

FY 2022 PERFORMANCE PLAN

Clarendon House		BHD	Becky Wright x0234 Suzanne Somerville, x7340
Program Purpose	Maximize community integration in the areas of housing and employment-related activities for adults with serious mental illness and reduce psychiatric hospitalizations.		
Program Information	<ul style="list-style-type: none"> ○ Program components: <ul style="list-style-type: none"> ● <u>Psychosocial Day Program</u>: rehabilitation services and activities five days per week including vocational, social, independent living and illness self-management training and family support ● <u>Case Management Services</u>: assessment, treatment planning, service linking, progress monitoring, advocacy, and problem-oriented counseling ● <u>Psychiatric Services</u>: psychiatric assessment, medication therapy and basic health assessment and monitoring ○ The majority of clients participate in all three components ○ The program is a psychosocial rehabilitation program using curriculum-based interventions. By incorporating psycho-educational groups and other evidence-based practices, the emphasis is on directly educating people in the skills needed for independent housing, employment, social and family relationships, illness self-management, and independent living. ○ Partner: Friends of Clarendon House 		
Service Delivery Model	<ul style="list-style-type: none"> ○ Due to the COVID pandemic, Clarendon House was not able to conduct most in-person classes in FY 2021. Staff have continued to provide services to clients as needed. Onsite medication services were made available. Clarendon House staff continued to provide case management services in person as needed or through telehealth. Additionally, program staff ran four to five telehealth groups each day. ○ A hybrid model was utilized in FY 2022, with both in-person and virtual classes offered. Class sizes were capped to ensure client safety, and multiple COVID mitigation techniques were utilized. ○ A COVID-19 outbreak in January 2022 closed the program to physical services for a few months. During those months, virtual services were utilized. ○ It is anticipated that the program will continue increasing the availability of its in-person services as FY 2023 progresses, while still utilizing virtual services where appropriate. 		
PM1: How much did we do?			
Staff	Total 11 FTEs: <ul style="list-style-type: none"> ● 1 FTE Supervisor/Program Manager ● 1 FTE Assistant Program Manager ● 4 FTEs Psychosocial Day Program Staff: 1 FTE BH Therapists; 3 FTE Human Services Specialists ● 3 FTE Behavioral Health Specialists (Case Management Staff) ● 1 FTE Peer Specialist 1 FTEs Psychiatric Services Staff: 0.5 FTE Psychiatrist; 0.5 FTE Psychiatric Nurse 		

