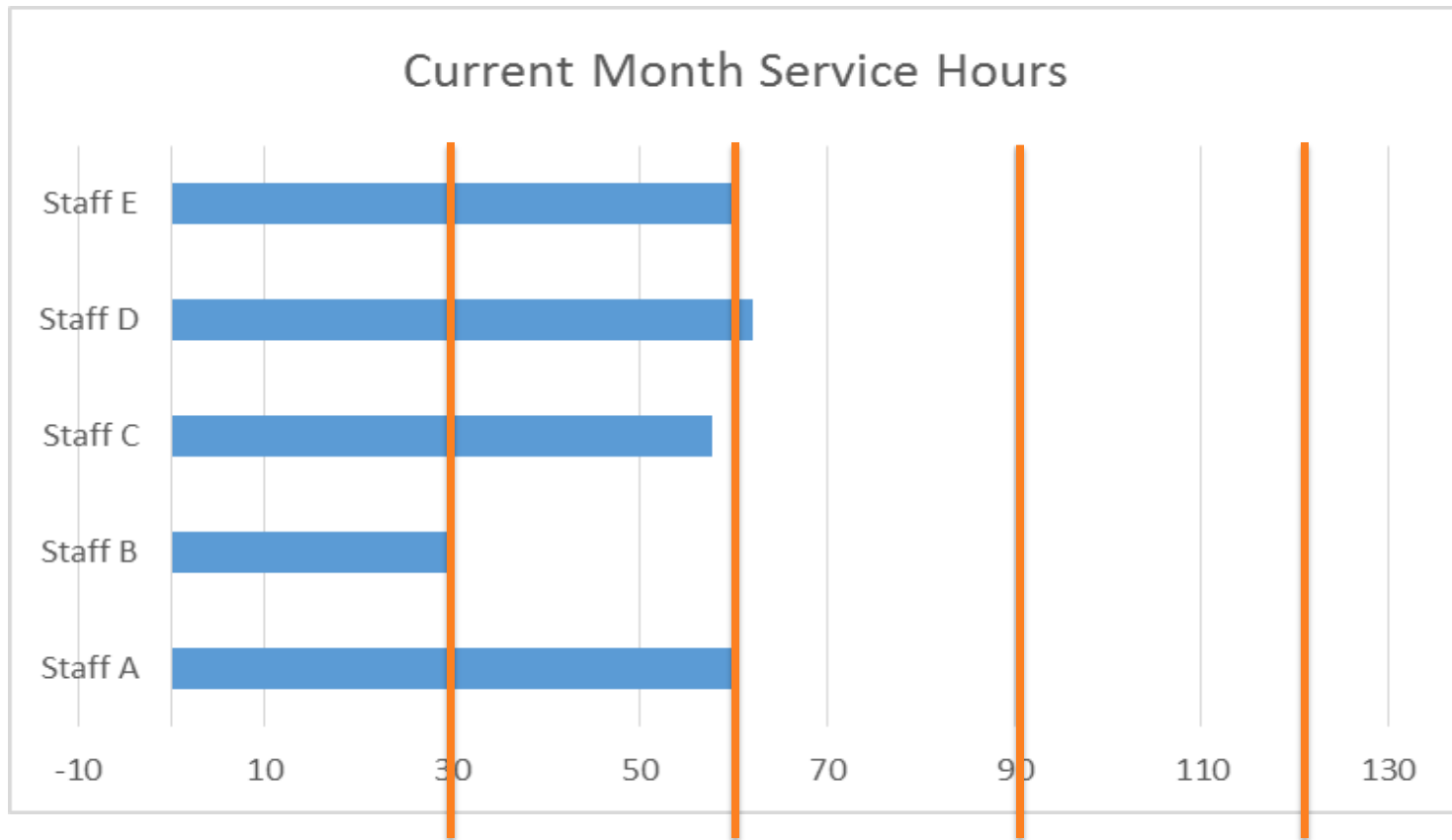
Logic Model

LFCs Program or Service:

Program Theory:



