

**FY 2022 PERFORMANCE PLAN**

<b>Regional Older Adult Facilities Mental Health Support Team (RAFT)</b>		<b>ADSD/RAFT</b>	Alice Straker 571-357-0274
Program Purpose	Discharge older adults from psychiatric hospitals to long-term care communities and divert older adults from admission to psychiatric hospitals, ensuring equal access to older adults across the region.		
Program Information	<ul style="list-style-type: none"> <li>• RAFT is a regional program affiliated with the Northern Virginia Regional Projects Office. This program provides intensive multidisciplinary mental health treatment to adults 65 years and older discharged or diverted from state psychiatric institutions to local long-term care facilities in Northern Virginia.</li> <li>• Multidisciplinary treatment includes intensive case management, psychotherapy, medication management and health education to clients living in partner assisted living and nursing home facilities.</li> <li>• RAFT staff facilitate training for long-term care facility staff, home health care agencies and the community to develop skills and increase competency in mental health topics to prevent psychiatric hospitalizations.</li> <li>• RAFT provides case consultation and on-call support to facilities to prevent hospitalization and the discharge of clients when challenging situations arise.</li> <li>• To be eligible for RAFT services individuals must: be referred by one of the 5 Community Service Boards (CSB), a resident of the City of Alexandria, Arlington, Fairfax, Loudoun or Prince William County, 65 years of age or older, diagnosed with a serious mental illness or dementia with challenging behaviors, require a level of treatment not available, and are psychiatrically hospitalized or are at risk of psychiatric hospitalization.</li> <li>• RAFT is fully funded by federal and state grants. RAFT subsidizes rental assistance payments to Assisted Living Facilities (ALF) to reduce costs for clients.</li> <li>• Regional Long-Term Care Partners:             <ul style="list-style-type: none"> <li>○ Assisted Living Facilities: Pacifica of Sterling (Loudoun), The Tribute at One Loudoun (Loudoun), Avalon Assisted Living Homes (Fairfax), Home Elder Care (Fairfax), The Beverly (Fairfax), Aurora Home (Prince William) and Birmingham Green (Prince William), and The Glen at Woodbridge (Prince William), and Landsdown Heights (Loudoun).</li> <li>○ Nursing Homes: Cherrydale (Arlington), Envoy of Alexandria (City of Alexandria), Regency (Arlington), Envoy of Woodbridge (Prince William), Dulles Health and Rehab Center (Fairfax), Birmingham Green Nursing (Prince Williams) and Fairfax Nursing and Rehab (Fairfax).</li> </ul> </li> <li>• RAFT developed its new website <a href="http://raftnorthernvirginia.org">raftnorthernvirginia.org</a> with its own URL. The website provides information about the program and services and has an interactive component that facilitates requests for training, consultations, and RAFT newsletter enrollment.</li> <li>• In FY 2022 RAFT was awarded funding by DBHDS to develop the RAFT Dementia Support Program which will provide training, education and resource coordination to individuals diagnosed with dementia and their family/caregivers in their homes in the community. The program will be developed and launched in FY 2023.</li> </ul>		
Service Delivery Model	<ul style="list-style-type: none"> <li>• Since the onset of COVID, RAFT services have been provided primarily in a virtual format, including telehealth, to clients and partner facility staff in 5</li> </ul>		

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	<p>counties within Northern Virginia. Beginning in July 2021, RAFT resumed face to face services in long-term care facilities and closely monitored the presence of COVID in partner communities to determine if in person services are appropriate and safe. In FY 2022 the RAFT staff continued to work as a mobile treatment team providing both in person and virtual services depending on the presence of COVID in partnering facilities and communities.</p> <ul style="list-style-type: none"> <li>• During the past year, RAFT expanded its newsletter listserv to over 900 individuals, and facilitated and partnered with other organizations to provide virtual and in person training on relevant mental health and wellness topics.</li> <li>• In FY 2023, RAFT will continue to provide services both in-person and virtually. The team also closely monitors the presence of COVID and other infectious outbreaks to determine if in-person services are appropriate.</li> <li>• RAFT will continue to monitor the status of our long-term care partners and adjust as necessary.</li> </ul>
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**PM1: How much did we do?**

