PERFORMANCE MEASUREMENT & MANAGEMENT SYSTEM

Fiscal Year 2017

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Introduction

This document is prepared by Empowering Minds Resource Center (EMRC) Management Team and is intended to provide performance indicators to facilitate ongoing accountability and evaluation of behavioral health services and supports.

The Empowering Minds Resource Center will maintain a Performance Measurement and Management System (PMMS) that supports outcomes assessment, performance improvement and management decision-making. This system supports improvement of the organizations operations and its service delivery system in order to ensure that it is meeting its mission, strategic goals and program objectives. This plan defines the PMMS used to collect data; sets the organization's business and service delivery performance goals and defines quality indicators for the purpose of reviewing and analyzing data on a periodic basis depending upon the program.

Indicators will be presented for six domains of performance. Domains will include acceptability, accessibility, effectiveness, efficiency, financial risk and health and safety. Input, process, and outcome indicators will include performance at the system, program, and client level.

Definition

EMRC's Performance Measurement and Management System consists of all Administrative, Program and Service Measures used to manage the achievement of performance outcomes through its various databases and software systems. Some of these performance outcomes are reported through systems required by funding sources and others are developed internally. These performance outcomes for the delivery of services to consumers are monitored on a continual weekly, monthly, quarterly and/or annual basis depending upon the program to ensure that they agency meets the outcomes associated with its mission, contractual obligations and/or internally defined performance goals.

POLICY:

It is policy of Empowering Minds Resource Center to develop a performance measurement and management system based on evaluative input from stakeholders, including persons served, their family members, employees, and referral sources.

PURPOSE AND MISSION:

Empowering Minds Resource Center is committed to continually improving its organization and service delivery to the persons served and to its other stakeholders. Data is collected periodically, analyzed and used to manage and improve service delivery. The Mission of the Empowering Minds Resource Center Performance Measurement and Management Program is to continually monitor and evaluate the full extent of services and organizational practices provided by the organization ensuring that high quality client care is being provided in an effective, efficient manner. The program evaluates the quality and appropriateness of services, identifies performance improvement opportunities, provides recommendations for improvements, resolves identified problems, and improves the quality of programs and service delivery.

The Program Administrator or his designee will be responsible for the collection of and analysis of performance measurement and management of data and the creation of an annual report.

The purpose of the PMMS Program is to assure the best quality of care and safety by objectively, systematically and continuously:

1. **Evaluating** how EMRC is performing based upon its mission, vision, values and strategic goals.
2. **Monitoring** the breadth of care and services;
3. **Assessing** important process and outcomes of care;
4. **Measuring** behavior and performance of staff and departments in order to compare their
1. performance against program requirements;
5. **Identifying** areas in need of improvement;
6. **Facilitating** budgeting and allocating limited resources where needed.
7. **Motivating** and focus staff, volunteers and partners significant to achieve goals and performance
2. measures and then use performance measures.
8. **Celebrating and commemorating** the accomplishments of staff and promote programs and
3. services to key stakeholders to convince them of community needs, the importance of program
4. interventions, and the need for resources or policy change.
9. **Foster learning** through the analysis data to improve performance by identifying what needs to
5. improve and what processes need to be put into place to accomplish performance improvement.
10. **Achieving** improvements in the quality of care and systems; and
11. **Evaluating** the effectiveness of improvements in care and systems.

Performance Measures and Management System Description

EMRC will maintain a Program Quality Committee that will meet at least quarterly to monitor the quality of programs and services basis. The committee will:

- Utilize established program outcomes as the basis for establishing accountability for results rather than just requiring a level of effort. Desired outcomes will also be used by the agency for the evaluation and meaningful performance appraisal. Departmental staff will define performance in terms of desired results to make their work assignments operational.

- Performance reporting and variance analyses reviewed at least quarterly in alignment with program reporting to support corrective action based upon program and funding source requirements. Departments may monitor performance indicators periodically with a mandated annual review to insure better management control.

Plan Approach and Methods

Selecting an Indicator Framework
In an effort to maintain consistency, EMRC will utilize a Behavioral Health Indicators Framework.

Acceptability	Service provided meets expectations of community, providers and paying organizations
Accessibility	Ability of clients to obtain the right type of service at the right place and right time, based on needs
Effectiveness	Service intervention or action achieves desired results
Efficiency	Achieving desired results with most cost-effective use of resources
Risk – Financial	Achieving desire results will create and maintain an organization that is financially viable and stable
Risk – Health & Safety	Achieving desired results will create and maintain a safe environment for clients, staff and visitors

Performance indicators have been identified as follows:

Acceptability:

CARF requires that objective judgment be used to determine if a service is applicable to the person's needs and desired outcomes. Empowering Minds staff plans to implement processes that ensure fair access for all applicants who are referred. Acceptability will be measured by:

> Quality assurance surveys will be conducted quarterly to survey client satisfaction with the delivered services. Empowering Minds randomly surveys 25-30% of active clients each quarter.
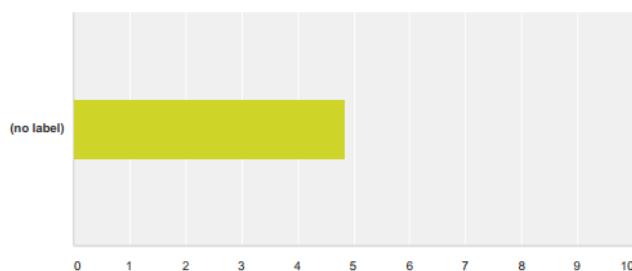
Quarter 1 2017

Baltimore City/County

40 adult clients and 37 minor clients/caregivers were surveyed between January 1, 2017 and March 31, 2017 regarding their satisfaction with Empowering Minds.

**Q7 I like the services that I received.**

Answered: 40   Skipped: 0

92.50% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 7.50% are Neutral on this statement.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
0.00%	0.00%	7.50%	0.00%	92.50%		
0	0	3	0	37	40	4.85

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 40   Skipped: 0
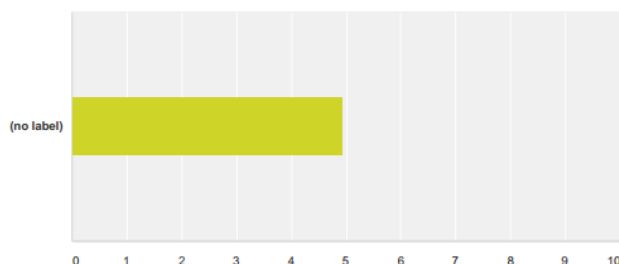
95.00% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 2.50% Agree; 2.50% are Neutral on this statement.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
0.00%	0.00%	2.50%	2.50%	95.00%		
0	0	1	1	38	40	4.92

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 40 Skipped: 0

(no label)

0 1 2 3 4 5 6 7 8 9 10

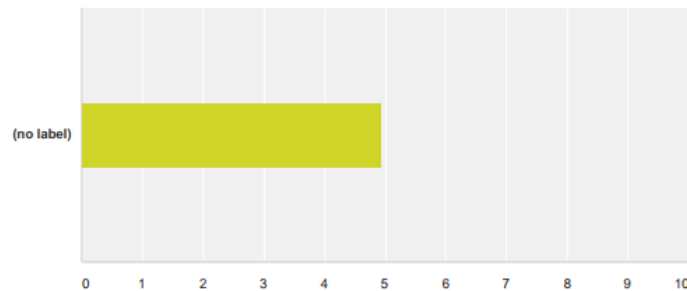| Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
0.00% 0	0.00% 0	2.50% 1	0.00% 0	97.50% 39	40	4.95
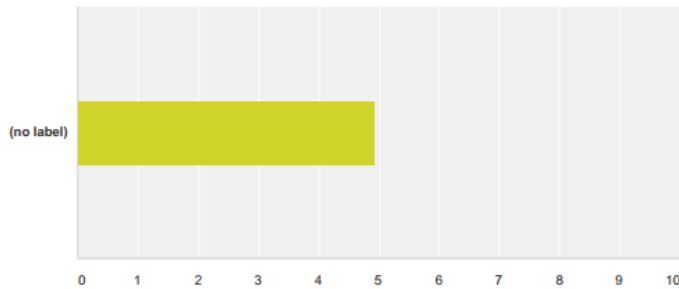
97.50% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 2.50% are Neutral on this statement.

Q7 I like the services that I received.

Answered: 37 Skipped: 0

(no label)

0 1 2 3 4 5 6 7 8 9 10

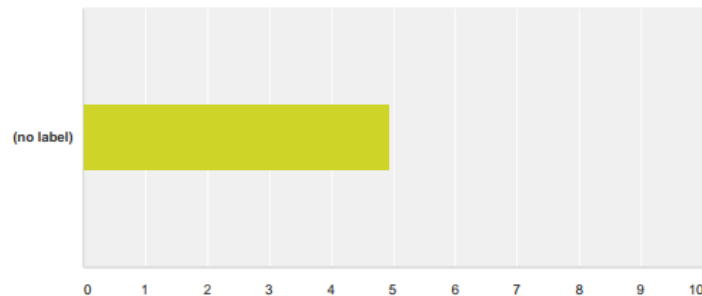| Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
0.00% 0	0.00% 0	2.70% 1	0.00% 0	97.30% 36	37	4.95

97.30% of minor clients/caregivers Strongly Agree surveyed that they like the services they receive from Empowering Minds; 2.70% are Neutral on this statement.

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 37 Skipped: 0

(no label)

0 1 2 3 4 5 6 7 8 9 10

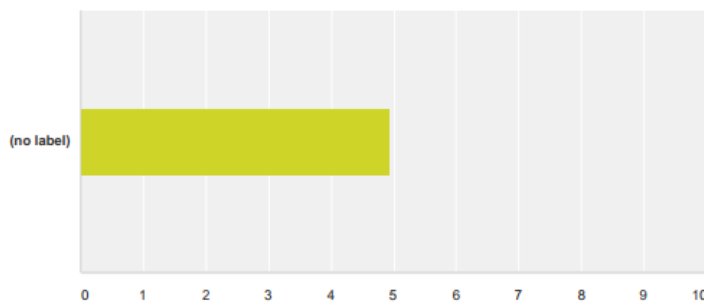| Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
0.00% 0	0.00% 0	2.70% 1	0.00% 0	97.30% 36	37	4.95

97.30% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 2.70% are Neutral on the statement.

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 37   Skipped: 0

> 97.30% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 2.70% are Neutral on this statement.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
0.00%	0.00%	2.70%	0.00%	97.30%		
0	0	1	0	36	37	4.95

Anne Arundel County

There is not enough survey data between January 1, 2017 and March 31, 2017 for Anne Arundel County clients, regarding their satisfaction with Empowering Minds, to provide survey results.

Harford County

The Harford County office did not begin accepting clients until April 1, 2017. Therefore there is not enough survey data between January 1, 2017 and March 31, 2017 for Harford County clients, regarding their satisfaction with Empowering Minds, to provide survey results.
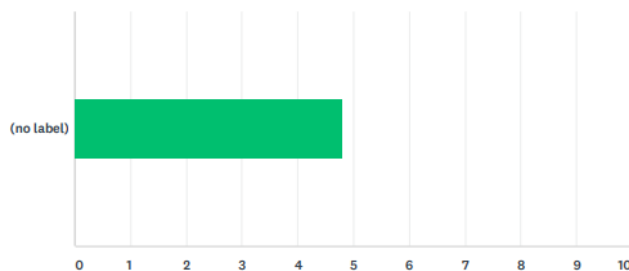
Quarter 2 2017

Baltimore City/County

30 adult clients and 29 minor clients/caregivers were surveyed between April 1, 2017 and June 30, 2017 regarding their satisfaction with Empowering Minds.

## Q7 I like the services that I received.

Answered: 30   Skipped: 0

> 93.33% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 3.33% Strongly Disagree; 3.33% are Neutral on this statement.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
3.33%	0.00%	3.33%	0.00%	93.33%		
1	0	1	0	28	30	4.80

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.
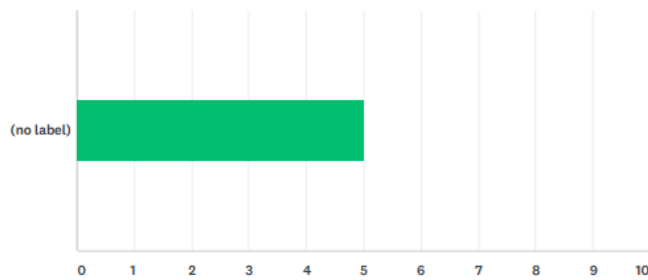
Answered: 30   Skipped: 0
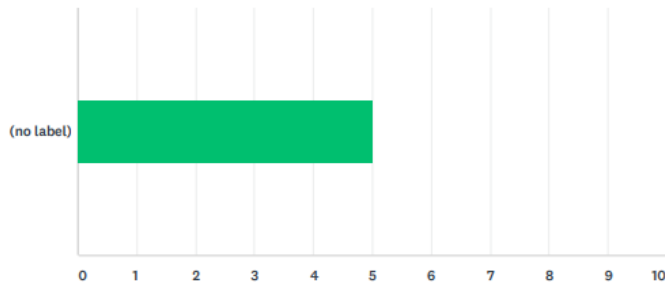
STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 30	30	5.00

100.00% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 30   Skipped: 0

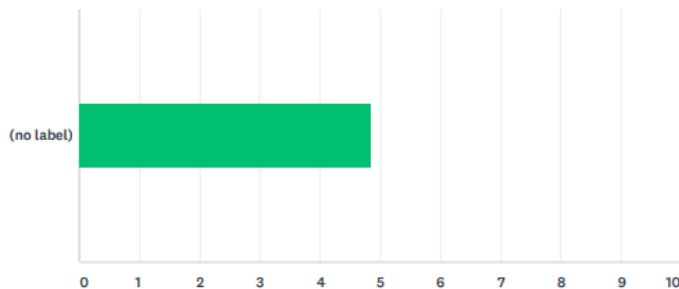| STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 30	30	5.00

100.00% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

Q7 I like the services that I received.