STAFF PRODUCTIVITY DASHBOARD EXAMPLE



Week 1

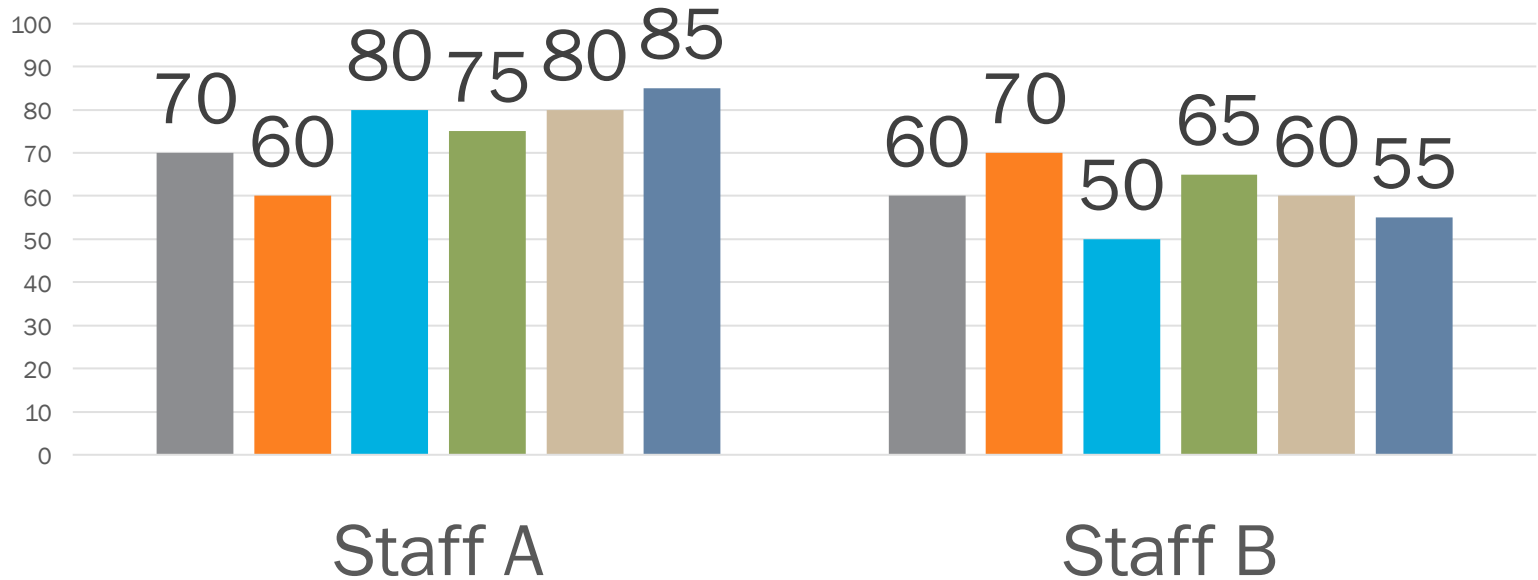
Week 2

Week 3

Week 4

OUTCOMES MANAGEMENT EXAMPLE

Average Client Scores



EXPLORING AREAS OF IMPROVEMENT

- **Population**
 - Transient
 - Difficult diagnoses
- **Caseload**
 - Larger caseload (“spread too thin”)
 - More new clients
- **Access to services**
 - Affordability
 - Transportation
- **Experience**
 - Need more training
 - More supervision
 - Unique talents

ANNUAL PLANS

Department/Program/Region		Director	
CLIENT OR FUNDER	What areas of your practice are most in need of improvement? Are there new populations or segments that may benefit from your services? Are there new funder requirements or requests? (I.E.: more requests for evidence based services?) Are there new providers in your environment with new/different services or who are providing more competition? Are there areas in which stretch goals are appropriate? (I.E.: obtain more returns of satisfaction surveys? Increase ratio of direct service hours?		
Strategic Goal:			
ACTION STEPS/TARGETS		ASSESSMENT/INDICATORS	TARGET DATE
FINANCIAL	Are there new funding opportunities? Was a grant or contract recently received? How can funding be maximized? Has the budget been met or surpassed in the last 2 years? Is there opportunity for growth? For greater capacity? Budget issues		
Strategic Goal:			
ACTION STEPS/TARGETS		ASSESSMENT/INDICATORS	TARGET DATE
INTERNAL PROCESSES	What will help you provide better services in a more efficient manner? Is there a way to streamline the way you provide services? Do other programs do some of the same things, only better? Is there something that you do that could assist others in the agency? Is there a way to improve communication to/from your workers? To or from your Clients? Is there a techknowledge need to be addressed?		
Strategic Goal:			
ACTION STEPS/TARGETS		ASSESSMENT/INDICATORS	TARGET DATE
LEARNING & GROWTH	What skills or talents do your workers need to provide services that meet the needs of those you serve? Is there a provider or service in your environment that can help add to the skill level? Are there ways that you provide services that need to be standardized to provide meaningful feedback or data that can tell your story?		
Strategic Goal:			
ACTION STEPS/TARGETS		ASSESSMENT/INDICATORS	TARGET DATE
UNMET NEEDS & VISIONING	Are there unmet needs of those you serve? Are there new populations or segments that may benefit from your services? What program expansion do you see a need for? Are there new funder requirements or requests? (I.E.: more requests for evidence based services?) Are there new providers in your environment with new/different services or who are providing more competition?		
Strategic Goal:			
ACTION STEPS/TARGETS		ASSESSMENT/INDICATORS	TARGET DATE
			10/17/2016