Staff	<p>Total 6.6 FTEs:</p> <ul style="list-style-type: none"> <li>• 1 FTE Supervisor</li> <li>• 4 FTE Therapists</li> <li>• 1.0 FTE Psychiatric Nurse</li> <li>• 0.5 FTE Administrative Specialist</li> <li>• 0.1 FTE Psychiatrist (16 hours/month)</li> </ul>
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Customers and Service Data		<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	Total Clients Served During Fiscal Year	82	87	78	73
	Client Census at End of Fiscal Year	66	61	57	52
	Nursing Home	32	26	25	23
	Assisted Living Facility	19	28	25	26
	Monitoring	15	7	7	3

**PM2: How well did we do it?**

2.1	Timely Progress Note Documentation
2.2	Customer Satisfaction
2.3	Effectiveness of Training

**PM3: Is anyone better off?**

3.1	Clients maintained in the community without admission or readmission to a psychiatric institution
3.2	Utilization by region

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**RAFT**

**Measure 1** Total Clients Served During Fiscal Year

**Data**



**Data Summary**

- In FY 2022, RAFT provided services to 6% fewer individuals from the prior year and 14% since the onset of COVID

**What is the story behind the data?**

- During FY 2022, RAFT served fewer individuals than the previous two fiscal years. This decrease is primarily attributed to natural attrition of an aging population and reduced admissions into state psychiatric hospitals.
- During this fiscal year, RAFT lost 12 individuals living in RAFT partner communities due to the natural attrition of an aging population. The number of new admissions to the program did not offset the number of individuals who passed during the fiscal year.
- RAFT referrals in FY 2022 were also impacted due to the closure of, or reduced admissions of individuals into state psychiatric hospitals. Piedmont Geriatric State Psychiatric Hospital was closed to new admissions or was operating on reduced total census due to COVID outbreaks and staffing shortages. Consequently, local psychiatric hospitals increased their capacity for the admission of older adults, and those individuals hospitalized locally were not linked to the regional CSB discharge process and were discharged to placements identified by local hospital systems.

**Recommendations**

- Continue to partner with regional CSBs (Community Services Boards) for appropriate RAFT referrals.
- Continue to place individuals in long-term care settings as appropriate.
- Consider additional measures for the new RAFT Dementia Support Program.