Answered: 29   Skipped: 0

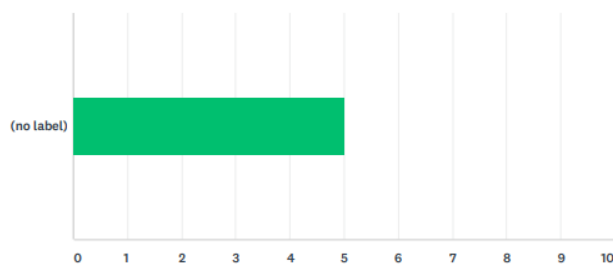| STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	6.90% 2	0.00% 0	93.10% 27	29	4.86

93.10% of minor clients/caregivers Strongly Agree surveyed that they like the services they receive from Empowering Minds; 6.90% are Neutral on this statement.

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.
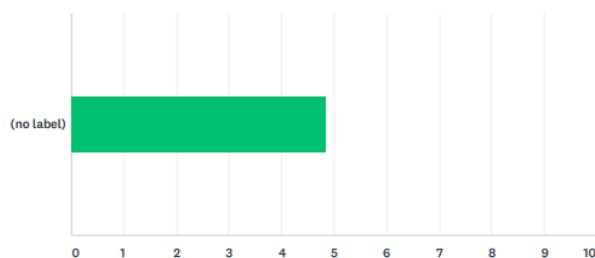
Answered: 28   Skipped: 1

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 28	28	5.00

100.00% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 29   Skipped: 0

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	6.90% 2	0.00% 0	93.10% 27	29	4.86

93.10% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 6.90% are Neutral on this statement.

Anne Arundel County

There is not enough survey data between April 1, 2017 and June 30, 2017 for Anne Arundel County clients, regarding their satisfaction with Empowering Minds, to provide survey results.

Harford County

The Harford County office did not begin accepting clients until April 1, 2017. Therefore there is not enough survey data between April 1, 2017 and June 30, 2017 for Harford County clients, regarding their satisfaction with Empowering Minds, to provide survey results.
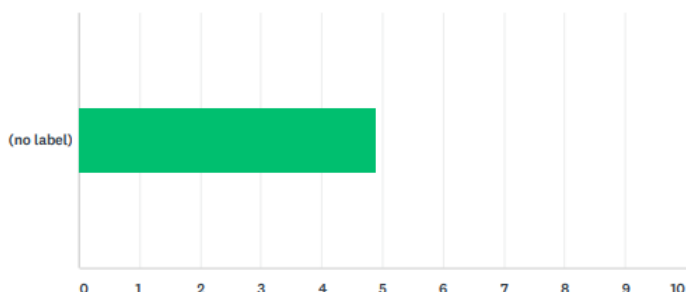
Quarter 3 2017

Baltimore City/County

30 adult clients and 29 minor clients/caregivers were surveyed between July 1, 2017 and September 30, 2017 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 36   Skipped: 0

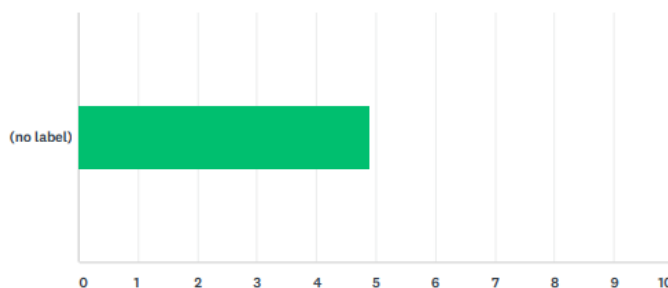| STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	5.56% 2	0.00% 0	94.44% 34	36	4.89

94.44% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 5.56% are Neutral on this statement.

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 36   Skipped: 0

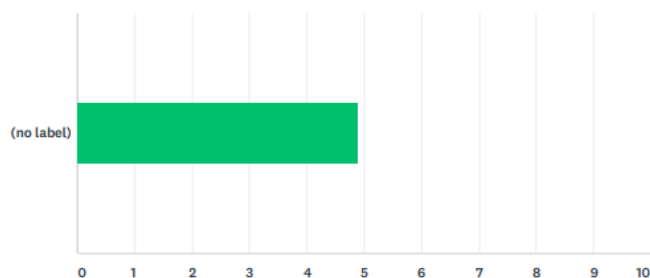| STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	5.56% 2	0.00% 0	94.44% 34	36	4.89

94.44% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 5.56% are Neutral on this statement.

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 36   Skipped: 0

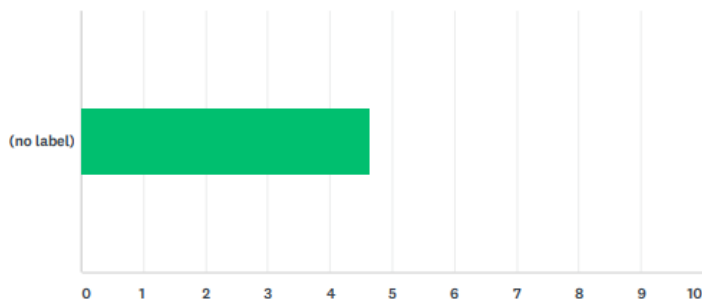| STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	5.56% 2	0.00% 0	94.44% 34	36	4.89

94.44% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 5.56% are Neutral on this statement.

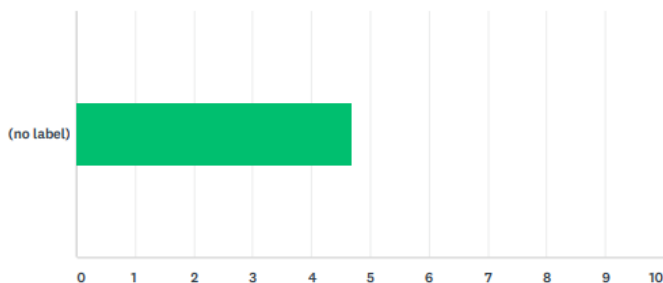## Q7 I like the services that I received.

Answered: 34   Skipped: 0

> 85.29% of minor clients/caregivers Strongly Agree surveyed that they like the services they receive from Empowering Minds; 2.94% Strongly Disagree; 11.76% are Neutral on this statement.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
2.94%	0.00%	11.76%	0.00%	85.29%		
1	0	4	0	29	34	4.65

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 34   Skipped: 0

> 85.29% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 2.94% Disagree; 11.76% are Neutral on this statement.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00%	2.94%	11.76%	0.00%	85.29%		
0	1	4	0	29	34	4.68

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 34   Skipped: 0
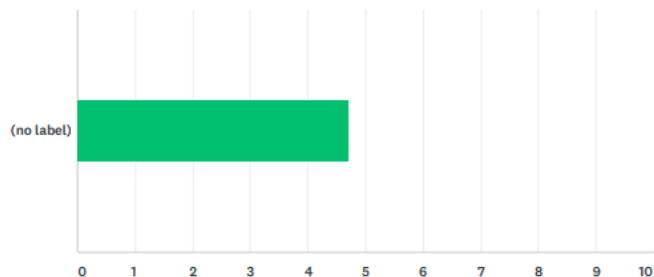
> 85.29% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 14.71% are Neutral on this statement.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00%	0.00%	14.71%	0.00%	85.29%		
0	0	5	0	29	34	4.71

Anne Arundel County

20 adult clients and 10 minor clients/caregivers were surveyed between July 1, 2017 and September 30, 2017 regarding their satisfaction with Empowering Minds.

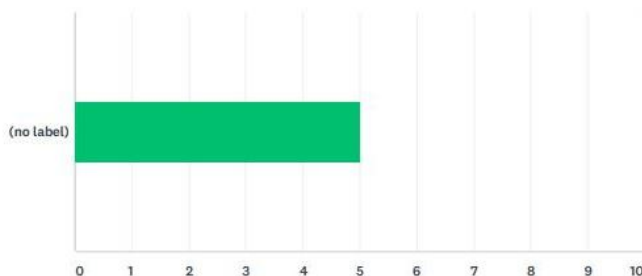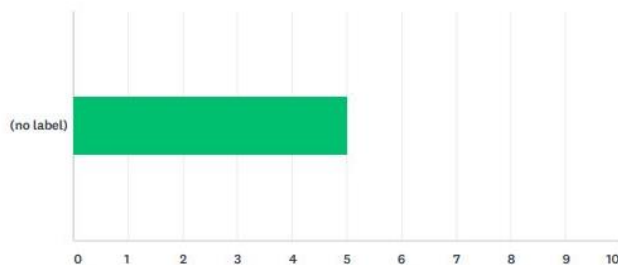### Q7 I like the services that I received.

Answered: 20   Skipped: 0
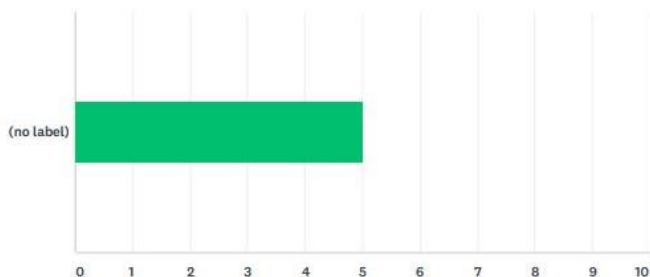
STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00%	0.00%	0.00%	0.00%	100.00%		
0	0	0	0	20	20	5.00

100% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds.

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 20   Skipped: 0

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00%	0.00%	0.00%	0.00%	100.00%		
0	0	0	0	20	20	5.00

100% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 20   Skipped: 0

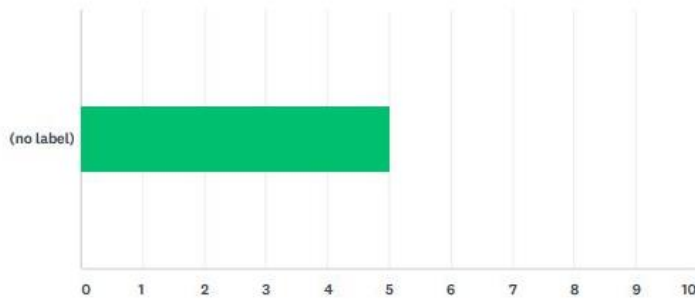| STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00%	0.00%	0.00%	0.00%	100.00%		
0	0	0	0	20	20	5.00

100% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

Q7 I like the services that I received.

Answered: 10   Skipped: 0

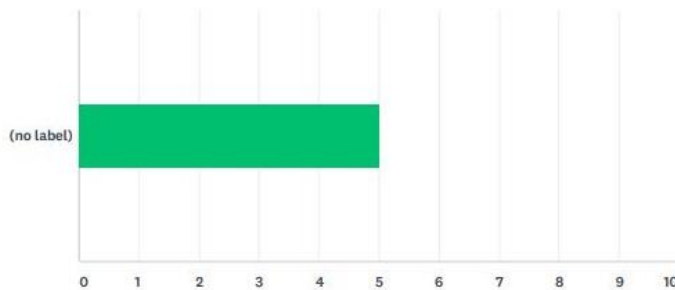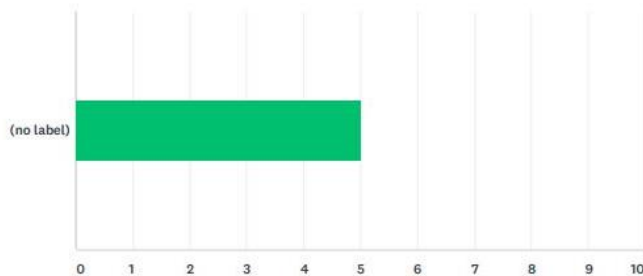|	0	1	2	3	4	5	6	7	8	9	10
(no label)											

100% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive at Empowering Minds.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 10	10	5.00

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 10   Skipped: 0

	0	1	2	3	4	5	6	7	8	9	10
(no label)											

100% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 10	10	5.00

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 10   Skipped: 0

	0	1	2	3	4	5	6	7	8	9	10
(no label)											

100% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 10	10	5.00

Harford County

The Harford County office did not begin accepting clients until April 1, 2017. Therefore there is not enough survey data between July 1, 2017 and September 30, 2017 for Harford County clients, regarding their satisfaction with Empowering Minds, to provide survey results.
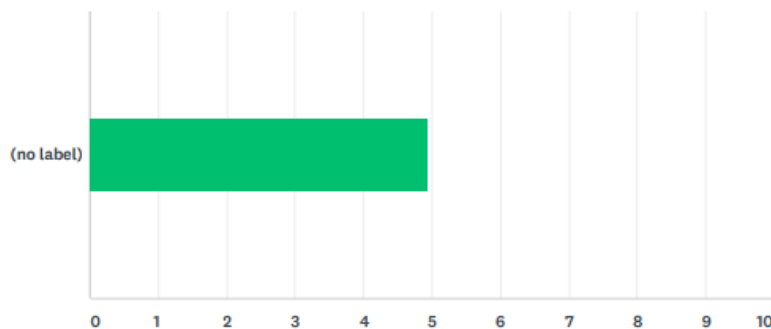
Quarter 4 2017

Baltimore City/County

32 adult clients and 17 minor clients/caregivers were surveyed between October 1, 2017 and December 31, 2017 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 32   Skipped: 0

93.75% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 6.25% Agree.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	0.00% 0	6.25% 2	93.75% 30	32	4.94