SENIOR MANAGEMENT

- Focus on agency success
 - Adherence to mission
 - Budget
 - Staffing needs
- Promote the agency
- Build capacity
- Allocate resources
- Create a quality culture
- Develop long-range plan
- Identify and mitigate risk



TOOLS FOR SENIOR MANAGEMENT

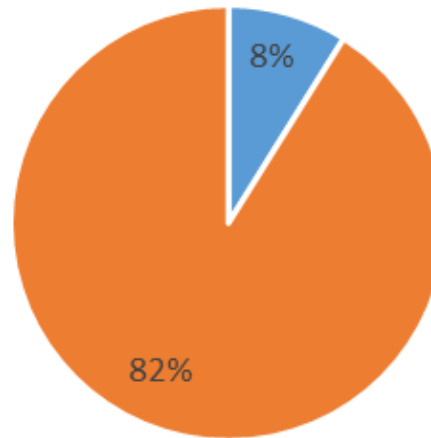
- Scorecards
- Annual/Semi-annual reports
- Fact sheets
- Review annual plans in relation to long-range plan

PRODUCTIVITY EXAMPLE



OUTCOMES EXAMPLE

Goal: 80% of clients improve or maintain their functional level



■ Did not improve ■ Improved/Maintained

STAKEHOLDERS

“A person with an interest or concern in something, especially a business.”

Funders

Donors

Licensing entities

Accreditation bodies

Board members

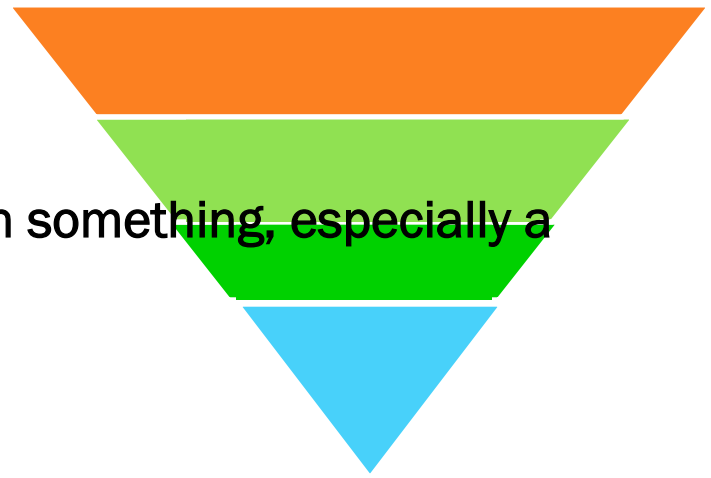
Committee members

Schools and partnering/neighborhood organizations

Clients/customers

Staff

Volunteers



STAKEHOLDERS

- Impact statements backed up with key indicators
- Vary report formats
- Qualitative and quantitative
- May be dictated by funders
- Show our donors we are using donations effectively
- Demonstrate accountability to the board
- Illustrate fulfillment of the mission
- Show we're doing a good job
- Reports on interests and expectations instead of what you "think" they want to know