**Target Dates**

- Ongoing
- Ongoing
- FY 2023 Q2

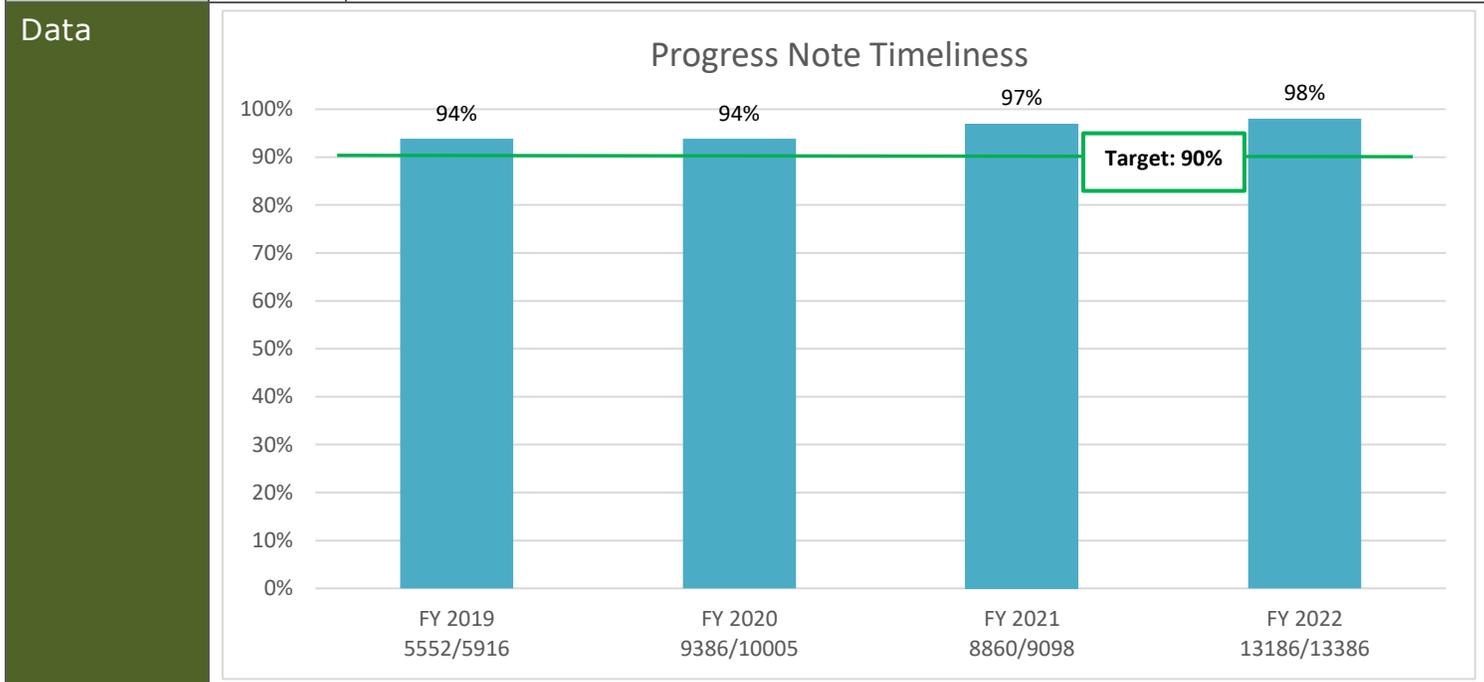
**Forecast**

- FY 2023, it is anticipated that RAFT will serve 75 clients.

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**RAFT**

<b>Measure</b>	<b>2.1</b>	<b>Timeliness Progress Note Documentation</b>
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<b>Data Summary</b>	<ul style="list-style-type: none"> <li>In FY 2022, RAFT exceeded the progress note timeliness goal of 90%. 98% of progress notes in FY 2022 were entered on time (13,186/13,386 notes).</li> </ul>
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**What is the story behind the data?**

- In FY 2022, RAFT resumed in person services for clients in long-term care communities, as COVID and health safety allowed, and learned a new electronic health record.
- During FY 2022, RAFT staff worked as a mobile treatment team within 5 counties in Northern Virginia and provided services both in person as well as virtually depending upon the presence of COVID in partnering communities. When providing services in person throughout the region, challenges included driving time to facilities, internet connectivity and software availability.
- During FY 2022, Arlington launched a new electronic health record for CSB clinical documentation which required learning a new system. The number of progress notes greatly increased due to the EHR configuration for group notes.
- The CSB documentation standard is for progress notes to be entered within 24 hours. However, during the Welligent transition, a grace period of 48 hours was granted through December of 2021. Effective January 2022, the CSB documentation standard of 24 hours resumed.
- The team’s overall timeliness of documentation is discussed regularly in meetings to identify challenges, barriers, and solutions to entering progress notes within 24 hours. Timeliness results are also reviewed in individual supervision meetings.

<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>Continue to measure and track timeliness of documentation monthly.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