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 32   Skipped: 0
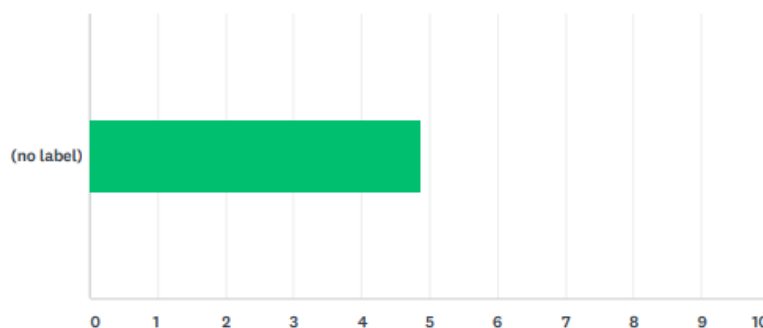
96.88% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 3.13% Strongly Disagree.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
3.13% 1	0.00% 0	0.00% 0	0.00% 0	96.88% 31	32	4.88

Q13 I feel comfortable to express whether I am satisfied with services.
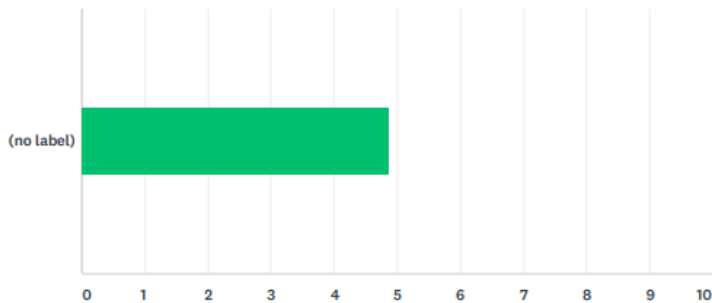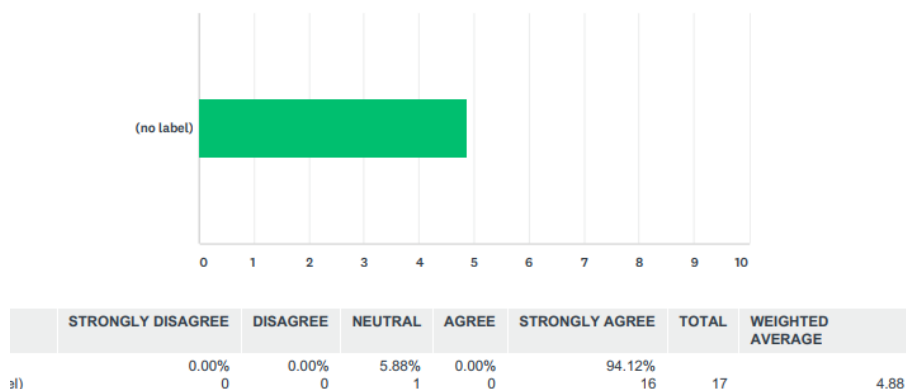
Answered: 32   Skipped: 0
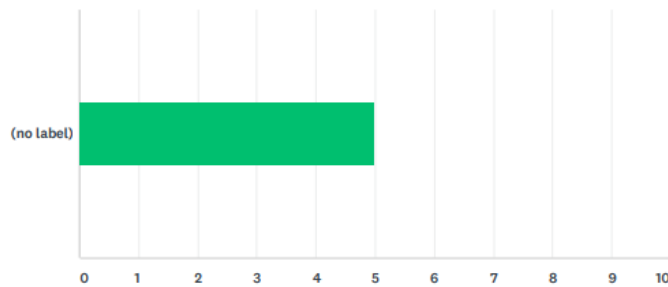
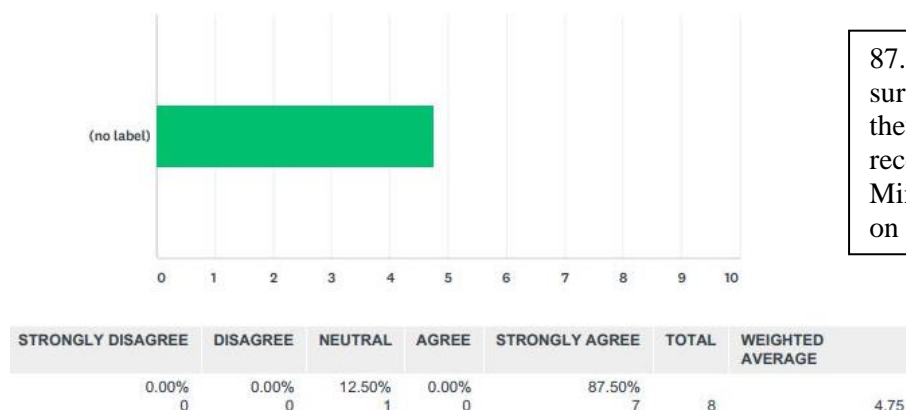96.88% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 3.13% Agree.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	0.00% 0	3.13% 1	96.88% 31	32	4.97

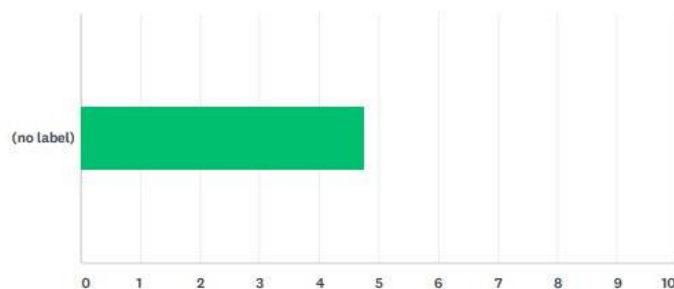## Q7 I like the services that I received.

Answered: 17   Skipped: 0

94.12% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive at Empowering Minds; 5.88% are Neutral on this statement.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	5.88% 1	0.00% 0	94.12% 16	17	4.88

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 17   Skipped: 0
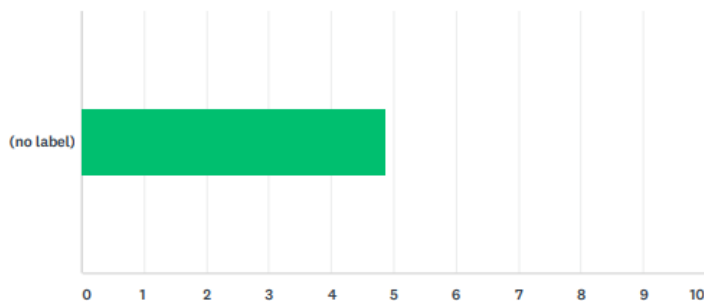
94.12% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 5.88% are Neutral on this statement.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	5.88% 1	0.00% 0	94.12% 16	17	4.88

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 17   Skipped: 0

(no label)

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
el)	0.00% 0	0.00% 0	5.88% 1	0.00% 0	94.12% 16	17	4.88

94.12% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 5.88% are Neutral on this

Anne Arundel County

8 adult clients and 5 minor clients/caregivers were surveyed between October 1, 2017 and December 31, 2017 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 8   Skipped: 0

(no label)

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.00% 0	0.00% 0	12.50% 1	0.00% 0	87.50% 7	8	4.75

87.50% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 12.50% are Neutral on this statement.

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 8   Skipped: 0
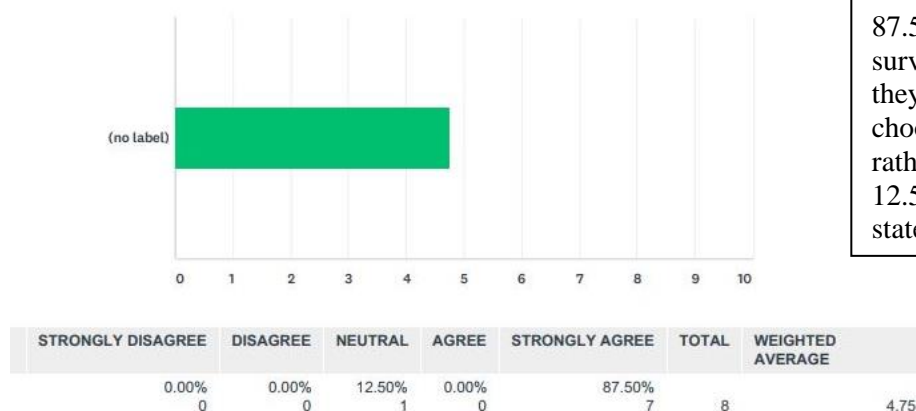
(no label)

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
	0.00% 0	0.00% 0	12.50% 1	0.00% 0	87.50% 7	8	4.75

87.50% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 12.50% are Neutral on this statement.

Q13 I feel comfortable to express whether I am satisfied with services.
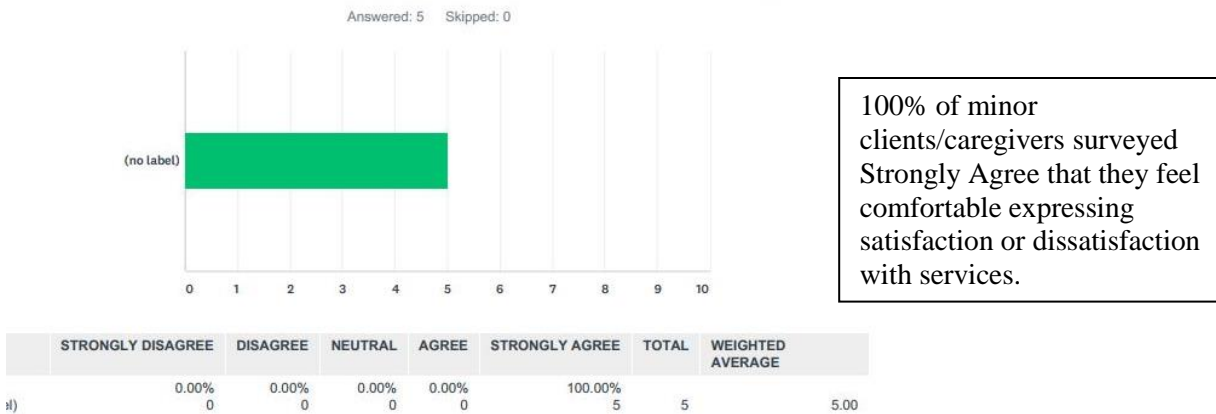
Answered: 8   Skipped: 0

87.50% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 12.50% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
el)	0.00% 0	0.00% 0	12.50% 1	0.00% 0	87.50% 7	8	4.75

Q7 I like the services that I received.

Answered: 5   Skipped: 0
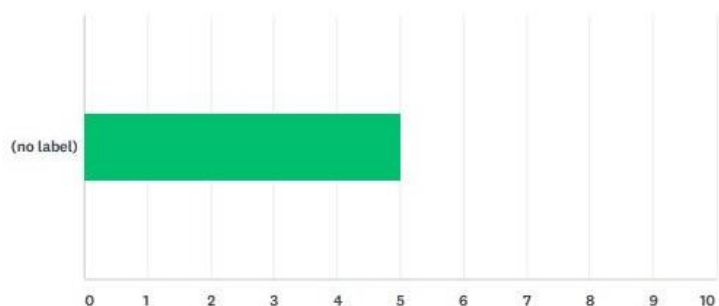
100% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive at Empowering Minds.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 5	5	5.00

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 5   Skipped: 0
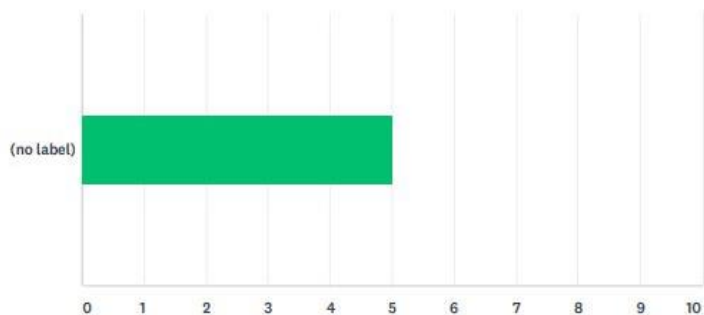
100% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 5	5	5.00

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 5   Skipped: 0

100% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
l)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 5	5	5.00

Harford County

The Harford County office did not begin accepting clients until April 1, 2017. Therefore there is not enough survey data between October 1, 2017 and December 31, 2017 for Harford County clients, regarding their satisfaction with Empowering Minds, to provide survey results.

Effectiveness:

According to CARF, effectiveness measures how well treatment provides desired change in the opinion of the consumer, consumer's family members, consumer's teachers and clinicians.

Empowering Minds will gather findings quarterly on the number of suspensions/expulsions, incarcerations, and homeless episodes each client encounters. Empowering Minds randomly surveys 25-30% of active clients each quarter.

Quarter 1 2017

Baltimore City/County

77 adult clients and 71 minor clients/caregivers were surveyed between January 1, 2017 and March 31, 2017 regarding effectiveness of services.

Q8 Do you currently live in stable housing?

Answered: 77   Skipped: 13

12.99% of adult clients surveyed experienced homelessness/housing instability during this quarter.
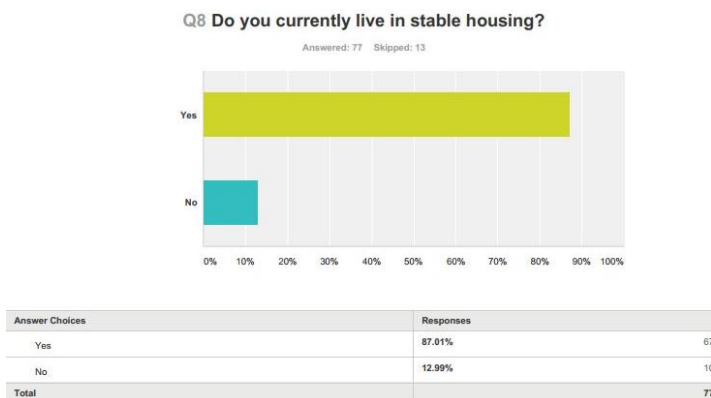
Answer Choices	Responses	
Yes	87.01%	67
No	12.99%	10
Total		77

Q15 Have you been arrested in the last 6 months?

