

Data Driven Decision Making: The JCFS Experience

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Annette Hignight
Director of Quality Improvement

Sabrina Townsend
Assistant Director of Quality Improvement

Overview

- Introduction to JCFS CQI
- Using Data to Inform Decision Making at the...
 - Client Level
 - Program Level
 - Agency Level

CQI at JCFS

- Began this work in 1997 at the former Jewish Children's Bureau
- CQI Process Involves:
 - Program Specification
 - Data Collection, Analysis and Reporting
 - Information Sharing and Program Planning
 - 5 operational issues committees
 - 12 program committees
 - 1 Pan-Agency committee

Data Driven Decision Making

- Challenge – How to use data to inform our work at all levels?
- At each level, we will share...
 - Sample reports
 - Perceived strengths
 - Weaknesses
 - ❖ Key Question for the CQI Community

Client Level – ANSA Case Example

- Intake Assessment – 6 actionable needs, 5 usable strengths

CORE NEEDS (RATED 2 OR 3)

LIFE DOMAIN FUNCTIONING

Social Functioning	3
Recreational	2
Decision Making	2

MENTAL HEALTH NEEDS

Psychosis	2
Interpersonal Problems	2
Anger Control	2

STRENGTHS (RATED 0 OR 1)

Family	1
Educational	1
Natural Supports	1
Resourcefulness	1
Volunteering	1

SPECIALTY MODULE NEEDS (RATED 2 OR 3)

DOMAIN SCORES (range from 0-30, higher scores indicate higher need)

<i>Domain</i>	<i>Client Score</i>	<i>Program Mean Score</i>	<i>Reliable Change Index*</i>
Life Domain Functioning	8.67	5.60	2.04
Strengths	16.67	12.39	3.42
Acculturation	2.50	1.67	1.96
Mental Health Needs	9.00	5.22	1.87
Risks	1.25	0.55	0.76
Caregiver	-	-	-

Reassessment – 2 actionable needs, 12 usable strengths

CORE NEEDS (RATED 2 OR 3)

MENTAL HEALTH NEEDS

Psychosis	2
Anger Control	2

STRENGTHS (RATED 0 OR 1)

Family	0
Interpersonal	1
Optimism	1
Educational	0
Job History	1
Talents/Interests	1
Spiritual/Religious	0
Community Connection	1
Natural Supports	0
Resiliency	1
Resourcefulness	0
Volunteering	0

SPECIALTY MODULE NEEDS (RATED 2 OR 3)

DOMAIN SCORES (range from 0-30, higher scores indicate higher need)

<i>Domain</i>	<i>Client Score</i>	<i>Program Mean Score</i>	<i>Reliable Change Index*</i>
Life Domain Functioning	4.67	5.60	2.04
Strengths	5.00	12.39	3.42
Acculturation	0.00	1.67	1.96
Mental Health Needs	8.00	5.22	1.87
Risks	0.00	0.55	0.76
Caregiver	-	-	-

Termination

- Client continued to be assessed with 2 actionable needs and 11 usable strengths
- Domain scores over time show reliable improvement in every domain

Change in Domain Scores Over Time*

	9/2009	9/2010	9/2011	Change from 1st to Last	Reliable Change Index*
Life Domain Functioning	8.67	4.67	5.33	3.33	2.04
Strengths	16.67	5.00	5.83	10.83	3.42
Acculturation	2.50	0.00	0.00	2.50	1.96
Mental Health Needs	9.00	8.00	6.00	3.00	1.87
Risk Behaviors	1.25	0.00	0.00	1.25	0.76
Caregiver (optional)					-

Client Level – Strengths and Weaknesses

Strengths:

- Integrated data (e.g. CANS and ANSA) into our client information system
 - Ready access
 - Assessment data drops into other clinical documents (e.g. Care Plan, Review)
- Learning culture

Weaknesses:

- Need better reports that take advantage of existing technology
- Lack of training and supervision on how to use clinical data in practice
- Lack of buy in and support from supervisors and clinical staff
- ❖ **Lack of coordination and communication in multidisciplinary teams**

Program Level – Summary of Data Collected

- Fiscal Year Outcome Evaluation Reports (mid and end)
- Annual Client Satisfaction Study
- Utilization Review (quarterly)
- Incident Report Analysis (quarterly)
- Personnel Turnover (quarterly)
- Financial Reports
- Medications
- Restraints