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| <ul style="list-style-type: none"><li>• Continue to review results with the Division Chief on a regular basis.</li><li>• Continue to identify and address performance issues through formal mechanisms when necessary.</li></ul> |  |
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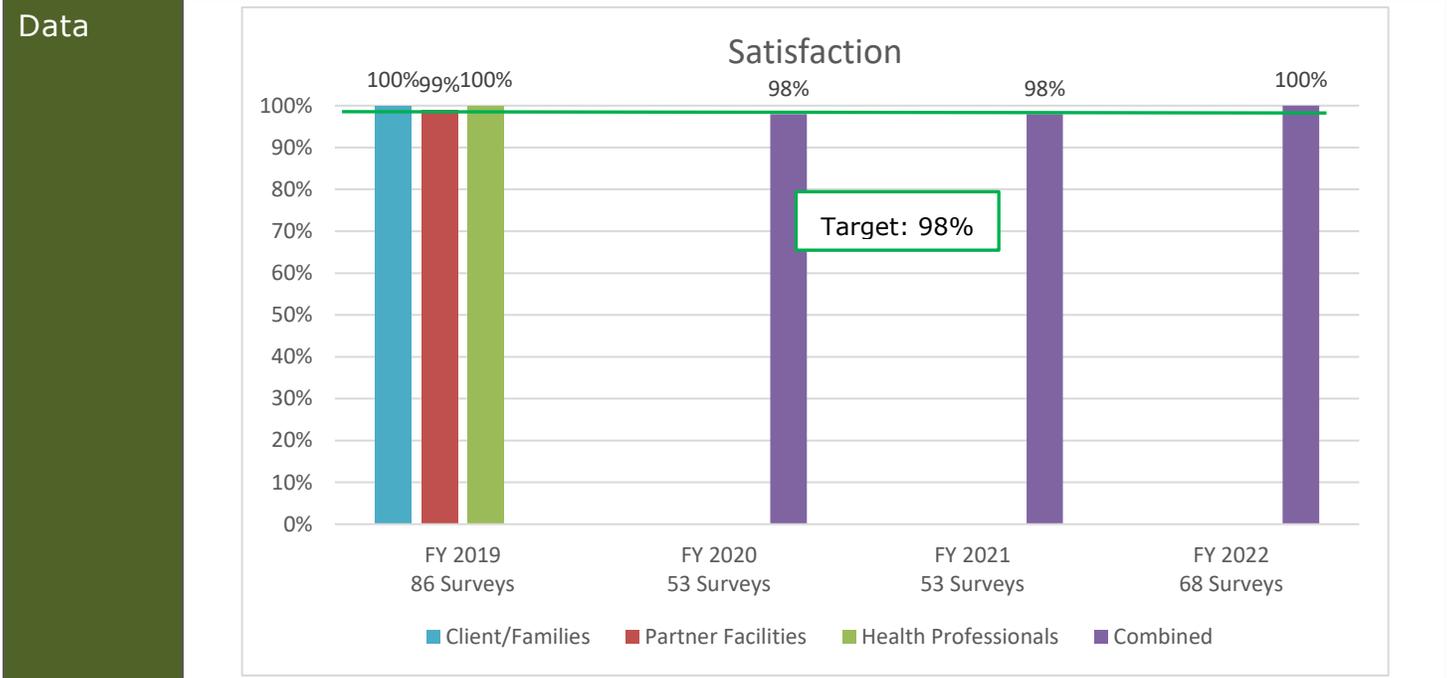
**Forecast**

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| <ul style="list-style-type: none"><li>• FY 2023, anticipate at least 90% of progress notes will be entered within one day.</li></ul> |
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FY 2022 PERFORMANCE PLAN

RAFT

Measure	2.2	Customer Satisfaction
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**Data Summary**

- Due to the ongoing COVID-19 pandemic in FY 2022, satisfaction surveys were distributed via email as opposed to in-person delivery in long-term care communities. Each email included a link to the survey.
- The survey was distributed using Microsoft Forms and will continue until in-person surveys can resume.
- The email distribution list was a combination of all individuals surveyed and was not separately tabulated by the categories of family, guardian, facility staff or health care professional.
- The surveys are distributed annually and were initiated in May of 2022, with recurring reminders for 4 weeks. 110 surveys were distributed to families, guardians, facility administrators and community partners. Of the surveys distributed, 68 responses were received (62% response rate) with a satisfaction rate of 100%.

**What is the story behind the data?**

- Metric exceeded the goal with 100% of respondents indicating satisfaction with services.
- Due to COVID-19, no surveys were hand delivered. In previous years, surveys were distributed in person to direct care staff, then collected by RAFT. This allows remarkably busy front-line staff, who do not have access to work email, an opportunity to participate in the survey.
- Satisfaction surveys were distributed this year in the form of a link within an email, to all included on the RAFT listserv. Surveys were completed in Q4 of FY 2022.
- Weekly email reminders were provided to recipients on the listserv.
- Comments received include:
  - “The team is terrific with very challenging clients! Great at collaboration.”