OUTCOMES EXAMPLE

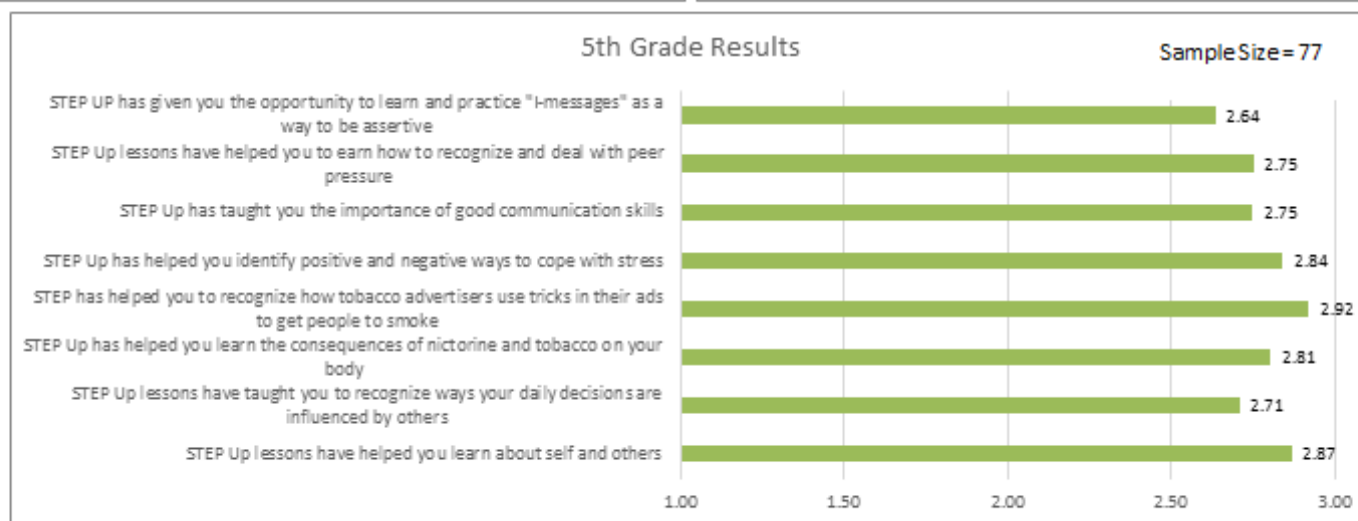
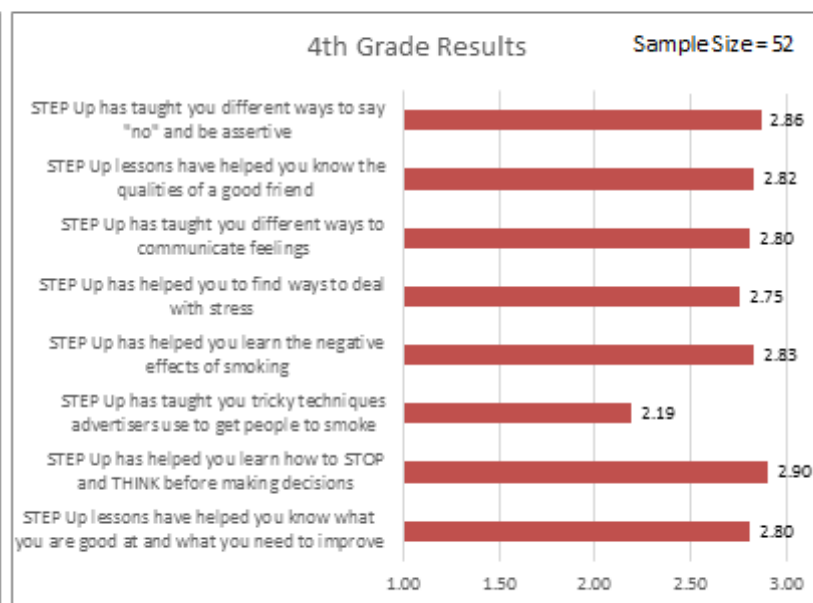
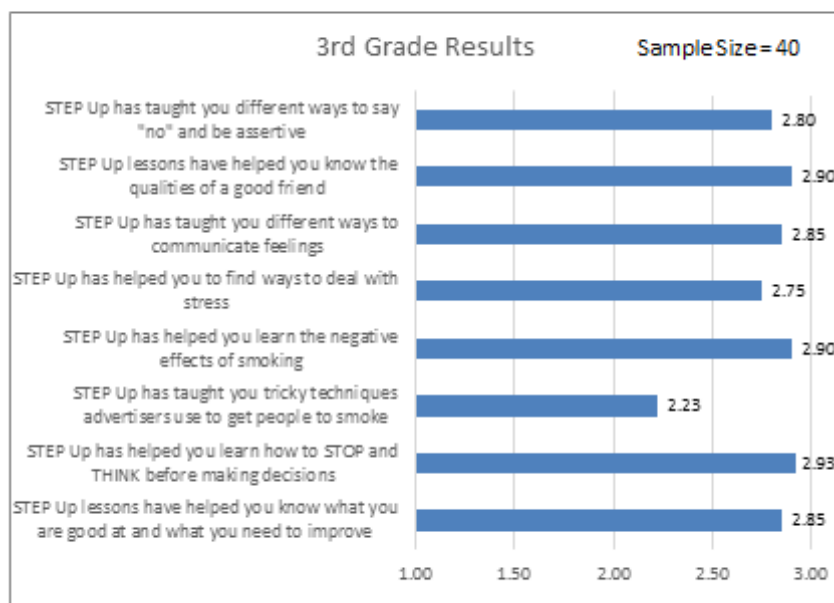
Impact Statement:

Agency has an overall success rate with mental health clients

Supporting indicator:

82% of clients showed improved level of functioning

Arrowpoint Elementary School July – December 2014

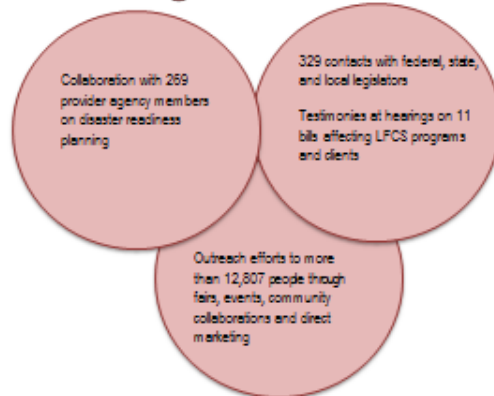


IMPACT

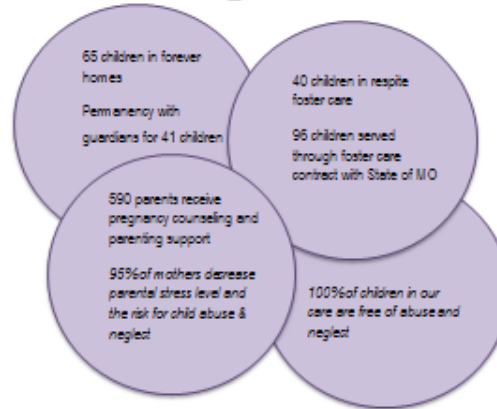
IMPACT IN MISSOURI - 2014



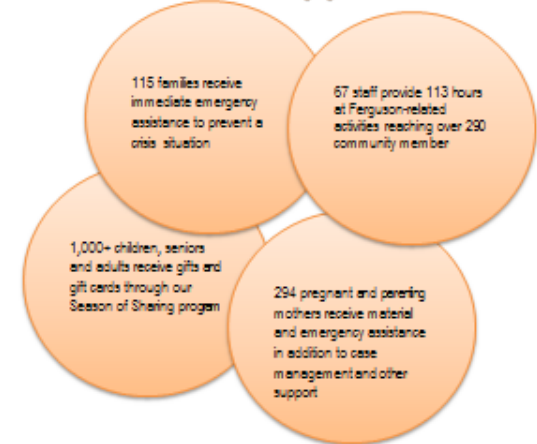
Strong Communities!



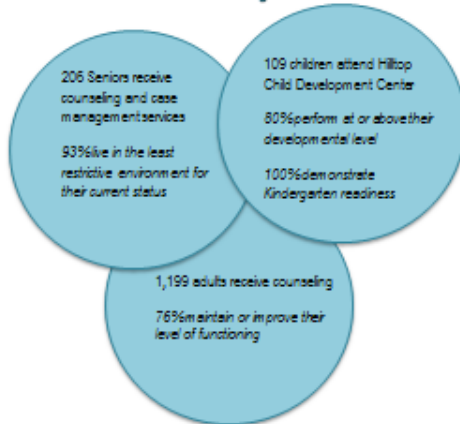
Strong Families!



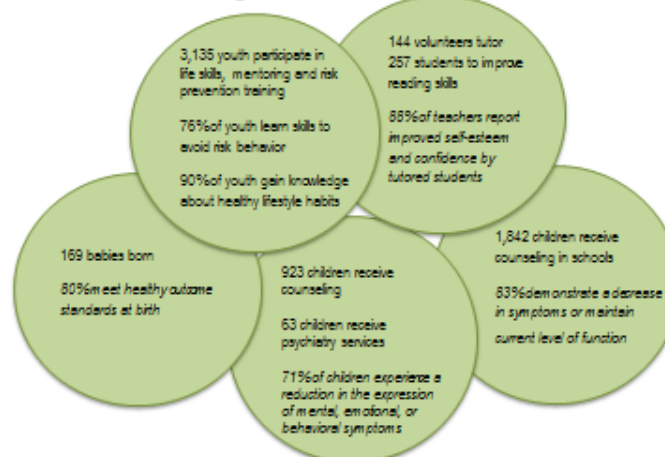
Concrete Supports!



Resiliency!



Healthy Children!