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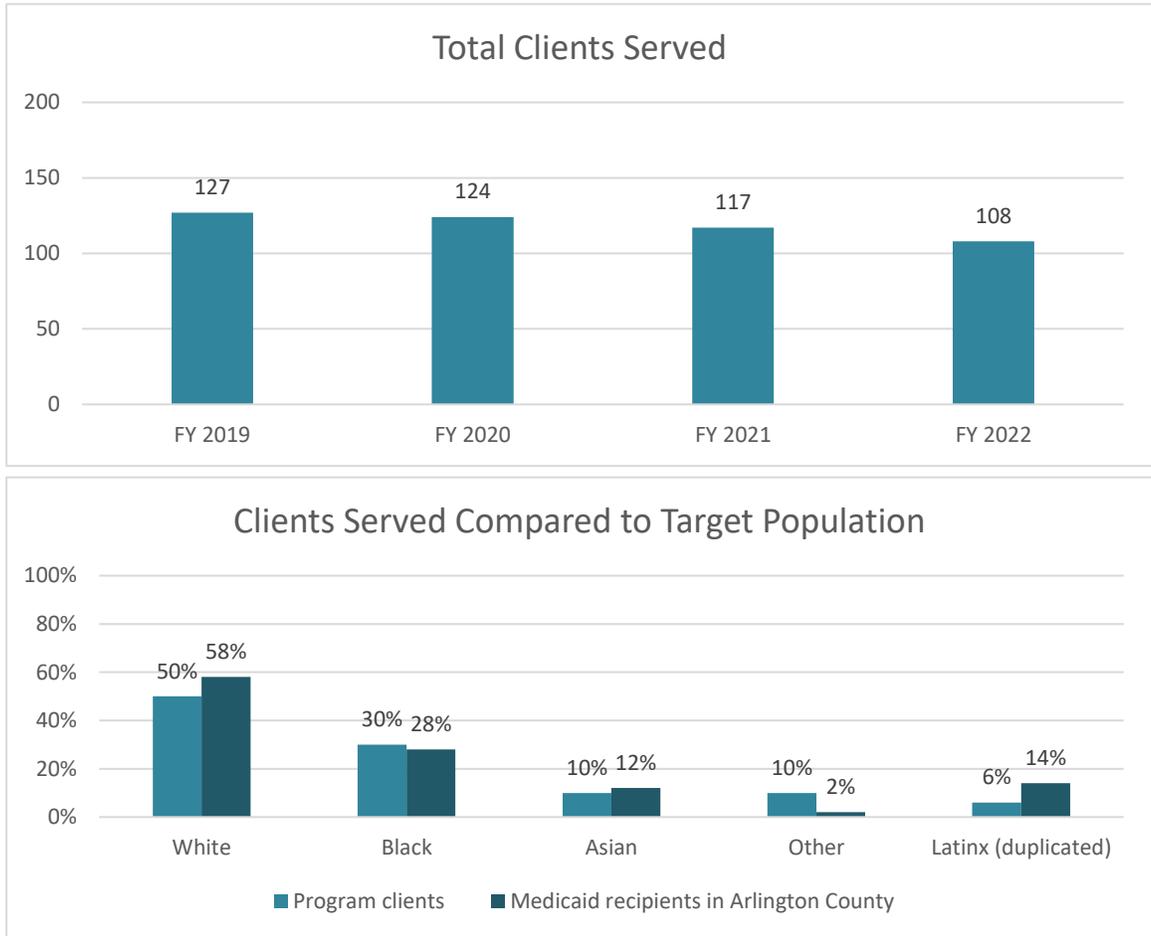
Customers and Service Data		FY 2019	FY 2020	FY 2021	FY 2022
	Total unduplicated clients served	127	124	117	108
	Day Program unduplicated clients served*	111	100	100	92
	Case management unduplicated clients served*	104	97	94	88
	Psychiatric services unduplicated clients served*	85	76	74	100
	Day Program average daily census	42	39	28	18**
<p>*Clients may appear in Day Program, Case Management, and Psychiatric client counts, as most clients participate in all components.</p> <p>*In FY 2022, the program began providing in-person classes once again. These classes were strictly capped to prevent risk of infection, which led to a decrease in daily census. During the pandemic, the program relied on virtual classes, which could be larger without safety restrictions.</p>					
PM2: How well did we do it?					
2.1	Client satisfaction				
2.2	Client engagement in psychoeducation classes				
2.3	Medicaid revenue				
PM3: Is anyone better off?					
3.1	Clients living in independent housing				
3.2	Clients engaged in employment-related activities				
3.3	Psychiatric hospitalization rate				

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Measure 1 Total clients served (unduplicated)

Data



Data Summary

- From FY 2019 to FY 2022, the number of clients served decreased 15%.
- The selected comparison population for the racial equity analysis is Medicaid recipients. Medicaid recipients are often those most in need. For many of those individuals, the Department of Human Services may be the only accessible mental health service provider. 68% of program clients in FY 2022 had Medicaid.
- Data for this measure is collected in the agency’s electronic health record.
- 3% of program clients (3) are missing data on ethnicity. They have been excluded from the Latinx calculations.

What is the story behind the data?

- FY 2022 was a challenging year for the program, as it continued to deal with the effects of the pandemic. In-person interactive classes are difficult to provide safely during the pandemic. However, the program overcame these challenges and focused on client safety, even in the face of some resistance to safety measures.
- The program faced significant staff turnover in FY 2022, down approximately 30% of its FTEs for the majority of the year. In light of this, there was an increased focus on serving the clients already enrolled in the program and offering as normal a day program experience as

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circumstances would allow. This included in-person classes, events, and even holiday gatherings.

- The program serves clients with a variety of different preferred languages. In FY 2022, the program served clients speaking English, Spanish, Tagalog, and Vietnamese amongst other languages.
- In general, the racial backgrounds of program clients proportionately match the Medicaid population.

Recommendations

Target Dates

- | | |
|---|--------------|
| • Increase outreach across the agency to reach more clients. | • FY 2023 Q2 |
| • Expand the hours of Clarendon House to enhance accessibility. | • FY 2023 Q2 |
| • Continue to provide education and utilize enhanced safety measures to mitigate COVID-19 risk and ease client worries. | • Ongoing |
| • Consider re-establishing the social club to engage clients. | • FY 2023 Q3 |
| • Consider adding a question to the survey asking what would draw more clients into the program. | • FY 2023 Q4 |