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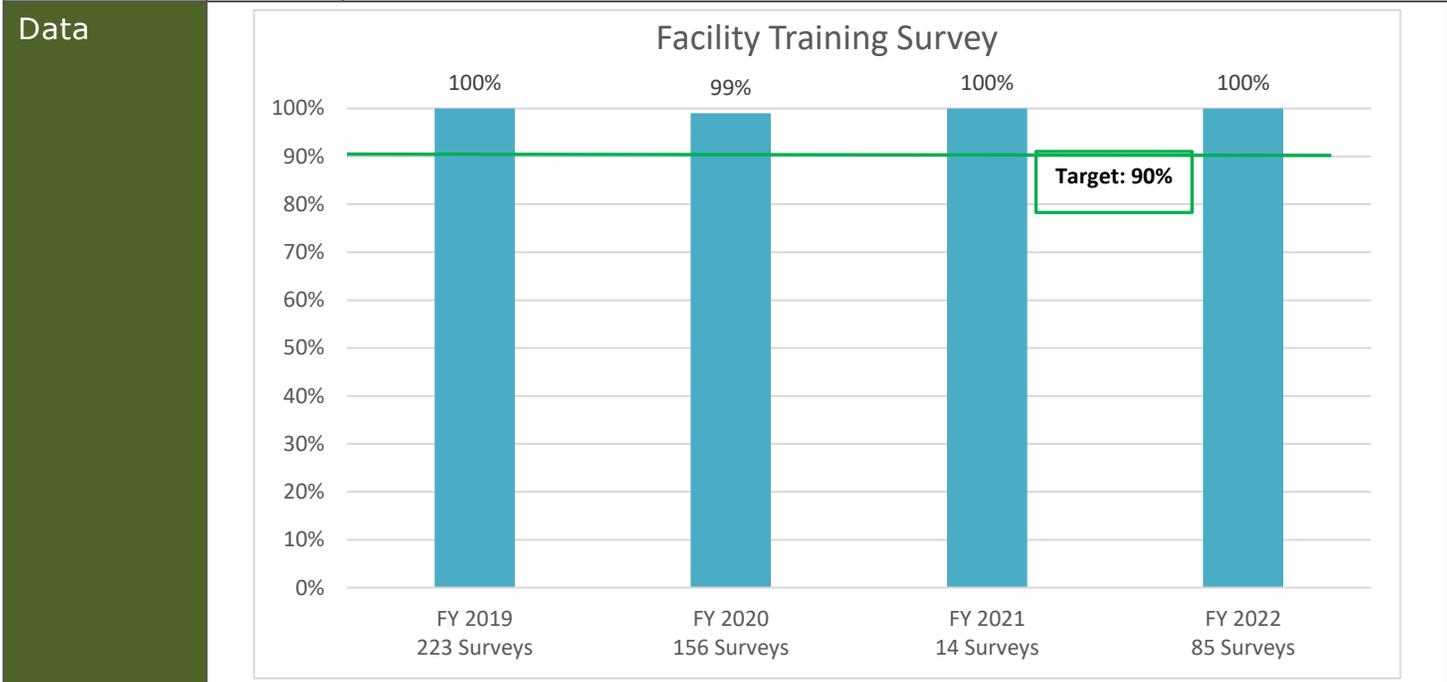
- "The entire team is such a wonder resource for us as we continue to work with residents in the community who have dementia and behaviors we have not encountered before."
- "Raft social workers were kind and helpful. My husband was able to remain in his living placement until he passed thanks to financial assistance from RAFT. I cannot say enough for the thanks I have for this program."
- "RAFT Staff are super responsive, think outside the box, and have been flexible/helpful during meetings."
- "Everyone at RAFT has been wonderful to work with. I'm very thankful for their work and assistance navigating a complicated situation."
- "RAFT is an important agency for the older adult population. There should be more funding and collaboration with community stakeholders to provide more beds, especially for those under income."

<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>• Continue to utilize best practice approaches to mental health treatment and case management.</li> <li>• Continue to partner closely with hospitals, facilities, families, and guardians to ensure that excellent communication exists, and all stakeholders are supported and involved.</li> <li>• If possible, continue to conduct a variety of survey distribution methods including electronic, mail and in person.</li> <li>• Continue to provide email reminders for completion of the electronic surveys.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
<b>Forecast</b>	
<ul style="list-style-type: none"> <li>• FY 2023: Anticipate 98% of those surveyed will indicate satisfaction with the program.</li> </ul>	

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**RAFT**

<b>Measure</b>	<b>2.3</b>	<b>Effectiveness of Training</b>
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<b>Data Summary</b>	<ul style="list-style-type: none"> <li>• In FY 2022, RAFT training was provided through a combination of newsletters, virtual and in person training.</li> <li>• The total number of individuals participating in the combination of in-person, virtual and newsletter RAFT training during FY 2022 was 2,398.</li> <li>• The survey was administered only at in-person trainings. In FY 2022, 100% of respondents agreed that training was effective.</li> <li>• Response rate was 96% (85/89 participants).</li> </ul>
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**What is the story behind the data?**