Answered: 79   Skipped: 11
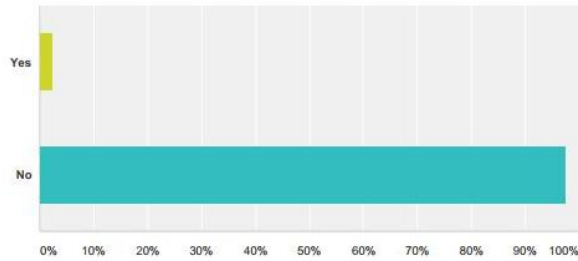
Answer Choices	Responses	
Yes	2.53%	2
No	97.47%	77
Total		79

2.53% of adult clients surveyed were arrested during the quarter; 2.60% were incarcerated.

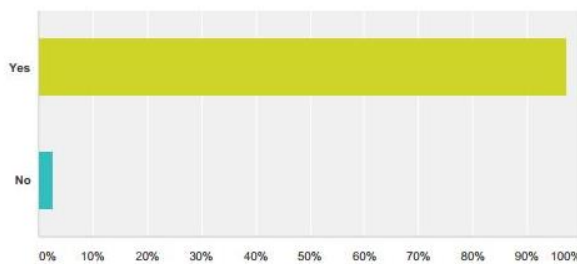## Q16 Have you been in jail or prison in the past 6 months?

Answered: 77   Skipped: 13
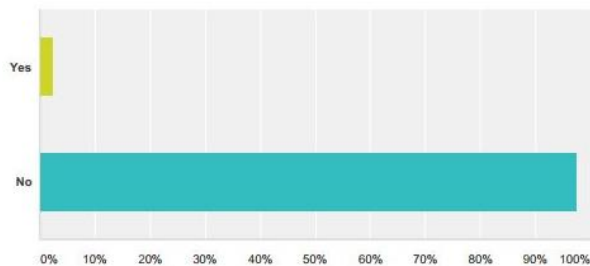
Answer Choices	Responses	
Yes	2.60%	2
No	97.40%	75
Total		77

Q8 Do you/your child currently live in stable housing?

Answered: 71   Skipped: 8

2.82% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

Answer Choices	Responses	
Yes	97.18%	69
No	2.82%	2
Total		71

Q15 In the past month have you/your child been suspended from school?

Answered: 71   Skipped: 8
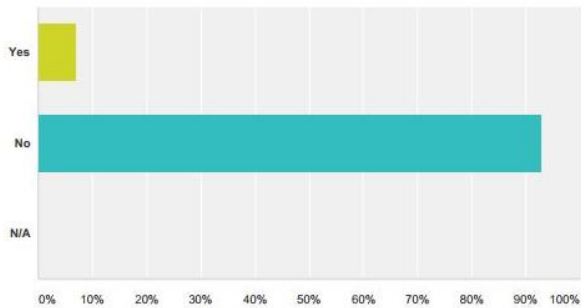
7.04% of minor clients surveyed were suspended from school during the quarter.

Answer Choices	Responses	
Yes	7.04%	5
No	92.96%	66
N/A	0.00%	0
Total		71

Q16 Have you/your child been arrested in the last 6 months?

Answered: 70   Skipped: 9
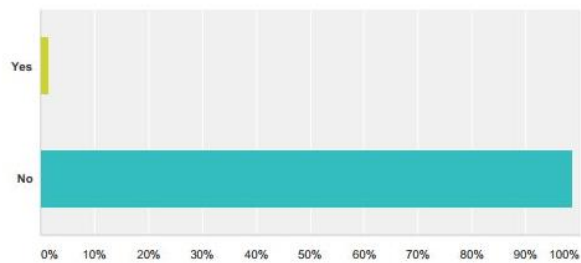
Answer Choices	Responses	
Yes	1.43%	1
No	98.57%	69
Total		70

0.00% of minor clients surveyed were arrested during the quarter; 0.00% were incarcerated.

Q17 Have you/your child been in jail or prison in the past 6 months?

Answered: 68   Skipped: 11
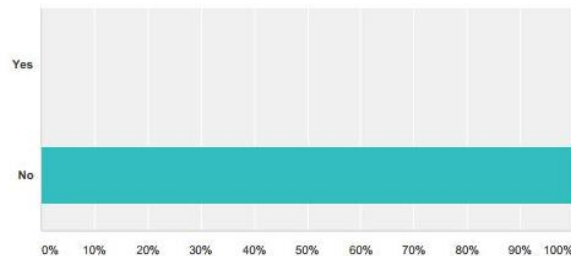
Answer Choices	Responses	
Yes	0.00%	0
No	100.00%	68
Total		68

Anne Arundel County

There is not enough survey data between January 1, 2017 and March 31, 2017 for Anne Arundel County clients, regarding effectiveness, to provide survey results.

Harford County

The Harford County office did not begin accepting clients until April 1, 2017. Therefore there is not enough survey data between January 1, 2017 and March 31, 2017 for Harford County clients, regarding effectiveness, to provide survey results.

Quarter 2 2017

Baltimore City/County

29 adult clients and 16 minor clients/caregivers were surveyed between April 1, 2017 and June 30, 2017 regarding effectiveness of services.

Q8 Do you currently live in stable housing?

Answered: 29   Skipped: 1
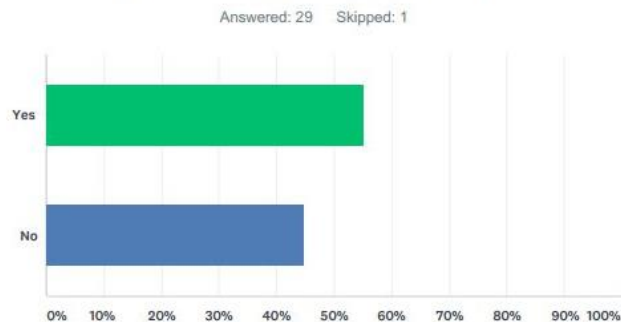
44.83% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	55.17%	16
No	44.83%	13
TOTAL		29

Q15 Have you been arrested in the last 6 months?
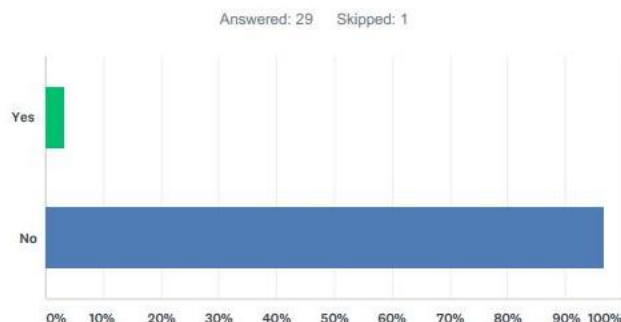
Answered: 29   Skipped: 1

3.45% of adult clients surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	3.45%	1
No	96.55%	28
TOTAL		29

Q16 Have you been in jail or prison in the past 6 months?
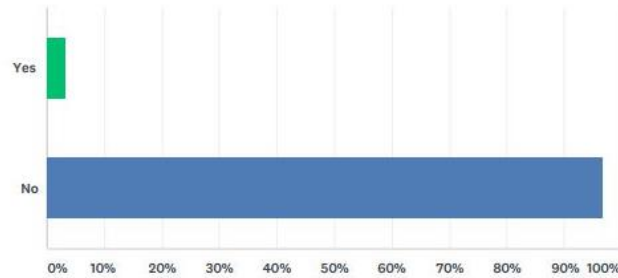
Answered: 29   Skipped: 1

3.45% of adult clients surveyed were incarcerated during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	3.45%	1
No	96.55%	28
TOTAL		29

Q8 Do you/your child currently live in stable housing?

Answered: 16   Skipped: 1
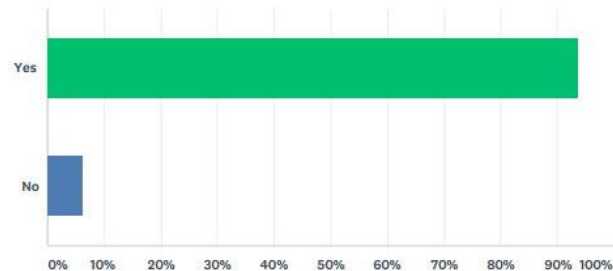
6.25% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	93.75%	15
No	6.25%	1
TOTAL		16

Q15 In the past month have you/your child been suspended from school?

Answered: 16   Skipped: 1
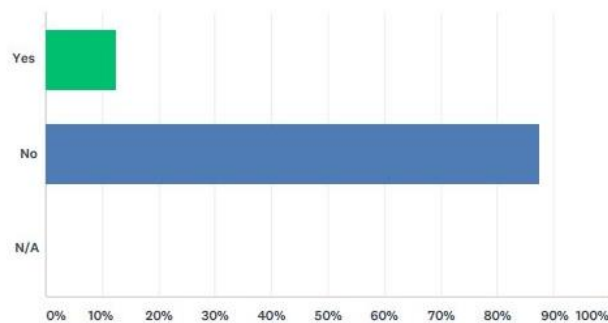
12.50% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	12.50%	2
No	87.50%	14
N/A	0.00%	0
TOTAL		16

Q16 Have you/your child been arrested in the last 6 months?

Answered: 16   Skipped: 1
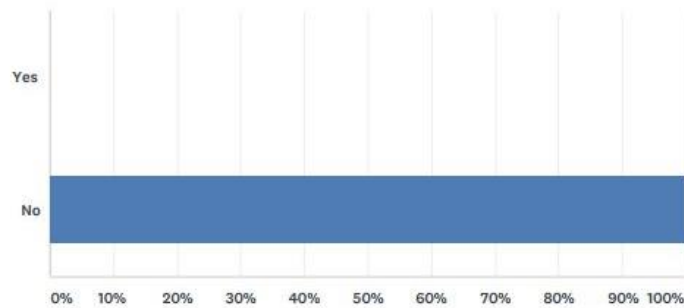
ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	16
TOTAL		16

Q17 Have you/your child been in jail or prison in the past 6 months?

Answered: 15   Skipped: 2
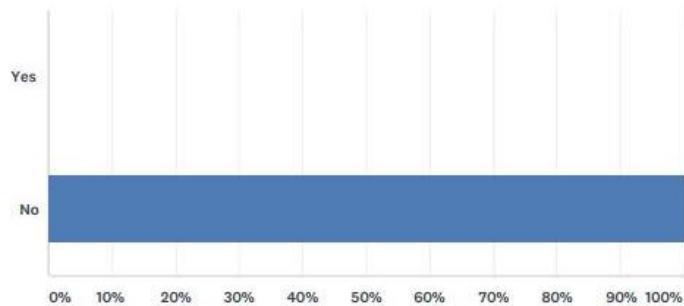
0.00% of minor clients surveyed were arrested during the quarter; 0.00% were incarcerated.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	15
TOTAL		15

Anne Arundel County
There is not enough survey data between April 1, 2017 and June 30, 2017 for Anne Arundel County clients, regarding effectiveness, to provide survey results.

Harford County
The Harford County office did not begin accepting clients until April 1, 2017. Therefore there is not enough survey data between April 1, 2017 and June 30, 2017 for Harford County clients, regarding effectiveness, to provide survey results.

Quarter 3 2017

<u>Baltimore City/County</u>
34 adult clients and 41 minor clients/caregivers were surveyed between July 1, 2017 and September 30, 2017 regarding effectiveness of services.

Q8 Do you currently live in stable housing?
Answered: 34   Skipped: 7
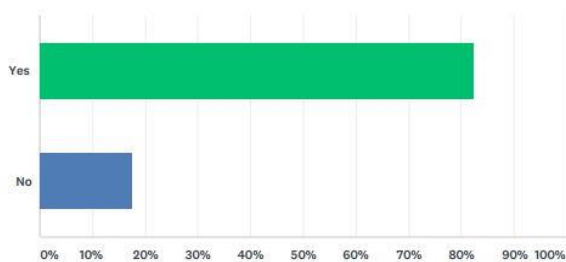
17.65% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	82.35%	28
No	17.65%	6
TOTAL		34

Q15 Have you been arrested in the last 6 months?
Answered: 33   Skipped: 8
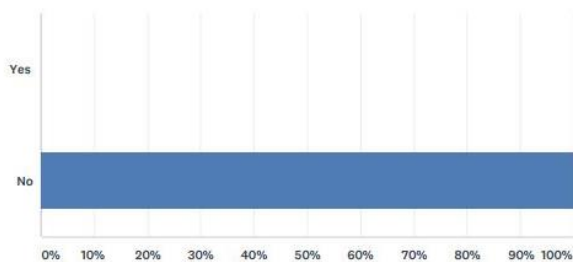
0.00% of adult clients surveyed were arrested during the quarter; 0.00% were incarcerated.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	33
TOTAL		33

Q16 Have you been in jail or prison in the past 6 months?
Answered: 34   Skipped: 7
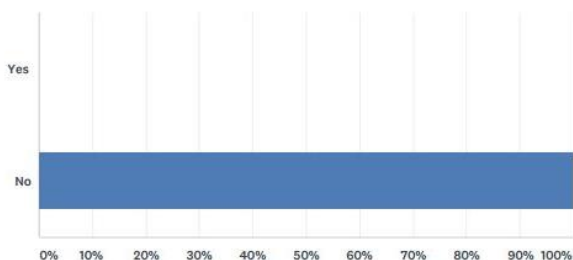
ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	34
TOTAL		34

Q8 Do you/your child currently live in stable housing?