Forecast

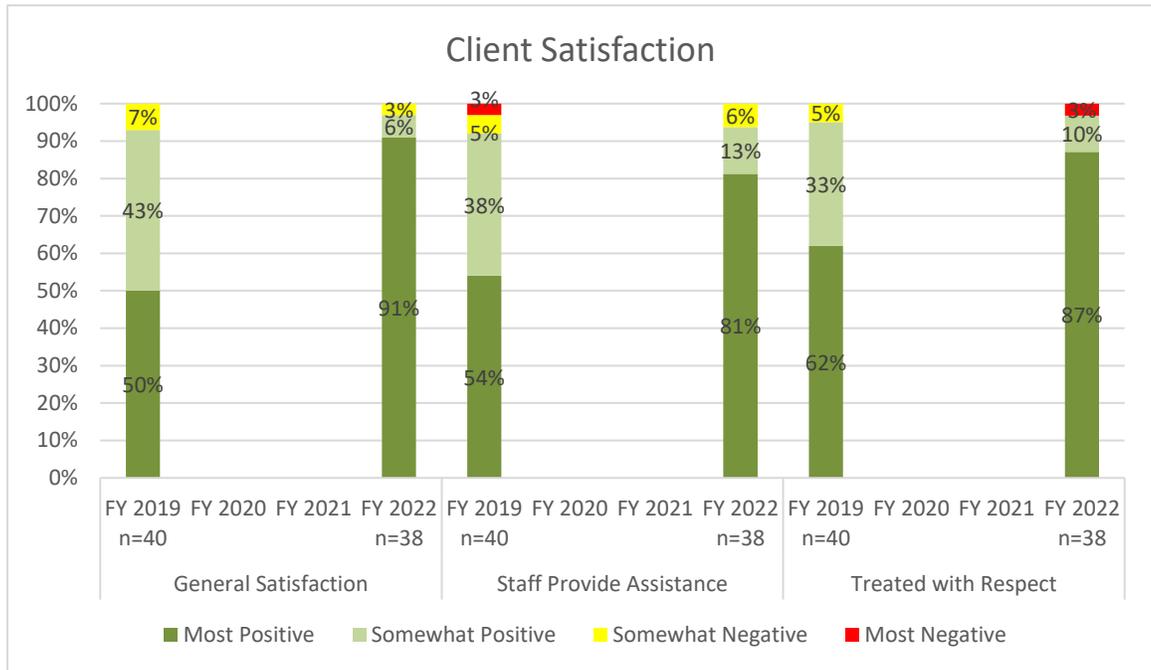
- In FY 2023, the program anticipates serving 118 clients.

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Clarendon House

Measure 2.1 Client satisfaction

Data



Data Summary

- A point-in-time survey is administered for one month to obtain a sample of the program effectiveness.
- 38 surveys were collected from BHD clients receiving Clarendon House services

What is the story behind the data?

- In FY 2022, a new survey was launched. This survey included new questions and was offered in both a paper and online format.
- Clients reported high satisfaction in FY 2022, stating that they felt like the staff really cared about them, they appreciated peer support, and the community building skills.
- 78% of clients reported that they could not think of a way to improve their services. Those that did have recommendations for the program generally asked for more time in classes or more one-on-one time with staff.
- Clinicians were heavily involved in the distribution of the survey. They worked hard to ensure that as many client voices were heard as possible.

Recommendations

- Continue exploring revising the customer service survey questions and format to best capture client experiences.

Target Dates

- FY 2023 Q3

Forecast

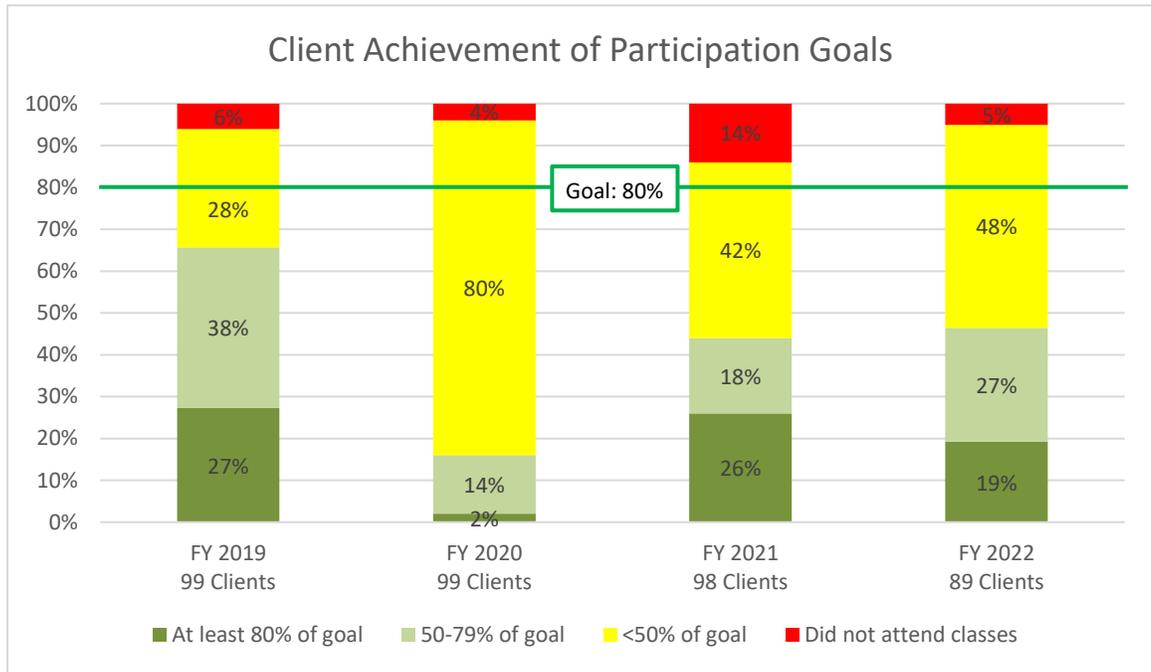
- In FY 2023, anticipate satisfaction will be 95% positive in all three areas.