- RAFT began in person training again this fiscal year and 89 individuals participated in our in-person training. In-person training allowed RAFT staff to distribute and collect satisfaction surveys at these events. Of the 89 attending the in-person training, 85 returned the satisfaction surveys. The attendees responded they were very satisfied with the training and the response rate to the in-person training was 95%.
- Comments included
  - "This is the best training I have been to",
  - "RAFT is knowledgeable, resourceful",
  - "Facts are important but how a person feels is the heart of the matter".
- During FY 2022, RAFT hosted a combination of training methods including the RAFT monthly newsletters, virtual training and in-person training. Monthly analytics are captured to track how many recipients read the newsletter each time one is sent out (e.g., newsletter deliveries, frequency of newsletters being clicked and/or opened). This data is also tracked in a spreadsheet overseen by the Program Manager.

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- RAFT created 10 newsletters which were distributed monthly via the RAFT Listserv with a total of 1,905 "opens" of the newsletters. Topics within the newsletter reflected a more positive outlook after COVID and included examples such as "Holidays Improve Mental Health", "Spring Cleaning Your Spirit" and "A Fall Boost to Mental Health."
- RAFT collaborated to host 4 Special Events during the year in partnership with the Dementia Consortium, the Alzheimer's Association, and the May Older Adult Resource Fair which highlighted May as Mental Health Awareness Month. Total attendance at the Special Events was 193.
- RAFT also partnered with the Alzheimer's Association, MedsPack, Capital City Nurses, and others to create and host virtual trainings, such as "COVID Caring and Beyond" and "Caregivers Compass: Navigating Alzheimer's, Dementia and Memory Loss".
- RAFT provided virtual training throughout the year on topics including Mental Wellness, De-Escalation and Behavioral Techniques and Managing Social Isolation. Total attendance at the Virtual Training was 211.

<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>• Continue to survey each partner Assisted Living and Nursing Home Facility, Home Health Care Agencies and other interested community members regarding training priorities and interests.</li> <li>• Continue to expand training and partner facilities through additional marketing and outreach.</li> <li>• Continue to assess next steps in training and/or new educational areas that can improve Facility staff's ability to work effectively with individuals with mental health and Dementia diagnoses.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
<b>Forecast</b>	
<ul style="list-style-type: none"> <li>• FY 2023: Anticipate that at least 90% of those surveyed, who responded, will indicate that the training and newsletters are effective.</li> </ul>	

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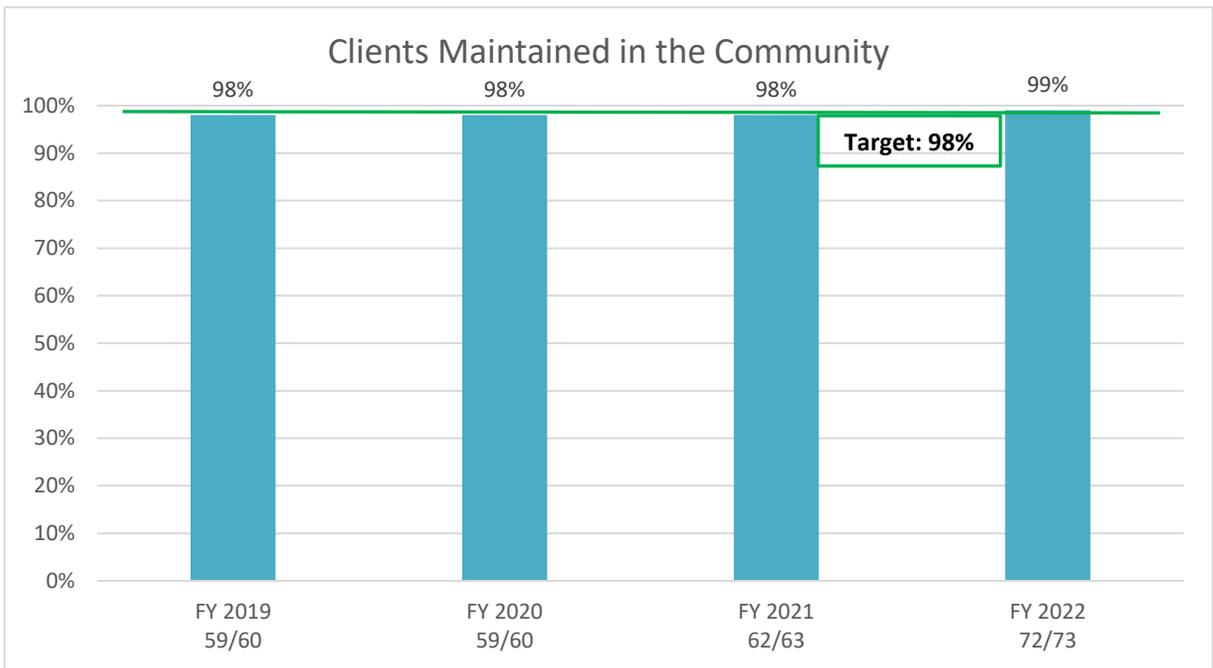
**RAFT**