Answered: 41   Skipped: 4
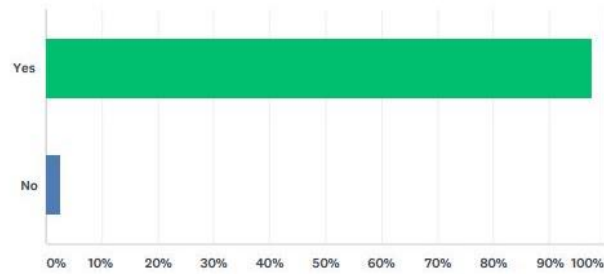
2.44% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	97.56%	40
No	2.44%	1
TOTAL		41

Q15 In the past month have you/your child been suspended from school?

Answered: 41   Skipped: 4
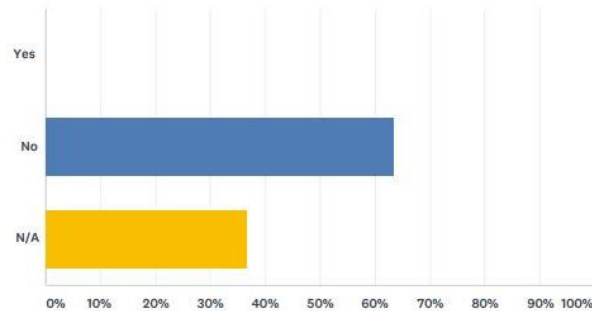
0.00% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	63.41%	26
N/A	36.59%	15
TOTAL		41

Q16 Have you/your child been arrested in the last 6 months?
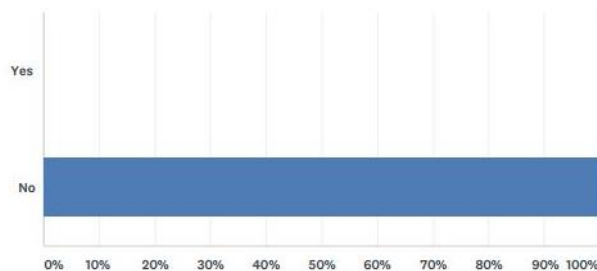
Answered: 41   Skipped: 4

0.00% of minor clients surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	41
TOTAL		41

Q17 Have you/your child been in jail or prison in the past 6 months?
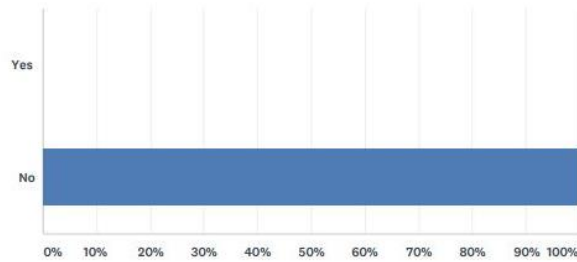
Answered: 41   Skipped: 4

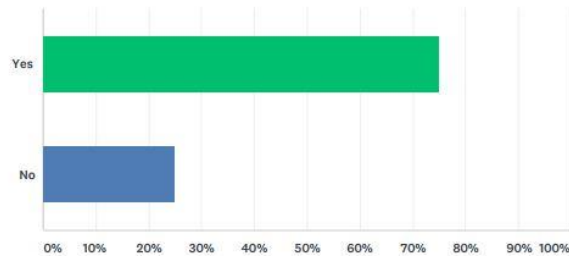0.00% of minor clients surveyed were incarcerated during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	41
TOTAL		41

Anne Arundel County

4 adult clients and 2 minor clients/caregivers were surveyed between July 1, 2017 and September 30, 2017 regarding effectiveness of services.
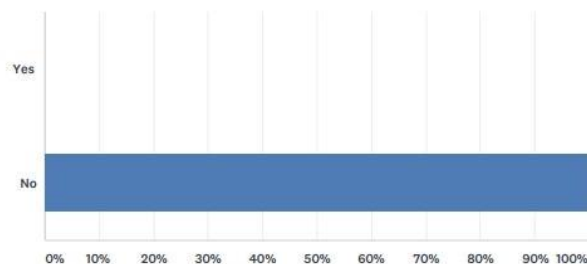
Q8 Do you currently live in stable housing?

Answered: 4   Skipped: 0

25.00% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	75.00%	3
No	25.00%	1
TOTAL		4

Q15 Have you been arrested in the last 6 months?

Answered: 4   Skipped: 0

0.00% of adult clients surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	4
TOTAL		4

## Q16 Have you been in jail or prison in the past 6 months?
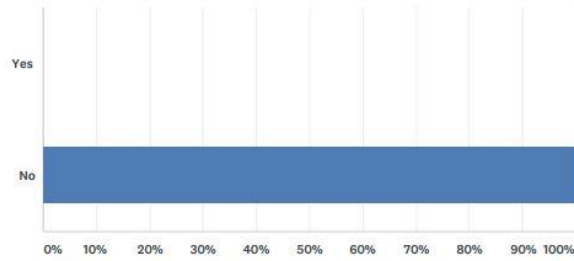
Answered: 4   Skipped: 0

Yes	
No	███████████████████████

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

0.00% of adult clients surveyed were incarcerated during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	4
TOTAL		4

Q8 Do you/your child currently live in stable housing?

Answered: 2   Skipped: 0
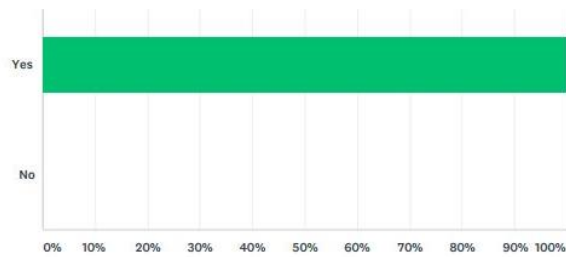
Yes	███████████████████████
No	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

0.00% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	100.00%	2
No	0.00%	0
TOTAL		2

Q15 In the past month have you/your child been suspended from school?

Answered: 2   Skipped: 0
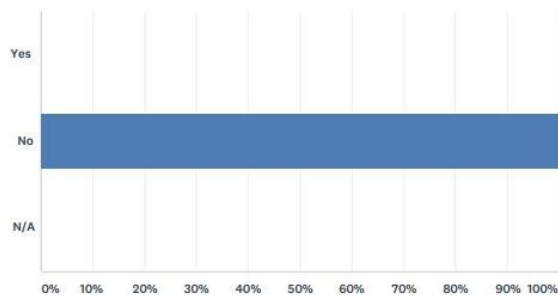
Yes	
No	███████████████████████
N/A	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

0.00% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	2
N/A	0.00%	0
TOTAL		2

Q16 Have you/your child been arrested in the last 6 months?

Answered: 2   Skipped: 0
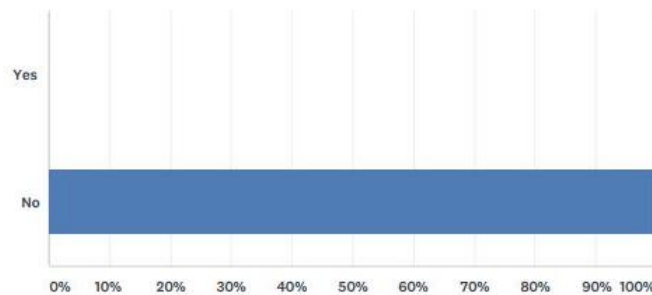
ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	2
TOTAL		2

Q17 Have you/your child been in jail or prison in the past 6 months?
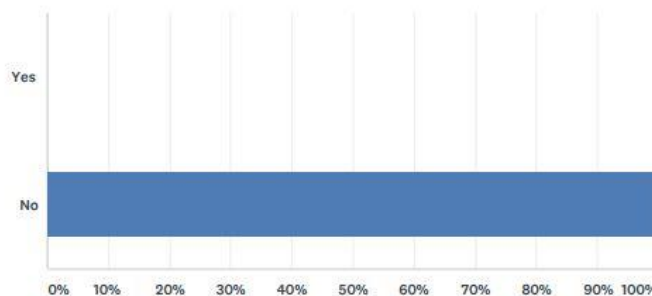
Answered: 2   Skipped: 0

0.00% of minor clients surveyed were arrested during the quarter; 0.00% were incarcerated.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	2
TOTAL		2

Harford County

The Harford County office did not begin accepting clients until April 1, 2017. Therefore there is not enough survey data between July 1, 2017 and September0 30, 2017 for Harford County clients, regarding effectiveness, to provide survey results.

Quarter 4 2017

Baltimore City/County

42 adult clients and 36 minor clients/caregivers were surveyed between October 1, 2017 and December 31, 2017 regarding effectiveness of services.

Q8 Do you currently live in stable housing?
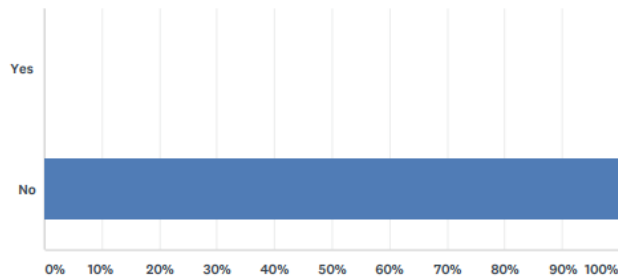
Answered: 43   Skipped: 10
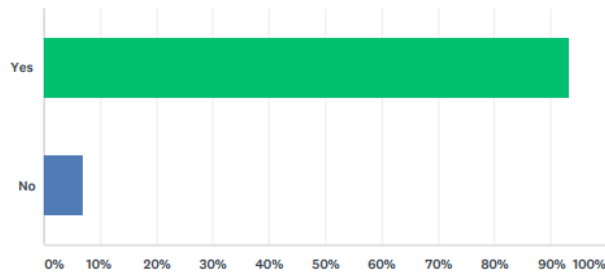
ANSWER CHOICES	RESPONSES	
Yes	93.02%	40
No	6.98%	3
TOTAL		43

6.98% of adult clients surveyed experienced homelessness/housing instability during this quarter.

Q15 Have you been arrested in the last 6 months?

Answered: 42   Skipped: 11

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	42
TOTAL		42

0.00% of adult clients surveyed were arrested during the quarter; 0.00% were incarcerated.

Q16 Have you been in jail or prison in the past 6 months?

Answered: 42   Skipped: 11
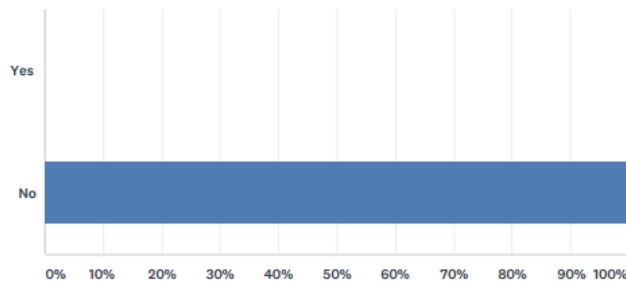
ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	42
TOTAL		42

Q8 Do you/your child currently live in stable housing?

Answered: 36   Skipped: 5
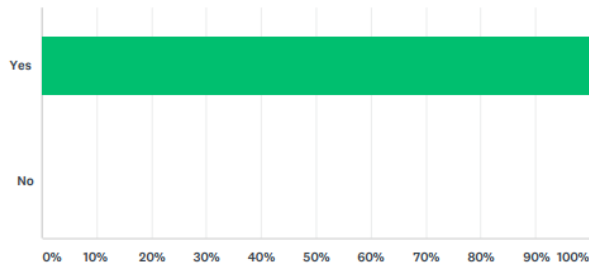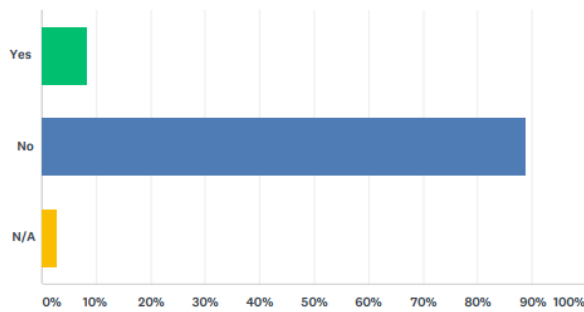

0.00% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	100.00%	36
No	0.00%	0
TOTAL		36

Q15 In the past month have you/your child been suspended from school?

Answered: 36   Skipped: 5

8.33% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	8.33%	3
No	88.89%	32
N/A	2.78%	1
TOTAL		36

Q16 Have you/your child been arrested in the last 6 months?

Answered: 35   Skipped: 6
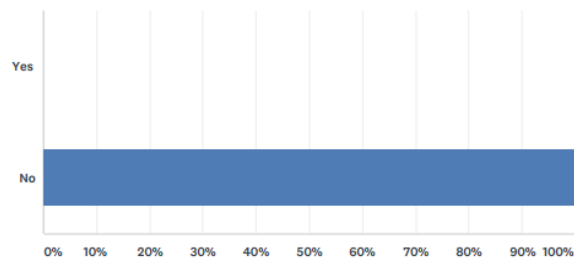
0.00% of minor clients surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	35
TOTAL		35

Q17 Have you/your child been in jail or prison in the past 6 months?
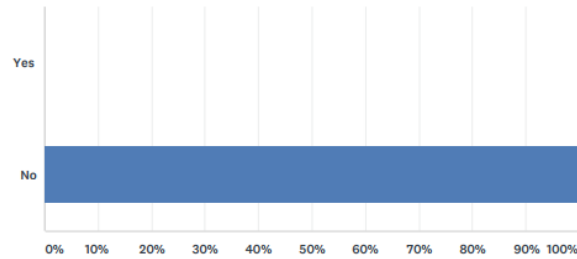
Answered: 34   Skipped: 7

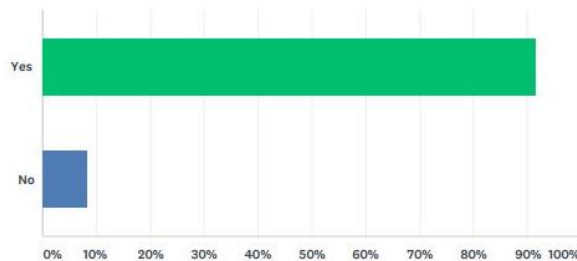0.00% of minor clients surveyed were incarcerated during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	34
TOTAL		34

Anne Arundel County

12 adult clients and 6 minor clients/caregivers were surveyed between October 1, 2017 and December 31, 2017 regarding effectiveness of services.