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Measure 2.2 Client engagement in psychoeducational classes

Data



Data Summary

- All clients have a goal for participation in psychoeducational classes. The goal varies based on each client’s specific needs and abilities. This data represents the percentage of clients who met their goals for participation in classes.
- Attendance data is tracked in a spreadsheet maintained by program staff. Clients who do not have a class-participation goal are excluded from this measure.

What is the story behind the data?

- In FY 2022, clients meeting participation goal was similar to FY 2021, with 46% of clients meeting at least 50% of their participation goal.
- Clarendon House had to stop offering in person services in FY 2020 due to COVID. The program was able to successfully shift to all virtual classes for FY 2021. Starting at the beginning of FY 2022, limited in-person classes resumed under COVID-19 safety protocols.
- In FY 2022, an average 46% of clients reached their attendance goals each month. This dropped down to 27% in January and 28% in February due to a temporary program closure caused by a COVID-19 outbreak. In March 2022, attendance goal achievement rebounded to 60% of clients meeting their attendance goals.
- In FY 2022, clients who attended Clarendon House classes attended anywhere from 1 to 259 sessions throughout the year. The average client attended 57 sessions over the course of FY 2022.
- Staff advocates reached out to clients who did not meet their goals to make sure their needs were met. On average, clients who did not meet any of their goals in FY 2022 attended 6 classes throughout the year.
- In FY 2022, the percentage of clients who did not participate in any classes decreased. This may be due to the increase in accessibility, with in-person and virtual sessions being offered

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to clients. Clarendon House has helped group homes procure laptops, so that clients can virtually participate in programs.

- Program held a community meeting twice monthly to discuss the classes offered, issues, and vaccine information. Classes offered reflected client interests and needs.

Recommendations	Target Dates
<ul style="list-style-type: none"> • Continue to run in person classes while adhering to safety protocols to protect clients and staff, and expand in-person classes as conditions permit. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Continue to work with clients to ensure that the goals are realistic during the pandemic. Goals will be reviewed quarterly to confirm that they are appropriate. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Expand the hours of Clarendon House to enhance accessibility. 	<ul style="list-style-type: none"> • FY 2023 Q2
<ul style="list-style-type: none"> • Work with consumers who experience barriers to telehealth, providing them education on how to access virtual resources when they are unable to physically come into Clarendon House. 	<ul style="list-style-type: none"> • Ongoing
Forecast	
<ul style="list-style-type: none"> • In FY 2023, it is estimated that 50% of program participants will meet at least 50% of their individual participation goal. 	