**Measure**

3.1

Clients maintained in the community without admission or readmission to a state psychiatric institution

**Data**



**Data Summary**

- During FY 2022, 99% of RAFT clients remained in the community and did not require psychiatric hospitalization at a local psychiatric hospital, a state psychiatric facility or through the Local Inpatient Purchase of Service (LIPOS) program.
- This data is recorded monthly in a tracking spreadsheet.

**What is the story behind the data?**

- This outcome tracks hospitalization at a local psychiatric hospital, state psychiatric hospital or a hospital utilizing LIPOS (local inpatient purchase of services). LIPOS is funding provided by the regional office to private hospitals when the client does not have a payor source.
- In FY 2022, one RAFT client, originally hospitalized during FY 2021, was carried over into the FY 2022 hospitalization metric. The client was successfully placed into a partner Assisted Living Community in FY 2022.
- There have been no new psychiatric hospitalizations during FY 2022.
- RAFT continues to exceed the regional goal of maintaining at least 95% of clients in the community without requiring a local or state psychiatric hospitalization. RAFT training and support have been instrumental in the program’s ability to maintain clients in the least restrictive environment.

**Recommendations**

- Continuing with the current RAFT model, and intensity of service provision, which have proven to be successful with clients served to date.

**Target Dates**

- Ongoing

**Forecast**

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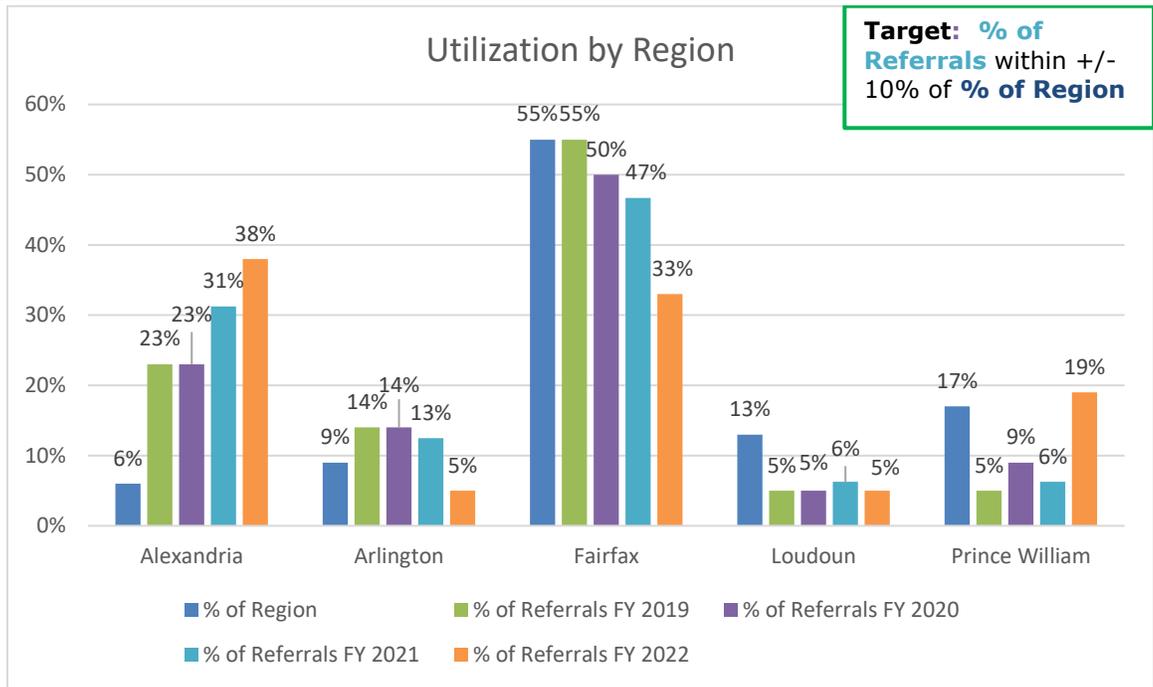
- FY 2023: Anticipate at least 98% of RAFT clients will remain in the community.