Q8 Do you currently live in stable housing?

Answered: 12   Skipped: 3

8.33% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	91.67%	11
No	8.33%	1
TOTAL		12

Q15 Have you been arrested in the last 6 months?

Answered: 11   Skipped: 4
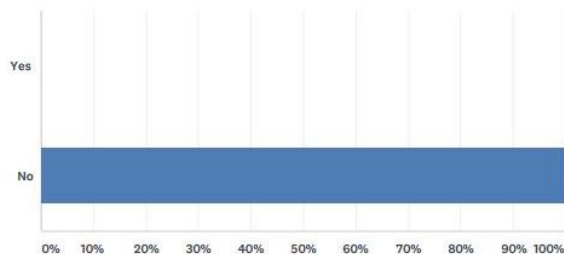
0.00% of adult clients surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	11
TOTAL		11

Q16 Have you been in jail or prison in the past 6 months?

Answered: 12   Skipped: 3
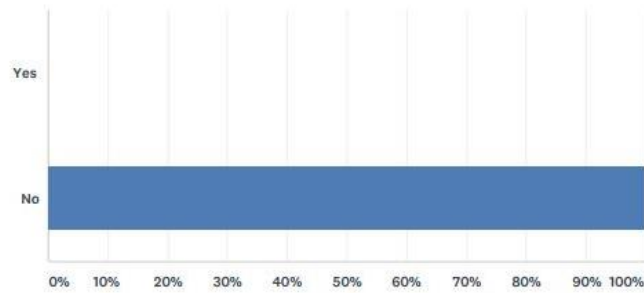
0.00% of adult clients surveyed were incarcerated during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	12
TOTAL		12

Q8 Do you/your child currently live in stable housing?

Answered: 6   Skipped: 2
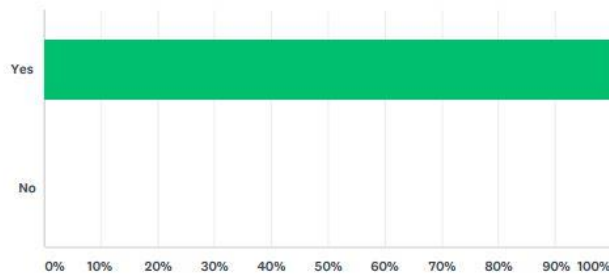
0.00% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	100.00%	6
No	0.00%	0
TOTAL		6

Q15 In the past month have you/your child been suspended from school?

Answered: 6   Skipped: 2
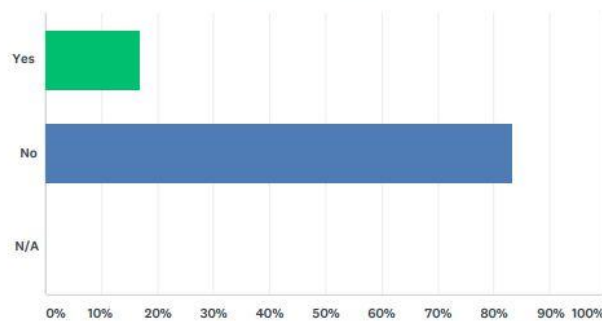
16.67% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	83.33%	5
N/A	0.00%	0
TOTAL		6

Q16 Have you/your child been arrested in the last 6 months?
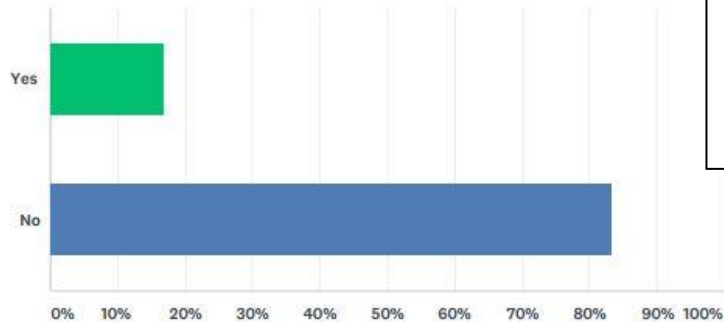
Answered: 6   Skipped: 2

0.00% of minor clients surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	83.33%	5
TOTAL		6

Q17 Have you/your child been in jail or prison in the past 6 months?
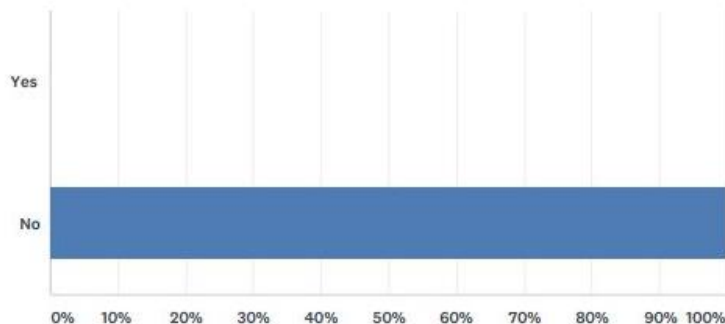
Answered: 6   Skipped: 2

0.00% of minor clients surveyed were incarcerated during the quarter.

| ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	6
TOTAL		6

Harford County

The Harford County office did not begin accepting clients until April 1, 2017. Therefore there is not enough survey data between October 1, 2017 and December 31, 2017 for Harford County clients, regarding effectiveness, to provide survey results.
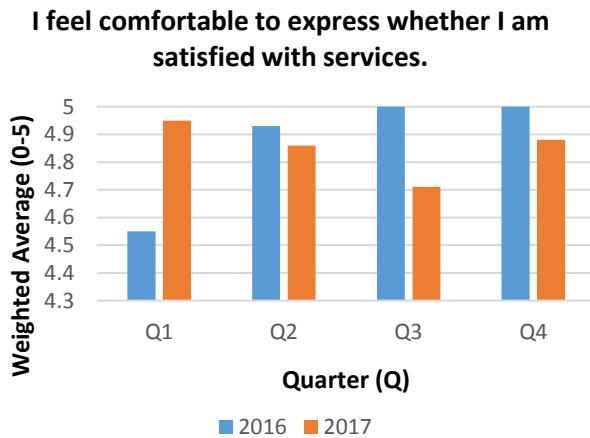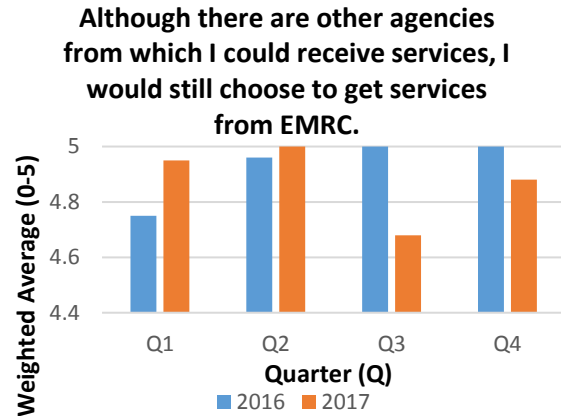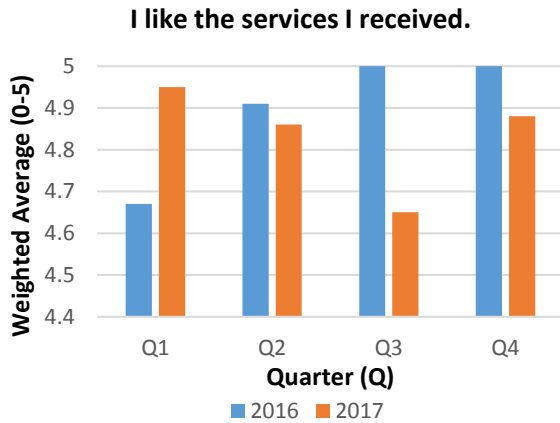
2016/2017 Acceptability Comparison

Baltimore City/County

Empowering Minds staff compared survey results from 2016 and 2017 regarding client satisfaction.

Adult Client Satisfaction
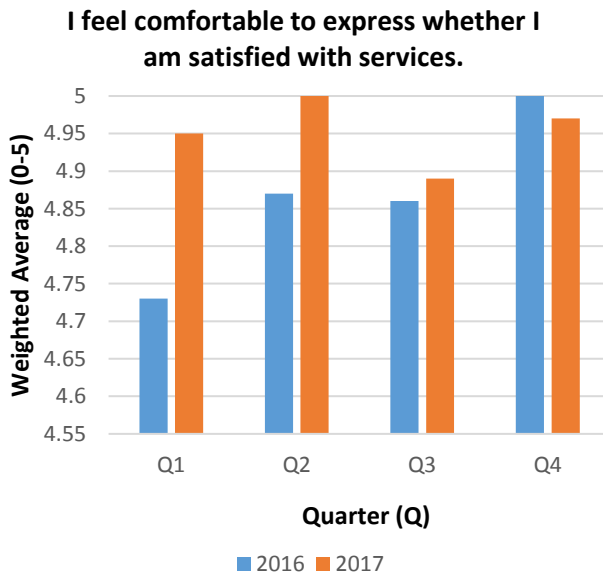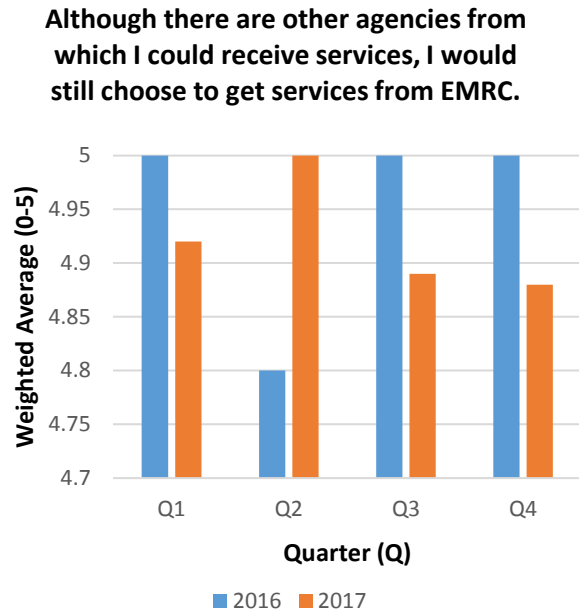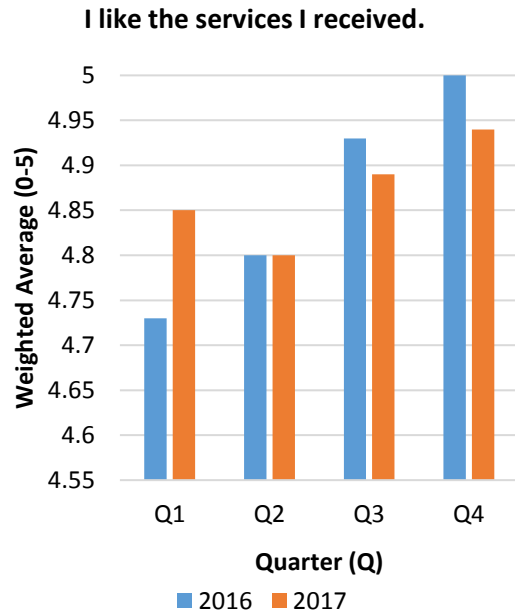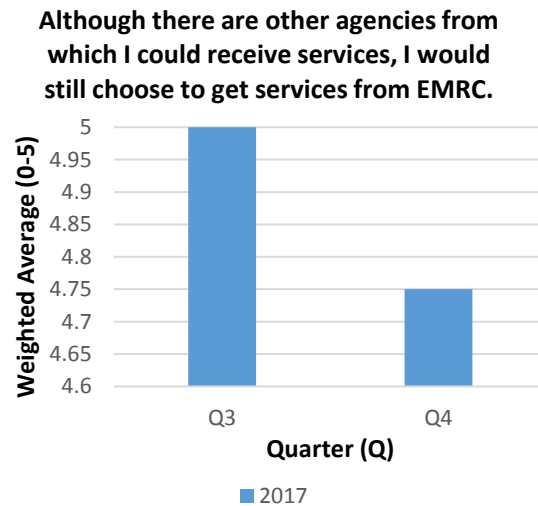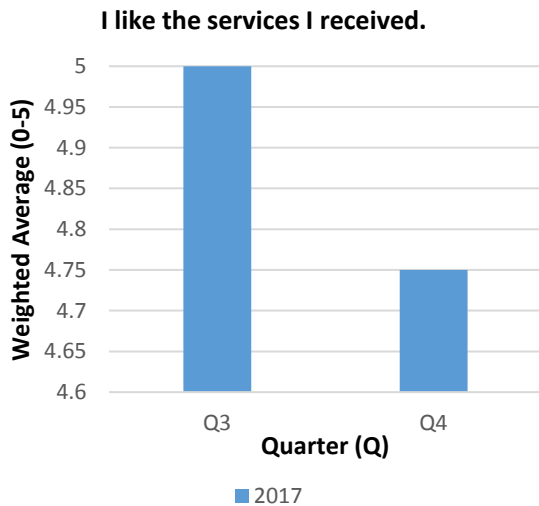
I like the services I received.

Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

I feel comfortable to express whether I am satisfied with services.

Minor Client Satisfaction

I like the services I received.

Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

I feel comfortable to express whether I am satisfied with services.
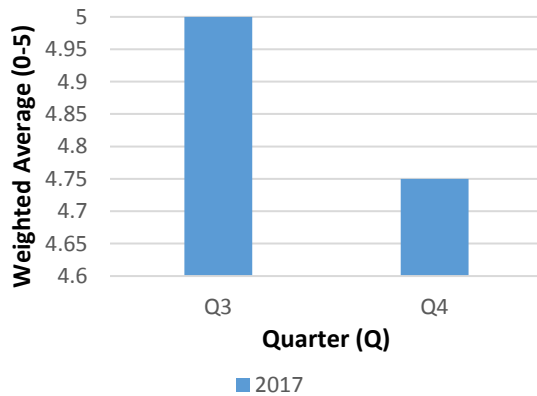

Anne Arundel County

Empowering Minds compared survey results for two quarters of 2017 regarding client satisfaction. There is not enough survey data to compare results from other quarters or other years.

Adult Client Satisfaction

I like the services I received.

Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

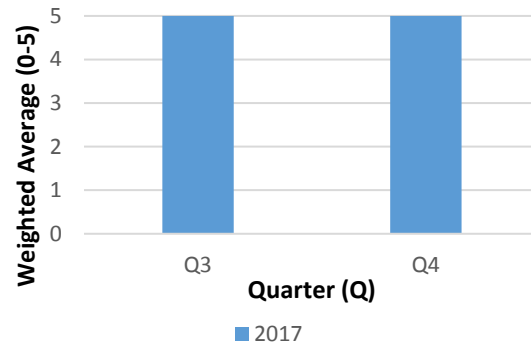**I feel comfortable to express whether I am satisfied with services.**
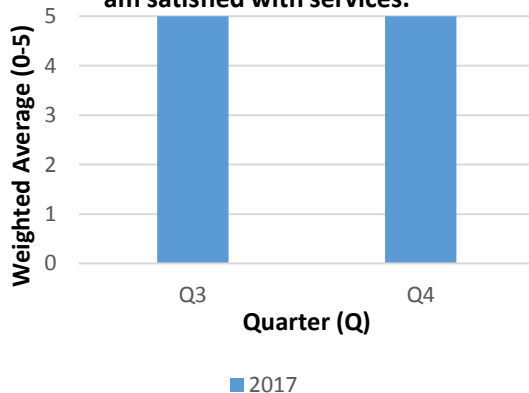

Minor Client Satisfaction

I like the services I received.

Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

I feel comfortable to express whether I am satisfied with services.
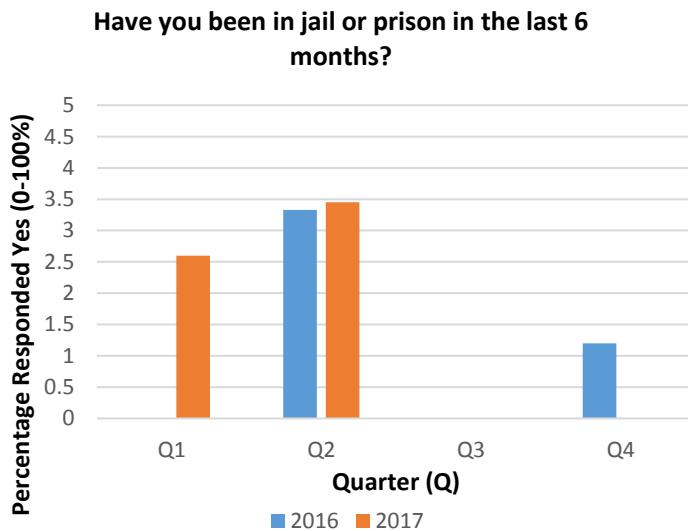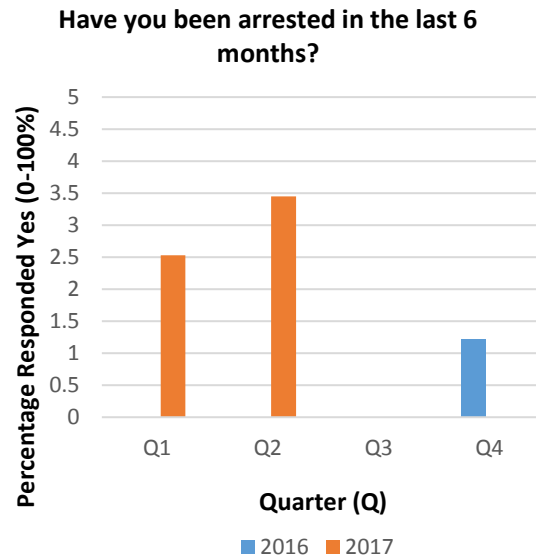

Harford County

Empowering Minds Harford County office began accepting clients on April 1, 2017. There is not enough survey data to compare any quarters in 2016 or 2017 regarding client satisfaction.

2016/2017 Effectiveness Comparison

Baltimore City/County

Empowering Minds staff compared survey results for the four quarters of 2016 and 2017 regarding client effectiveness.

Adult Client Effectiveness

Do you currently live in stable housing?

Have you been arrested in the last 6 months?

Have you been in jail or prison in the last 6 months?
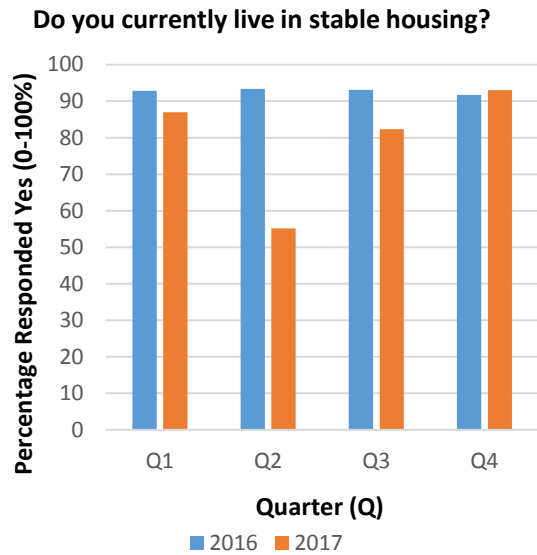
Minor Client Effectiveness

Do you/your child currently live in stable housing?
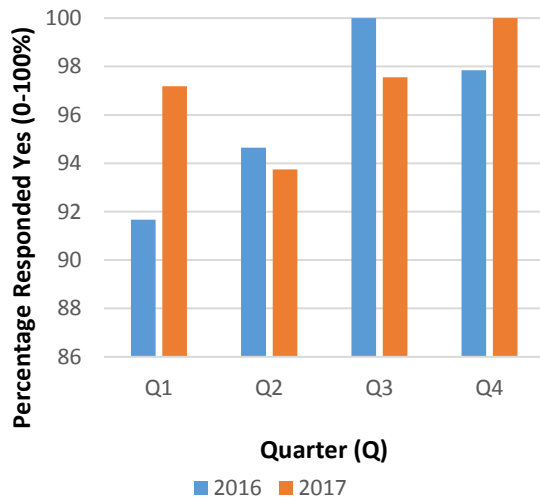
In the past month has you/your child been suspended from school?

Have you/your child been arrested in the last 6 months?
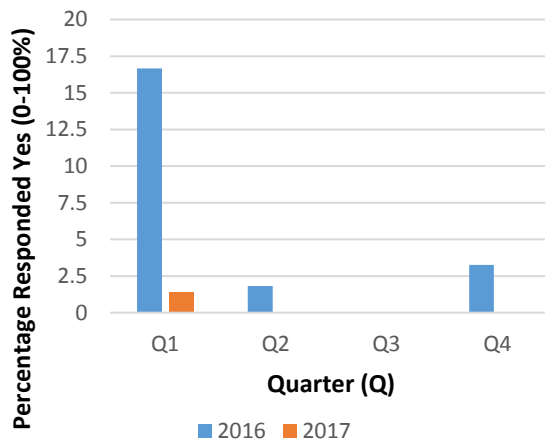
Have you/your child been in jail or prison in the last 6 months?
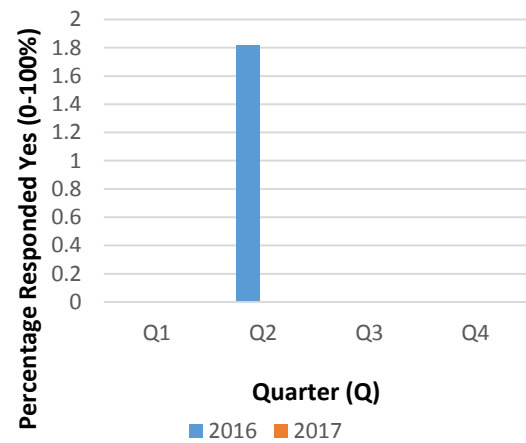
Anne Arundel County

Empowering Minds compared survey results for two quarters of 2017 regarding effectiveness. There is not enough survey data to compare results from other quarters or other years.

Adult Client Effectiveness
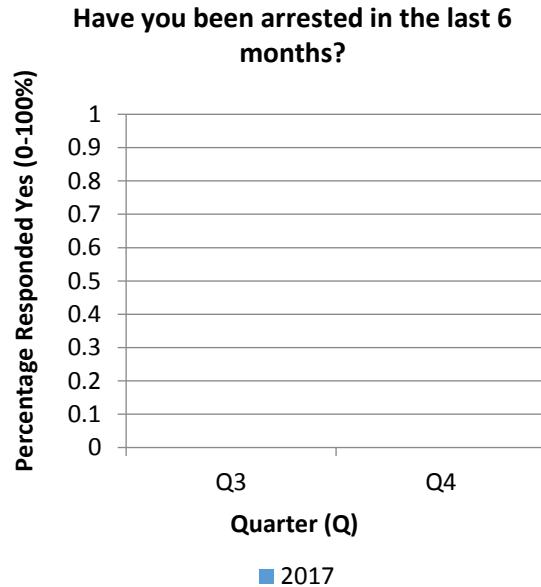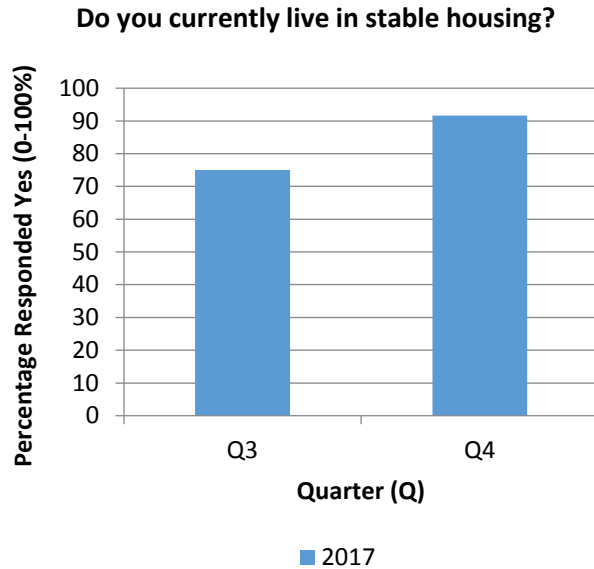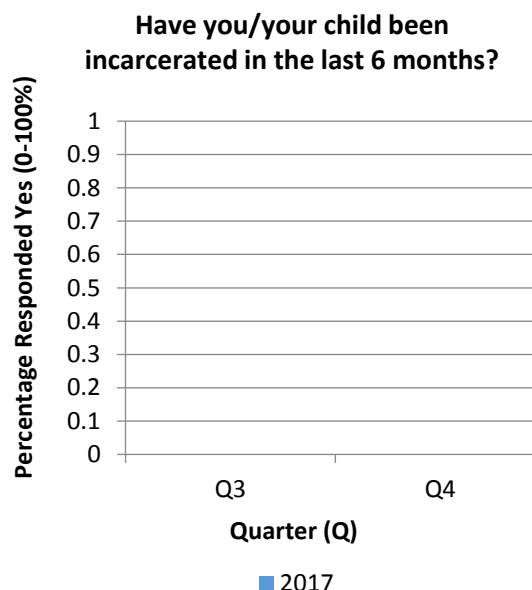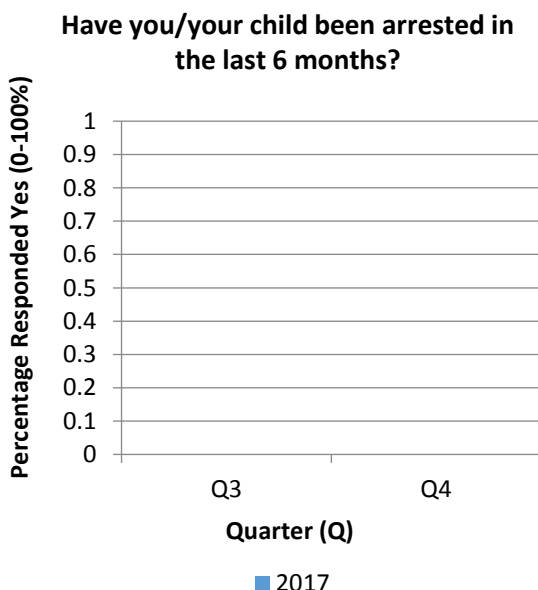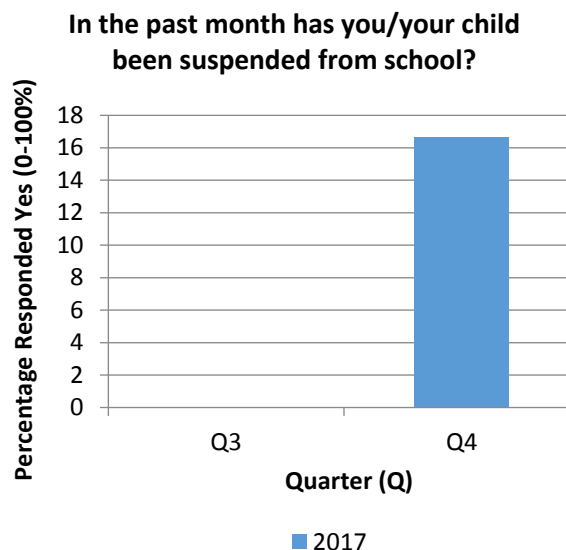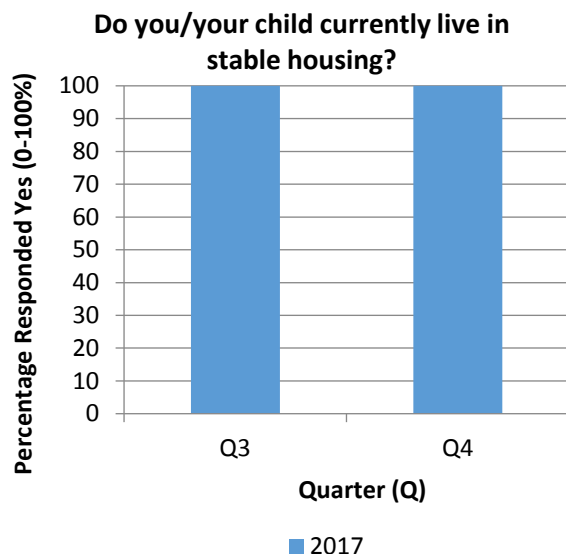
Do you currently live in stable housing?