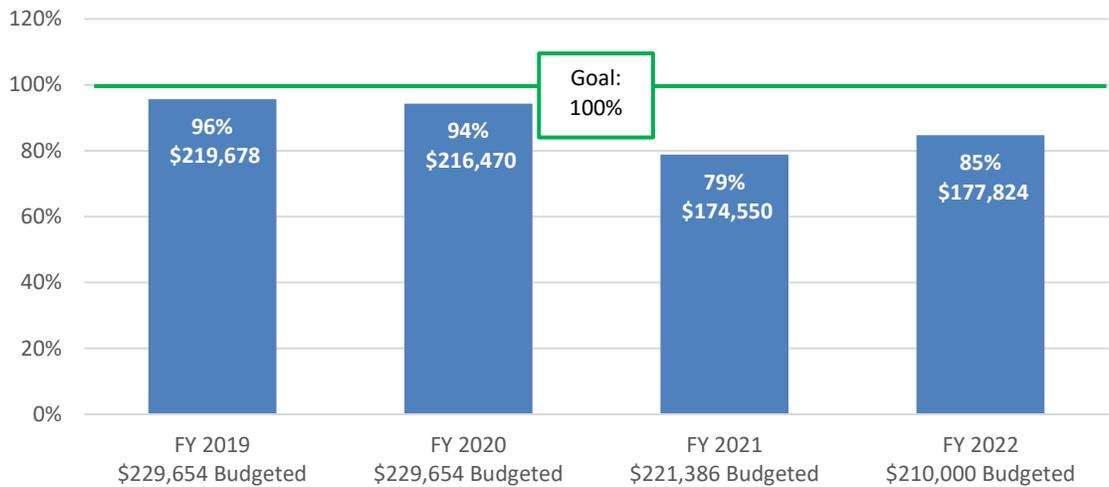
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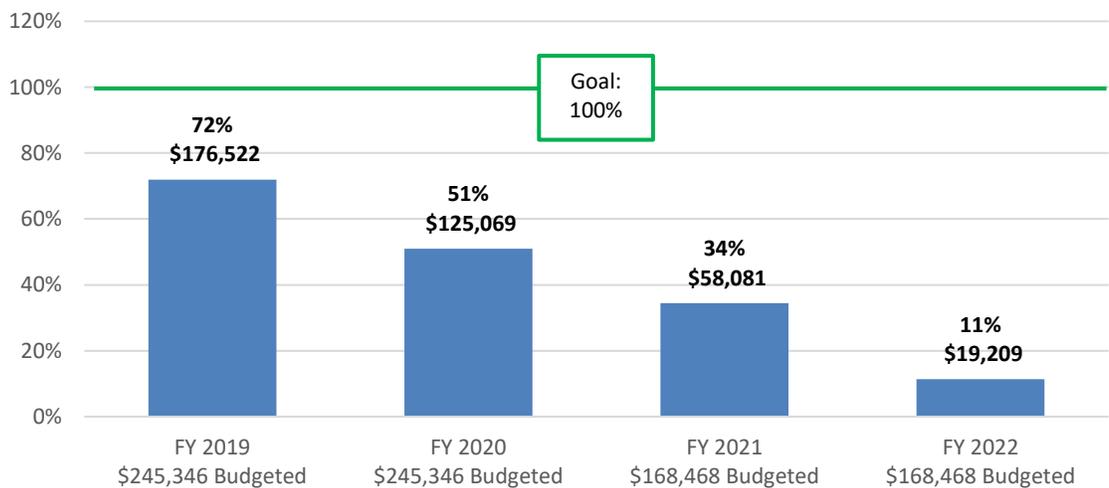
Measure 2.3 Medicaid revenue

Data

Case Management: Percent of Budgeted Medicaid Revenue Received



Day Program: Percent of Budgeted Medicaid Revenue Received



Data Summary

In FY 2022, Medicaid reimbursement was impacted by the COVID-19 pandemic, especially the Day Program. However, the case management revenues began to increase.

What is the story behind the data?

- In FY 2022, the case management program’s Medicaid revenues increased. This may have been due to an expansion of these services both in-person and virtually.

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- Medicaid revenue for the day program continued trending down in FY 2022. The Day Program was heavily impacted by the pandemic. In FY 2020 and FY 2021, some virtual Day Program services were able to be billed, but that was suspended in FY 2022. While the program continued to offer some virtual services when appropriate for client safety, those services could not be billed.
- In FY 2022, the program limited class sizes and hours open to ensure that environments were safe for client participation. These impacted billing for the day program.
- Many day program clients rely on Medicaid transportation to get to the program. Staffing shortages at the transportation agency led to clients sometimes being unable to make it into classes in FY 2022. These clients were already scheduled for services, taking up a program slot for the day, but could not be billed for services they did not receive. Constant outreach and coordination with the transportation companies has occurred to try and minimize the issues for clients.
- When transportation companies are unable to provide rides for clients, they may contract with app-based ride share services. These services may not always be reliable and require clients to use a cell phone to know when the ride is ready to pick them up. Some clients may not have access to phones or feel comfortable using them. Staff are working with clients to help them get phones, but some clients are resistant to owning these devices.
- Service provision and thus revenue collection was impacted by program staff shortages in FY 2022.