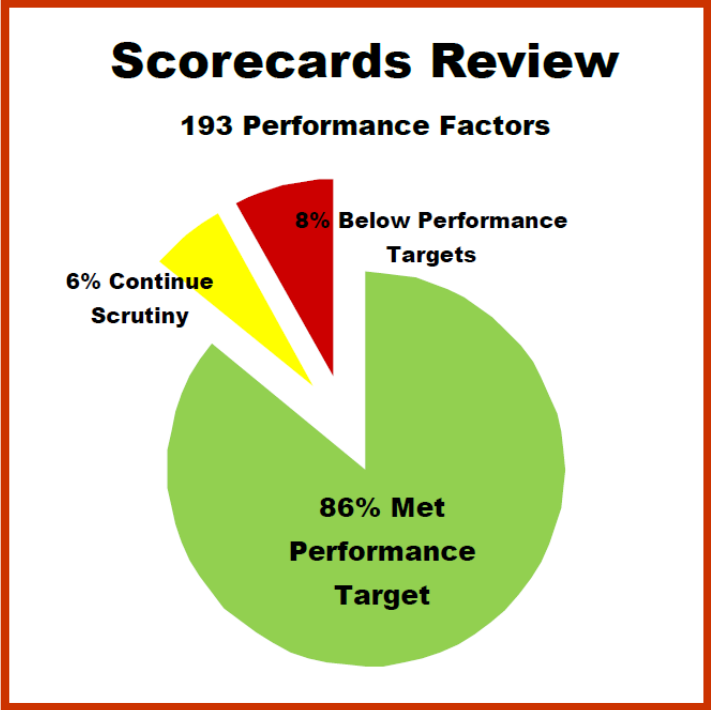
Highlights at LFCS in 2014

- Over 40,000 lives touched
- 130 service sites in six regions
- Growth in Counseling and School Counseling Services, Staffing and Sites
- Hilltop becomes NAEYC accredited
- Mid-Missouri Office receives funding from newly created Boone County Children's Services Fund

* 9666 Olive Blvd, St. Louis, MO (LFCS Headquarters) * 3178 Blettner Drive, Cape Girardeau, MO (SEMO Office) * 401 West Blvd North, Columbia MO (Mid-MO Office) * 2130 N. Glenstone, Springfield, MO (SWMO Office)

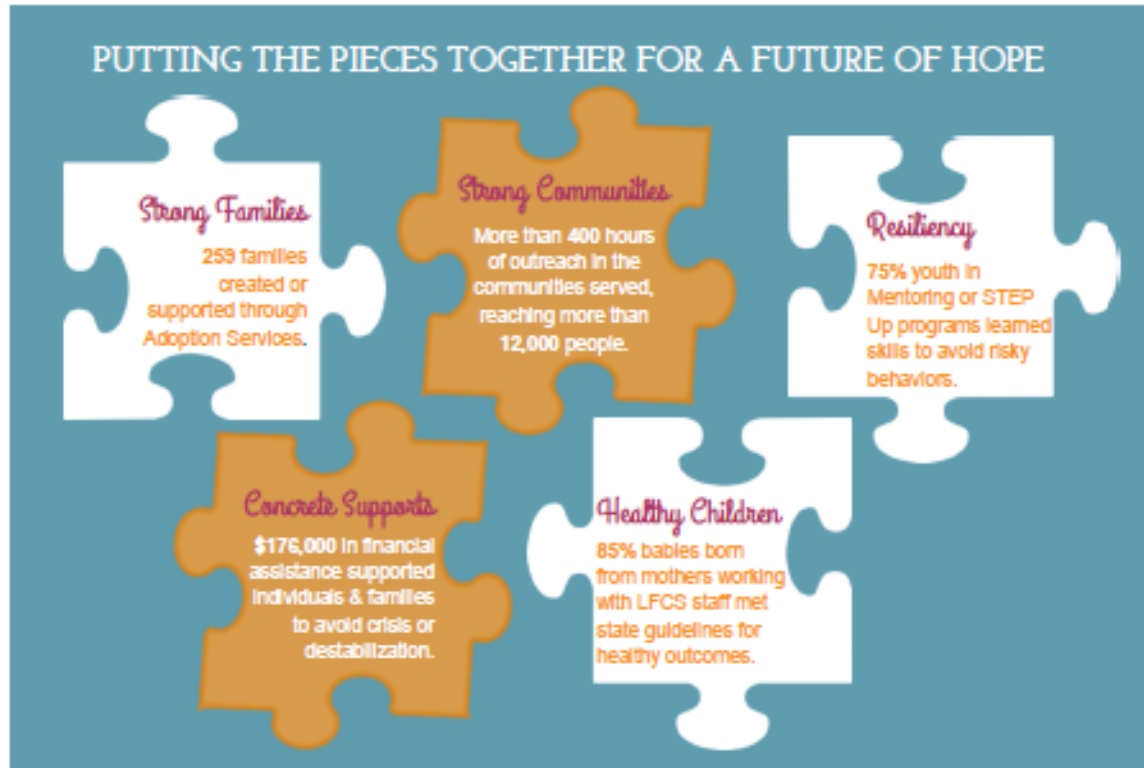
* 3670 West Clay, St. Charles, MO (St. Charles County Office) * 15 South Oak St., Union, MO (Franklin County Office) * 6155 West Florissant Ave, St. Louis MO (Hilltop Child Development Center)