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RAFT

Measure 3.2 Utilization by Region

Data



**Target: % of Referrals within +/- 10% of % of Region**

Data Summary

- According to the American Community Survey, of residents aged 65+ in the region, 6% are Alexandria residents, 9% are Arlington residents, 55% are Fairfax residents, 13% are Loudoun residents and 17% are Prince William residents.
- 21 referrals were received from the region in FY 2022 and a total of 12 clients were admitted to RAFT services.
- Referrals from Alexandria were highest (38% or 8 referrals), followed by Fairfax (33% or 7 referrals), Prince William (19% or 4 referrals), Arlington (5% or 1 referral), and Loudoun (5% or 1 referral).

What is the story behind the data?

- RAFT referrals in FY 2022 were impacted due to the closure of, or reduced admissions of individuals into state psychiatric hospitals. Piedmont Geriatric State Psychiatric Hospital was closed to new admissions or was operating on reduced total census due to COVID outbreaks and staffing shortages. Consequently, local psychiatric hospitals increased their capacity for the admission of older adults, and those individuals hospitalized locally were not linked to the regional CSB discharge process and were discharged to placements identified by local hospital systems.
- Alexandria makes up the smallest percentage of the region, but they are ranked highest in utilization of RAFT referrals. A primary contributing factor of the high utilization by Alexandria is the Alexandria CSB works very closely with their Alexandria Adult Protective Services and makes appropriate community referrals for older adults to RAFT.
- Fairfax County had the second highest number of referrals to the RAFT program, however there were fewer Fairfax clients admitted to the state psychiatric hospital, hence fewer RAFT referrals.

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- Prince William County referred more individuals in FY 2022, and the utilization is almost equal to the percentage of their older adult population.
- Referrals are reviewed monthly. The Regional RAFT Referral Committee, which is comprised of representatives from each of the CSBs in Region 2 as well as the Regional Projects Office, votes on whether a referral meets RAFT priority admission criteria, and decisions are made by majority vote. A quorum of 4 RAFT Referral Group representative votes is required to approve a referral.
- Prioritization categories include State Psychiatric Hospital Step-Down and State Psychiatric Hospital Diversion.
- Referrals from Fairfax significantly increased from 2 in FY 2018 to 12 in FY 2019 and 11 in FY 2020, 7 in FY 2021 and 7 in FY 2022.
- Admissions from Fairfax increased from 1 in FY 2018 to 3 in FY 2019, 11 in FY 2020, 4 in FY 2021 and 4 in FY 2022.
- While home CSB is recorded for new admissions, for existing RAFT clients, residents referred to RAFT by nursing home partner facilities were recorded as their nursing home county of residence, often Arlington County or Alexandria City, although the individual may have lived in other jurisdictions prior to nursing home admission. As a result, the RAFT census skews higher towards Arlington and Alexandria City.
- New partnerships increase the opportunities for clients to return to their home County.

<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>• Continue to conduct outreach to build internal referral partnerships with facilities throughout the region. Continue to implement marketing of the RAFT program to Fairfax and other CSBs through a virtual platform, including emails, phone calls and the RAFT website to develop relationships and increase referrals. Due to COVID, marketing strategies have shifted to virtual outreach via email and newsletters.</li> <li>• Continue to partner with CSBs early in hospitalization stabilization process to identify appropriate RAFT referrals.</li> <li>• Continue to collaborate with Fairfax and Loudoun County’s discharge planning teams to initiate early interventions and streamline processes as discharge status changes.</li> <li>• Continue to prioritize referrals from underserved counties to achieve better utilization distribution.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>

<b>Forecast</b>
<ul style="list-style-type: none"> <li>• In FY 2023, it is projected that referrals will remain consistent.</li> </ul>