Recommendations	Target Dates
<ul style="list-style-type: none"> • Program staff will continue to work with clients to encourage engagement in day-program activities. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Increase the availability of its in-person services as FY 2023 progresses, while still utilizing virtual services where appropriate. 	<ul style="list-style-type: none"> • FY 2023 Q1
<ul style="list-style-type: none"> • Continue to provide a class on cell phones to clients, to help improve technological literacy. 	<ul style="list-style-type: none"> • Ongoing

Forecast

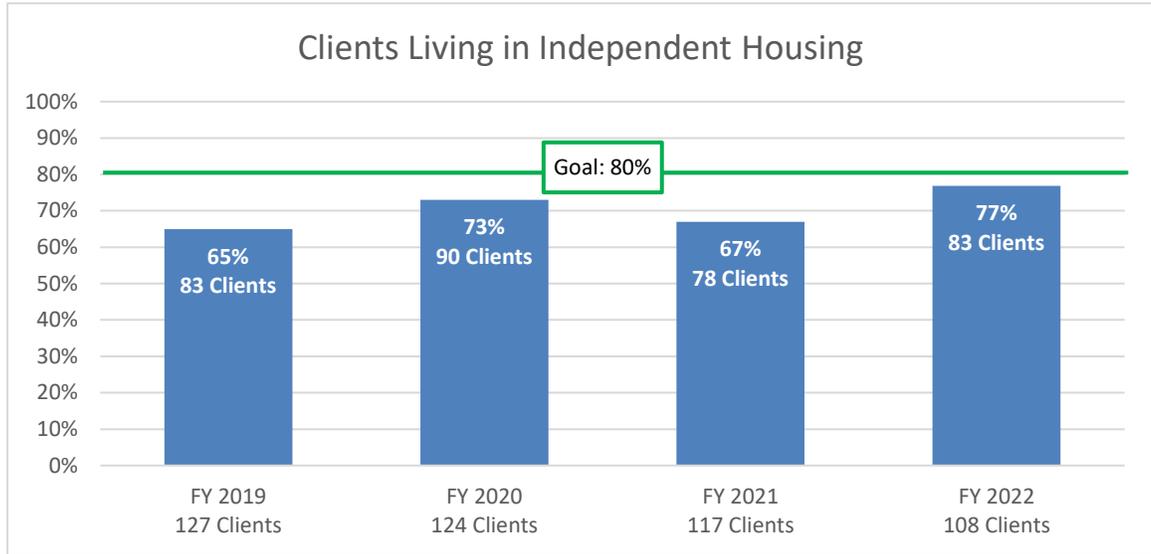
- In FY 2023, it is anticipated that revenues will increase to 85% for case management and 50% for day program as in-person services continue to increase.

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Measure 3.1 Clients living in independent housing

Data



Data Summary

- In FY 2022, 83 clients lived independently— 77% of all clients served.
- “Independent housing” means the client is living in his/her own place with or without staff or family support.” This does not include supervised, institutional or correctional settings, such as an assisted-living facility (ALF) or a group home.
- The goal is based on local experience: results of functional assessment that indicated 81% of clients have moderate, slight, or no problem with self-care and independent living. These clients are considered potentially able to live independently with support, if necessary.

What is the story behind the data?

- The number of clients living independently increased in FY 2022. This was likely driven by new clients, as all clients who started attending Clarendon House for the first time in FY 2022 were independently housed. Additionally, a few clients transferred from group homes to independent housing thanks in part to support from the program.
- The goal of the program is to place client in the level where they will best thrive, which may not always be independent housing.
- Program staff are constantly assessing clients to determine what their current level of need is as directed by Medicaid.
- A number of clients who had independent housing in FY 2020 were closed in FY 2021. These clients were closed for a number of factors, including moving out of the area, incarceration, and self-termination, leading to the decrease that year.
- As clients continue to age, additional supports may be needed, requiring a move out of independent housing to assisted living.

Recommendations

- Continue working with clients to pursue independent housing whenever appropriate.

Target Dates

- Ongoing

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- Determine if this measure should be enhanced by adding a chart matching DLA-20 assessment scores to housing situation.