SCORECARD SUMMARY



ANNUAL REPORT – IMPACT

OUR IMPACT IN MISSOURI



ANNUAL REPORT – PROGRAM EXAMPLE

MENTAL HEALTH SERVICES

COUNSELING	
<u>GENERAL COUNSELING</u>	
13,087	Counseling Hours
1,379	Adults Served
1,216	Children Served
13	Office Locations
6	Schools
<u>PSYCHIATRIC SERVICES</u>	
582	Psychiatry Hours
152	Children Served
<u>PSYCHOLOGICAL SERVICES</u>	
326	Clinical Hours
48	Adults & Children Served

Our Impact
71% of Children in Counseling demonstrated fewer behavioral and emotional symptoms
78% of Children working with School Counselors demonstrated fewer behavioral and emotional symptoms
76% of Adults reported maintained or improved emotional functioning
70% of Children reported healthier relationships with family, friends and caregivers

COUNSELING	
<u>SCHOOL COUNSELING</u>	
26,190	Counseling Hours
6,748	Case Management Hours
2,190	Students Served
504	Group Sessions
432	Presentations
<u>SCHOOLS SERVICED:</u>	
53	St. Louis County
17	Lutheran
9	St Louis City
3	Other Private
10	St Louis County Districts

LET'S PRACTICE!

Creating Impact Statements

An Impact Statement: Briefly summarizes, in lay terms, the difference your extension, research, or teaching efforts have made. States accomplishments and creates strong support for programs.

IMPACT STATEMENTS

Agency creates strong, healthy, and stable families

Clients are physically healthy

Children are safe

Youth will succeed in school

Clients are mentally healthy

Families are financially stable

Families' basic needs are met

WAYS TO GET STAKEHOLDER INVOLVED

- Give input on outcomes
- Review reports and provide feedback
- Complete pre/post tests and surveys
- Help identify positive practices
- Recommend improvements
- Work on long-term planning

TOOLS FOR COMMUNICATION

Web site

Social media

Presentations

Speaking engagements

Funding reports

Annual, semi-annual, or quarterly reports

Meetings

Brochures

Employee orientation, meetings, and newsletter

DEALING WITH RESULTS

- Build on strengths
- Avoid premature action
 - Determine possible causes when issues are revealed
 - Focus on the process
- Identify the problem and deal with it
 - Reallocate resources
 - Look at conditions causing differences in outcomes
 - Common denominator for success
 - Program structure
 - Don't place blame
 - Early identification can address issue before crisis

DEALING WITH RESULTS

- Disseminate findings
 - Utilize CQI teams
- Avoid comparing staff
 - Be objective
 - Solution focused
- Reward exceptional improvement
- Lower expectations

DEALING WITH RESULTS

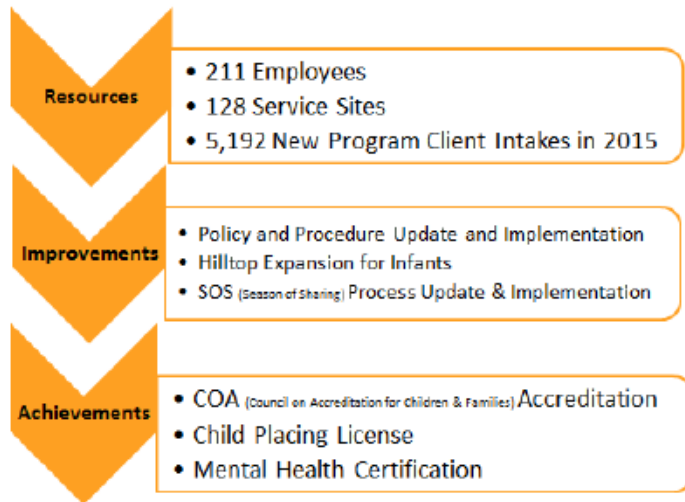
- Ensure good practice standards are adhered to
- Make recommendations and plans for improvement
- Implement and monitor the effectiveness of corrective actions
- Improve or maintain services