Have you been arrested in the last 6 months?

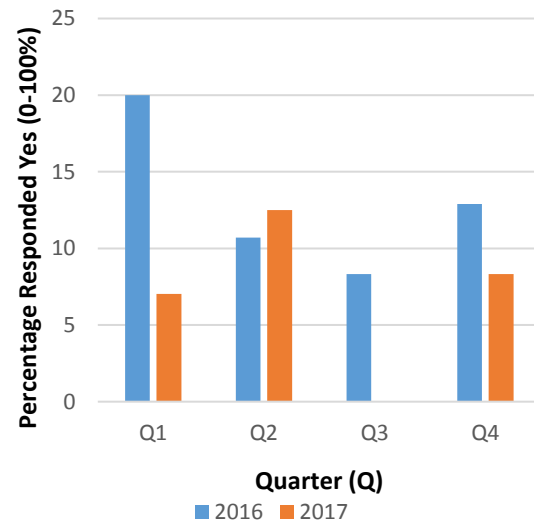**Have you been incarcerated in the last 6 months?**

Minor Client Effectiveness

**Do you/your child currently live in stable housing?**

■ 2017

In the past month has you/your child been suspended from school?

■ 2017

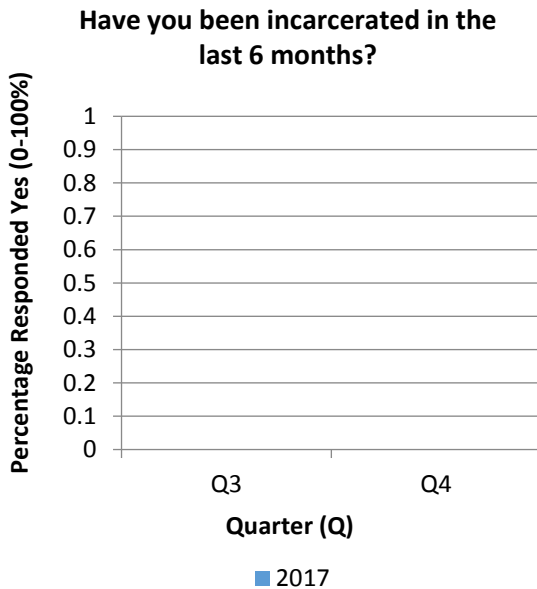**Have you/your child been arrested in the last 6 months?**

■ 2017

Have you/your child been incarcerated in the last 6 months?

■ 2017

Harford County

Empowering Minds Harford County office began accepting clients on April 1, 2017. There is not enough survey data to compare any quarters in 2016 or 2017 regarding effectiveness.

Efficiency

CARF's definition of efficiency includes a measure of how well the resources are used to accomplish the agency's goals.

    a.   The number of encounters each client receives monthly will be measured to determine if agency goals were met.

Risk-Financial

A. The number of consumer with active Medicaid Insurance who are referred to Empowering Minds will be determined.

B. We will track the number of individuals receiving pro-bono services due to Medicaid uninsured status.

Risk-Health & Safety

We will track the number of injuries, accidents, and illnesses reported by consumers and staff.

Performance Management Cycle

EMRC will utilize a performance measurement and management system (PMMS) that will operate cyclically. When followed sequentially, steps to conducting a performance review will result in a return to the starting point of clarifying organizational goals and the strategies to achieve them. The advantage of this cyclical approach will be that every recalibration of goals and objectives will better advanc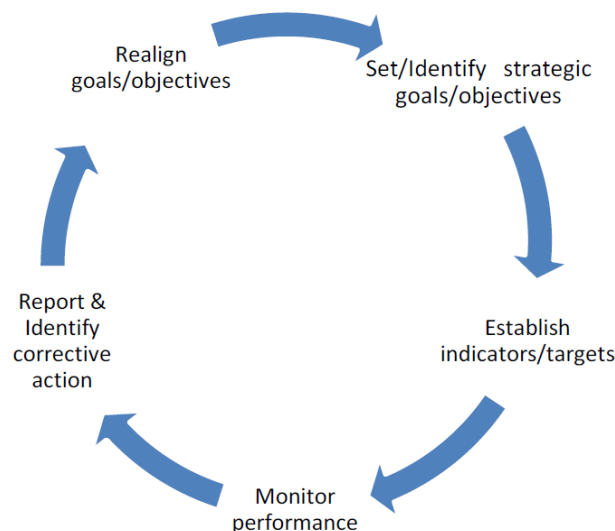e behavioral health services through addressing performance gaps in the delivery of services and supports. The approach will be consistent with continuous performance improvement initiatives

EMRC will use the above performance management cycle to help provide an overview of the cycle and the flow from one step to the next. Each step will be important in reviewing the organization's performance, therefore it will be vital for all stakeholders to understand the cyclic steps.

Implementation/effectiveness

- Clarify the strategic direction of the organization, articulate major policy goals, and derive specific measurable objectives against which performance will be gauged.
- Identify the set of activities which will need to be implemented to successfully meet goals and objectives.
- Assure that a logical connection will exist between strategies and intended outcomes.
- Review the soundness of objectives in light of the available means to achieve them.

Step Two: Establish Indicators and Targets

- Select a set of indicators that will represent progress towards identified objectives. The indicator set will be large enough to address the most important objectives but small enough to permit meaningful interpretation.
- Target settings will be based on past performance information, reflect the input of stakeholders, including clients, employees, and referral sources and challenge the organization to strive for higher performance.

Step Three: Monitor Performance

- Collect and aggregate indicator data for the purpose of assessing achievement of objectives. Routinely collected administrative data will be the most readily available sources of performance data. Resources will be devoted to collection of new data to address key objectives when no other source of information exists.

Step Four: Report Information and Identify Required Action to Address Performance Gaps

- Organize performance information into a meaningful summary that will be disseminated to stakeholders for an external accounting of the degree to which progress will be made towards stated goals and objectives.
- Identify major performance gaps and subsequent corrective action that will improve performance.
- Performance reports will be followed by a process to address and analyze the reasons for poor performance and to consider incentives to improve future performance.

Step Five: Realign Goals, Objectives and Strategies

- Determine whether goals and objectives will remain appropriate for the next performance cycle.
- Realignment of the performance framework may be required in both situations of high and low performance.
- Poor performance resulting from unrealistic objectives and/or ineffective strategies may necessitate more reasonable targets or renewed efforts that will reach those targets.
- Successful performance, on the other hand, may require setting higher standards for the organization's performance.

Organizational Capacity

Sufficient resources are required in setting up the capacity to conduct meaningful performance reviews. Management commitment to performance monitoring will be assessed by the presence of the following:

- An identified organizational person responsible for performance monitoring;
- Support for a good management information system;
- Sufficient resources devoted to retrieve, clean and analyze performance data;
- Support for regular external reporting of performance results; and
- Mechanism for integrating performance data with the operational framework of programs.

General Principles of Reporting

Irrespective of the intended audience for performance information, some general principles of reporting will apply:

- a regular reporting frequency will be established annually;
  various methods of reporting will be used – such as quarterly and annual reports; and
- the report itself will be clear, straightforward and highlight information relevant to the intended target audience.

Sources of Audit Data

Audit and data collection may be directed at problems areas identified by but not limited to:

- Clinical record and peer reviews
- Needs assessment data
- Clinic logs
- Licensing and funding standards
- Ad Hoc statistical reports relevant to the question or problem that is the focus of the audit
- Billing data
- Scheduling and staffing plans
- Incidence reports
- Satisfaction surveys
- Grievance complaints by client, public or employee

Data Collection

EMRC programs and services will define the system of data collection prior to the implementation of programs and services. The system of data collection for the PMMS will be based upon the agency's mission, legal and/or regulatory requirements, contractual requirements and expectations of grantors, program staff, collaborative partners and consumers. Data collection systems for the PMS may include the following:

- **Microsoft Suite and related software** – Data collection systems in MS Word, MS Access, MS Excel.
- **ADP HR Management** – Performance evaluation and management information system for staff appraisals
- **Essential Learning, CE Quick or other training systems**– Training and data collection system for the educational component of EMRC staff
- **Survey Monkey** – Data collection system for satisfaction surveys for clients, referral sources, and employees as well as client quality of life / wellness surveys
- **Office Therapy**- Client database for collecting client data.
- Other information systems.

Reliability of Data

To ensure the reliability of data in the PMMS, EMRC will put processes in place to ensure that data is collected consistently in a way that it can be reproduced at another time or by other users with the same result. To ensure reliability of data, EMRC has instituted the following:

- Train new and existing employees, students, trainees, and volunteers on recording administrative and clinical data.

- Utilize administrative and program managers to perform reliability assessments among staff that record measures and data entry.
- Select random samples of stakeholders for client satisfaction surveys.

Validity of Data
EMRC will ensure that quality indicators, measures and data elements have validity.

- Use of quality indicators that can be benchmarked against a valid standardized measure of evidenced based practice.
- Compilation of client data and insertion of a comparable measure in a client, employee and referral source satisfaction survey to obtain the stakeholder's perspective.
- Use of valid measures used by the funding source that can compare EMRC data to other competitors or partners.

Completeness of Data
EMRC will ensure that data used for decision making and performance measurement is complete as possible.

- Management team includes necessary data elements for programs in the agency
- Staff training will take place to make sure all data is recorded.
- Quality Reports can be reviewed by Management team and program managers to ensure that missing data is gathered and entered on an ongoing basis.
- Business Manager will routinely review a sample number of records to determine completeness.

Accuracy of Data
EMRC will take steps to ensure that data is accurate and free of errors.

- Clinical supervisors will spot check the client record to ensure that data abstracted from the record is accurate and run and review reports for accuracy.

Business and Service Delivery Performance Measures
EMRC will adopt and use performance measures to improve agency operations and the delivery of services and activities to older persons, adults with disabilities, family caregivers, service providers and other groups.

Administrative or Program-Specific Measures
Funding sources often require specific performance measures and outputs for funded services that are more output focused to determine performance. All EMRC programs and services aim to meet the established program-specific measures with an identified minimum goal. Data collected will include the following program areas:
   A. Financial reports — These reports include indicators related to expenses, revenues and other budgetary issues related to delivery of services
   B. Accessibility status reports — Includes indicators related to accessibility plan and progress on removal of barriers to information and service programs.
   C. Resource allocation — Includes indicators associated with funding levels, percentage of dollars spent and any service related issue impacting funding allocations.
   D. Surveys — Includes results of client satisfaction surveys for identified services, state and local surveys, community needs assessments, CARF surveys, etc.

E. Risk management — Includes indicators related to the organization's action to reduce risk for Medicaid Waiver, NFTI and other related programs.
F. Governance Reports — Includes reports from funding sources and governmental agencies
G. Human Resources activities — Includes indicators such as recruitment, retention, or personnel turnover or the provision of training for staff.
H. Technology — Include indicates and updates on computer and software purchases, computer and software training, etc.
I. Health and Safety reports — Include indicators such as critical incidents, unannounced tests of emergency procedures, infection control activities.
J. Field Trends including research findings — Include results of demographic trends, census data, research findings, etc.
K. Service delivery reports - Include indicators on direct and service provider level performance on quality indicators.

Review and Analysis Process

The review and analysis process is the most critical component of EMRC's Performance Measurement and Management System because it informs the agency about what programs are meeting performance measures and which ones are not at any given time. Analysis of data from the performance reports above will address the following issues:

- Needs of persons served
- Needs of other stakeholders
- The business organizational needs of the organizations
- Comparative analysis of the agency reports with other organizations

To improve business improvement strategies, periodically, EMRC will complete a standardized report that encompasses the critical issues surrounding business performance. This report should be developed at the end of the fiscal year or calendar year. The report should demonstrate knowledge of the needs and goals of its customers.