- FY 2022 Q3

Forecast

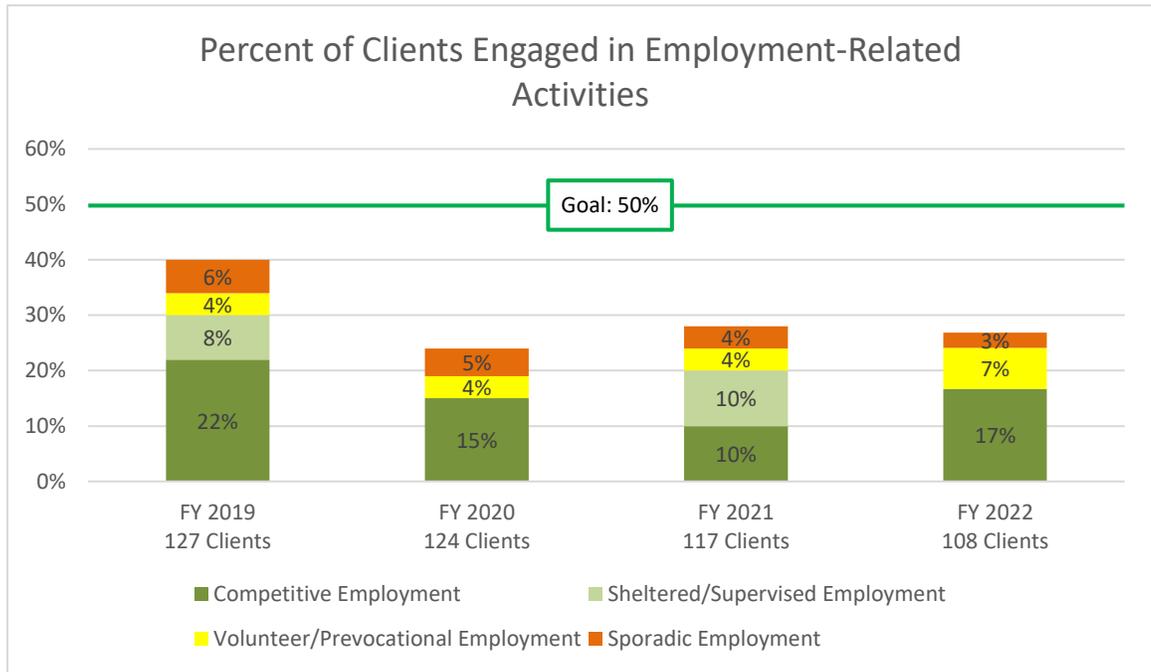
- In FY 2023, anticipate 77% of all clients living in independent housing.

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Measure 3.2 Clients who are engaged in employment-related activities

Data



Data Summary

- During FY 2022, 27% of day-program clients (24 clients) participated in employment-related activities: 17% (18 clients) in competitive work and 10% (11 clients) in employment related activities. No clients were involved in non-competitive work.

What is the story behind the data?

- Many jobs that would be available to Clarendon House clients were unavailable in FY 2021 due to COVID-19. These include service jobs in restaurants, movie theaters, and stores. Even when the infection rate went down and vaccination increased in FY 2022, some clients were unable to work due to rules from their group homes or were hesitant due to continued risk from COVID-19. As the economy reopened in FY 2022, the percentage of clients engaged in competitive employment returned to pre-pandemic levels.
- Some clients lost their jobs over the course of the pandemic. Clients are counted if they worked at that level at some point during the fiscal year.
- Classes educate clients on workplace skills, interviewing and how to work with employers.
- After comprehensive review, 5 clients were moved from the Clarendon House program to Senior Adult Mental Health for more appropriate supports. This decreased the total number of program participants, which in turn increased the percentage of clients working.
- Clarendon House staff meet with Job Avenue staff to discuss shared clients and how to best serve them. Clarendon House case managers are often in communication with employers and clients, and work with them to resolve issues that occur.

Recommendations

- Job readiness development activities are an integral part of curriculum-based day programming and will continue.