MOVING BEYOND CLIENT DATA

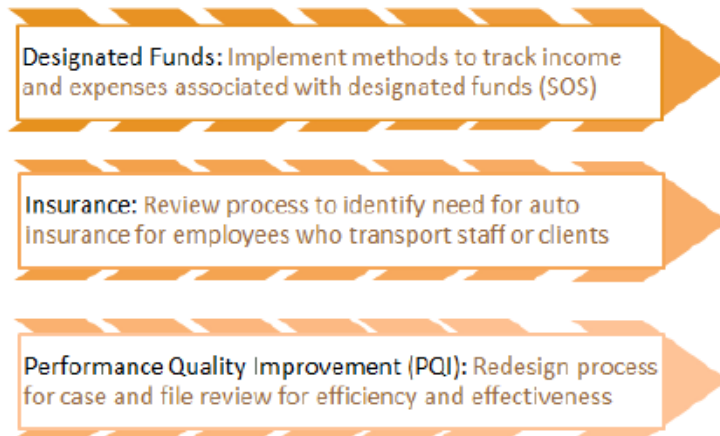
COLLECTING AND REPORTING OTHER DATA

- Risk Management
- Compliance
- Safety
 - Facility
 - Staff
- Community Outreach
- Capacity
- Client engagement/retention
- Fidelity

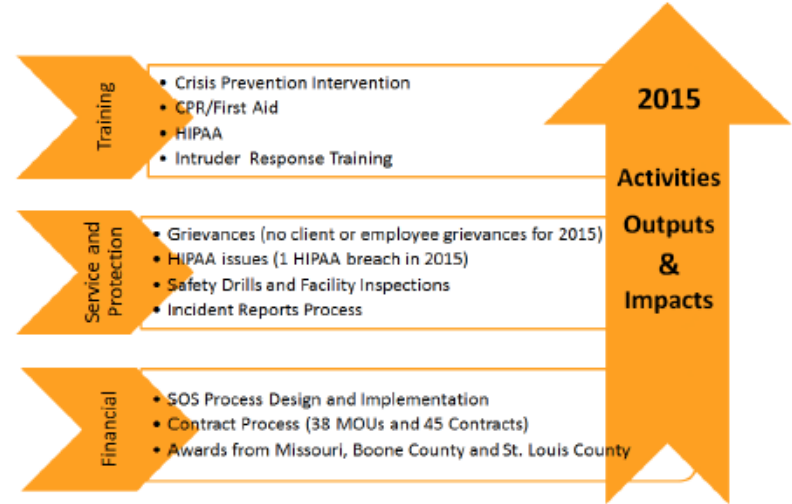
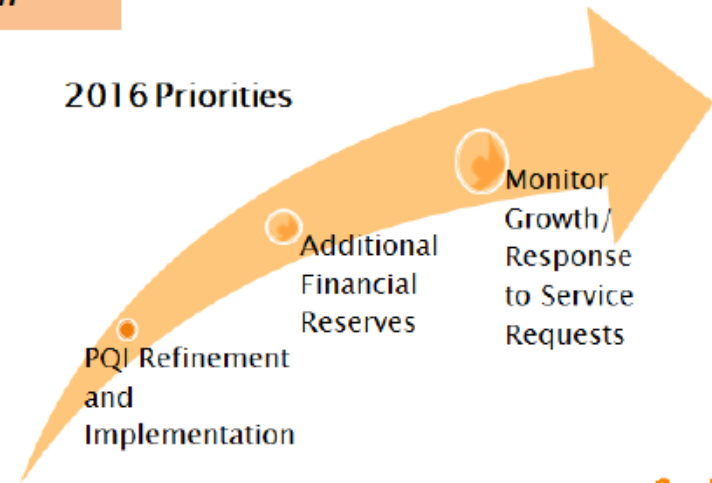
2015 LFCS Risk Assessment - Visualization



2015 Identified Issues (from 2014 Risk Assessment)



2016 Priorities



COMPLIANCE REPORT

Assessment Overdue

Assessments Due ▾

▾ Forms

Central Intake

 Counseling Assessment

 Clinical Case Notes

 Counseling Case Closing & Discharge Summary

▾ Filters



▾ Limit Sections

▸ Not Yet

Percent of Total	Row Count
95.26%	683

▸ Assessment Due

Percent of Total	Row Count
4.74%	34

Total Rows
717

FACILITY SAFETY

Facility/Safety Inspections



71% of sites met goal
(12 inspections a year)

Fire/Disaster/Safety Drills



57% of sites met goal
(4 drills a year)

REFLECTIONS ON DATA COLLECTION

- Did it adhere to logic model
- Feasibility of outcomes measures
- Capturing intended outcomes
- Solid data collection plan
- Data analysis
- Communication

QUESTIONS?



Rena Barton Gotto
Data and Quality Specialist
renab@lfcs.org