Program Level - FY12 Counseling Outcome Achievement

Reliable Improvement – Baseline to Discharge (n=203)

Domain	Reliable Decline		No Change		Reliable Improvement		FY11 Improvement	FY10 Improvement
Life Domain Functioning	30	15%	105	52%	68	33%	25%	16%
Strengths	27	13%	103	51%	73	36%	32%	22%
Acculturation	20	10%	135	68%	44	22%	18%	20%
Mental Health	28	14%	104	51%	71	35%	30%	23%
Risk Behaviors	14	7%	152	75%	36	18%	23%	10%

Program Level – Strengths and Weaknesses

Strengths:

- Using valid tools
- Established benchmarks
- Years of data for comparison and trending

Weaknesses:

- Lack ability to benchmark to peers across all programs
- Too Much Information (TMI)
- Results are not widely shared in programs – just a select few

❖ Directors establish goals for improvement apart from existing data

Agency Level

- Annual Plan - All programs complete an Annual Plan and review progress midyear
- Program Performance Packets
- Portfolio Analysis – analysis of mission fit and financial performance
- Strategic Plan

Agency Level – Example of Program Performance Summary for Counseling Division

Internal Use Only
Jewish Child and Family Services
Fiscal Year 2013 Program Scorecard – Counseling and Support Program Area

	FY11	FY12	FY13	Change from Previous Year	Target	Difference from Target
SERVICE DELIVERY						
Clients Served						
1. Clients Served (K)	1,925	2,061	2,527	+466	-	-
a. Family Members	1,921	2,429	2,995	+566	-	-
2. New Clients (K)	947	1,346	1,511	+165	-	-
3. Closed Clients (K)	787	1,124	1,058	-66	-	-
4. Mean Length of Stay (years)	1.1	1.0	1.0	0	-	-
5. Jewish Clients (%)	61%	67%	58%	-9	-	-
6. Poor Clients (%)	27%	29%	54%	+25	-	-
Community Participants						
1. Info and Referral Recipients	2,469	2,164	1,696	-469	-	-
2. Organizations Served	71	105	115	+10	-	-
3. Consultation Participants	12,105	12,025	12,226	+201	-	-
4. Community Program Participants	1,429	2,112	2,595	+483	-	-
PROGRAM PERFORMANCE						
Compliance and Service Utilization						
1. New Case Documentation Compliance	95%	98%	99%	+1	90%	+1
2. Ongoing Case Documentation Compliance	94%	92%	93%	+1	90%	+3
3. Closed Case Documentation Compliance	100%	91%	93%	+2	90%	+3
4. Appropriateness of Service Delivery	97%	94%	90%	-4	90%	0
Client Satisfaction						
1. Satisfaction with Services (%)	97%	92%	96%	+4	-	-
2. Needs Have Been Met (%)	95%	92%	91%	-3	-	-
3. Satisfaction with Agency (%)	91%	87%	90%	+3	-	-
Client and Community Impact²						
PROGRAM MANAGEMENT						
Personnel						
1. Annual Turnover Rate (%)	26.7%	21.1%	20.2%	-0.9%	-	-
2. Budgeted Positions (K)	74.35	71.08	70.91	-0.17	-	-
3. End of Year FTE (K)	64.38	61.94	59.12	-2.82	-	-
Financial						

- Scorecard (left)
- Program Overview
- Financial Analysis
- Status of Past Annual Plan Goals
- Goals for Next Year

Agency Level – Strengths and Weaknesses

Strengths:

- Consistent completion of Annual Plans
- Strategic Plan through 2016
- New process for analyzing all programs called Portfolio Analysis

Weaknesses:

- Emotions cloud judgment
- New financial opportunities distract from mission or strategic plan

❖ **How to stay focused on the strategic vision (even in the context of change and new opportunities)?**

Questions for the CQI Community

- How can we improve coordination and communication in multidisciplinary teams so that decisions are informed by accurate data?
- How can we move managers and directors towards establishing annual goals based on past data?
- How can we encourage the Board and senior management to stay focused on the strategic vision (even in the context of change and new opportunities)?