Target Dates

- Ongoing

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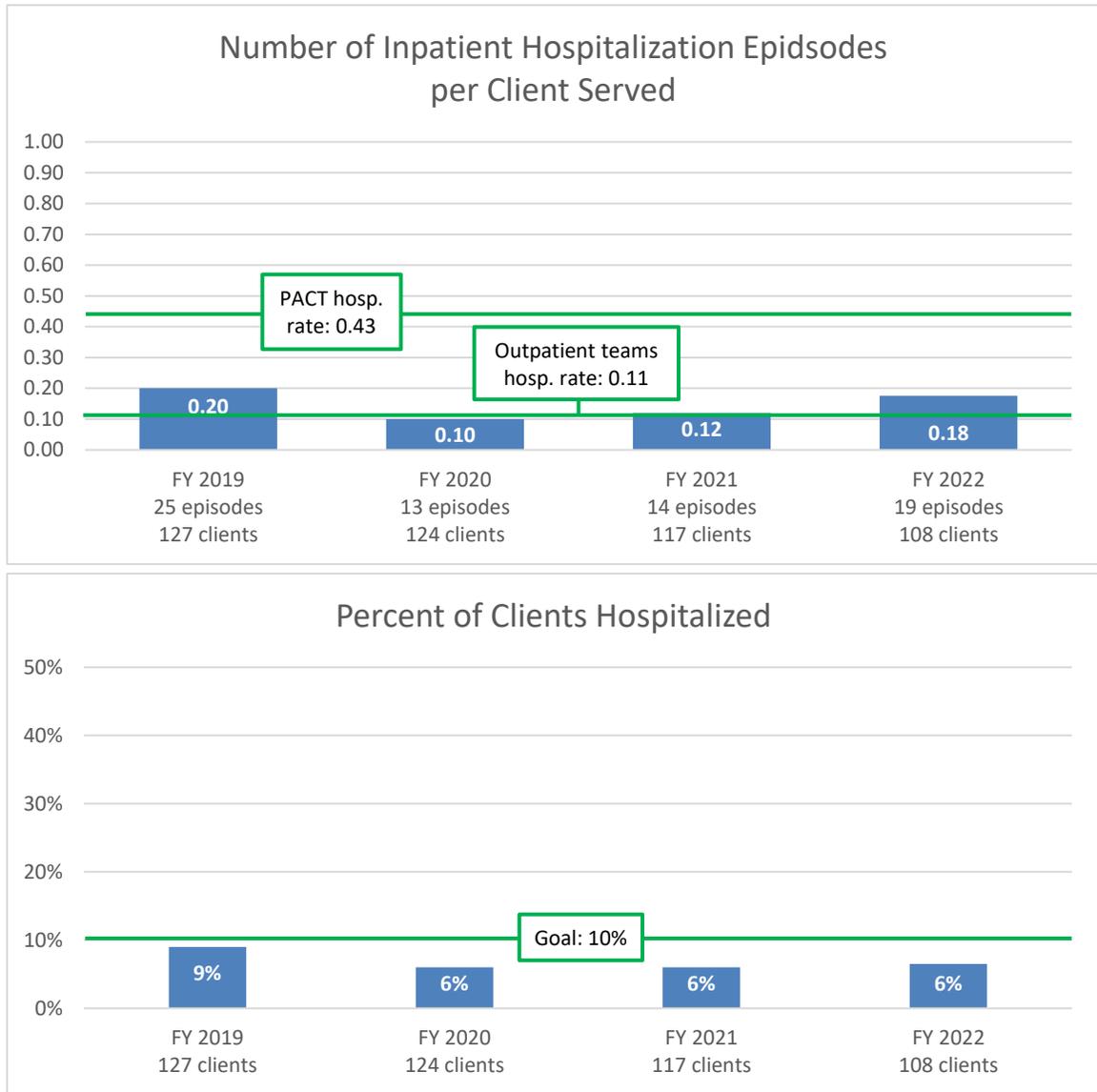
<ul style="list-style-type: none">• Clarendon House continues to work with Job Avenue to look for appropriate job opportunities for clients. This has been impacted due to the pandemic. Both programs' staff will continue to collaborate moving forward.	<ul style="list-style-type: none">• Ongoing
<ul style="list-style-type: none">• Look at increasing partnerships with Job Avenue to provide in-person services, including reinstating the employment dinner program to provide support to clients working.	<ul style="list-style-type: none">• FY 2022 Q2
Forecast	
<ul style="list-style-type: none">• In FY 2023, anticipate 20% of clients will engage in competitive employment as the country continues fighting the COVID-19 pandemic.	

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Measure 3.3 Psychiatric hospitalization rate

Data



Data Summary

- In FY 2022, there were 19 episodes among 108 clients served, for a rate of 0.18 episodes per person served.
- In FY 2022, seven clients were hospitalized for psychiatric symptoms, which is 6% of the 108 clients served.

What is the story behind the data?

- As pandemic restrictions were lifted across the United States, clients may have felt more comfortable seeking hospitalization in FY 2022 than in the previous two years, which may have led to an increase in overall hospitalizations.
- Of the seven clients hospitalized in FY 2022, one client was hospitalized six times, and another was hospitalized five times. This accounted for over two-thirds of the hospitalizations. Clarendon House services are aimed in part at minimizing the need for

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inpatient hospitalizations and taking care of the agency’s clients most prone to hospitalizations.

- In the past 32-year history of the program, there had been two suicides amongst program participants. No suicides were experienced by program participants in FY 2022.
- One of the factors that helps keep the hospitalization rate low is the program’s focus on intensive, continual collaboration between program staff, medical staff, and others involved with clients.
- Review of program data indicates that clients are most likely to be hospitalized when they do not take their psychiatric medications regularly, or when they have difficulty coping with stress factors.

Recommendations	Target Dates
<ul style="list-style-type: none"> • Continue provision of intensive case management and mental health support services. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Continue implementation of evidence-based psychoeducational classes. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Continue to monitor hospitalization rates. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Continue to encourage medication compliance and educate clients on effective coping skills. 	<ul style="list-style-type: none"> • Ongoing

Forecast

- In FY 2023, anticipate similar hospitalization rates as some clients will need hospital services even after program intervention.