

FY 2022 PERFORMANCE PLAN

Substance Use Outpatient Services		BHD/OP	Octavia Madison, x4913		
Program Purpose	<ul style="list-style-type: none"> Maximize treatment completion and abstinence for individuals with drug and alcohol dependencies. 				
Program Information	<ul style="list-style-type: none"> Services are provided using evidence-based interventions, including cognitive-behavior therapy, motivational interviewing, and psychoeducation. Clients served have moderate to severe substance use disorders; they also typically have prior IV drug use, treatment history, and are at high risk for relapse behavior, HIV and other STDs. About two-thirds of clients are referred from criminal justice agencies. Other referral sources include DHS and other public health agencies, primary healthcare providers, and private sector treatment and social service agencies. Clients also self-refer. Partners: Criminal-justice agencies; primary healthcare agencies; Public Health Division; community self-help organizations; regional CSBs; Department of Rehabilitative Services. The program initiated an in-person intensive outpatient program (IOP) in FY 2021. Clients receive 9 hours of service per week for 8 weeks. 				
Service Delivery Model	<ul style="list-style-type: none"> The onset of the Covid pandemic in the third quarter of FY 2020 led to changes in services. Groups met in larger rooms and maintained social distancing. When virtual services were instituted, the program switched to a telehealth model, and continued with individual and group services. In FY 2022, the team utilized a hybrid model, providing both in-person and virtual services to clients. It was found that offering hybrid services was the most effective way to deliver services, as it was inclusive of both those needing more in-person support and those who may not be able to make it to the Sequoia campus for services. In FY 2023, the program anticipates continuing to offer a hybrid model. 				
PM1: How much did we do?					
Staff	10.5 FTEs <ul style="list-style-type: none"> 1.0 FTE - Clinical Supervisor 9.5 FTEs - Mental Health Therapists 				
Customers and Service Data		FY 2019	FY 2020	FY 2021	FY 2022
	Number of Clients Served (unduplicated)	586	604	536	544
	Number of New Clients	N/A	N/A	N/A	193
	Service Hours	10,712	10,603	11,133	8,590
PM2: How well did we do it?					
2.1	Client satisfaction				
2.2	Clients in treatment for more than 90 days				

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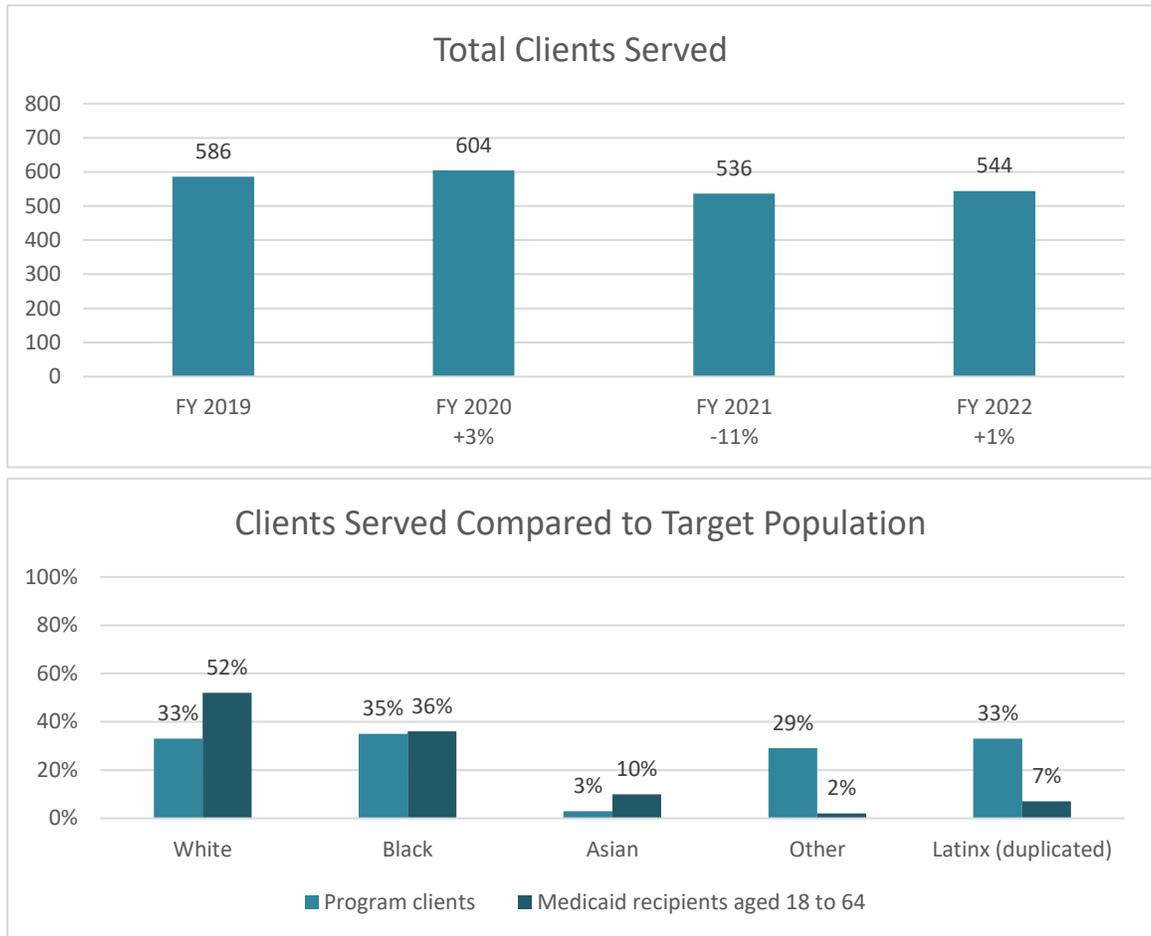
2.3	Documentation compliance
PM3: Is anyone better off?	
3.1	Clients stating services helped address problems
3.2	Clients successfully engaged in outpatient treatment who successfully completed treatment

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Substance Use Outpatient Services

Measure 1 Number of Clients Served (unduplicated)

Data



Data Summary

- The number of persons served was 544 in FY 2022, a slight increase from FY 2021. Racial and ethnic identities of program participants remain similar to previous years.
- The racial and ethnic demographics of program clients generally align with those of Arlington residents with Medicaid for all groups except Latinx.
- Most Latinx clients identified their race as "Other" (75%) or White (16%).

What is the story behind the data?

- There was a slight increase in number of clients served in FY 2022 compared to FY 2021, despite the fact that the program was down 1.5 staff members for most of the year. The decrease in staff members directly correlates with the decrease in service hours provided.
- Multiple overdoses in the community have led to more program referrals.
- Latinx individuals are underrepresented in the Medicaid data. There may be barriers for these clients to access Federal benefits.
- The percentage of Latinx clients increased this year, while the percentage of white clients decreased. These changes may have been driven by pandemic-based inequities. [A study by the Economic Policy Institute](#) determined that White individuals were more likely to be able to work from home than Latinx individuals. Many clients are referred to the program by the

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legal system, and some Latinx clients may have been more visible in the community because they did not have the opportunity to telework.

- The main residential treatment center that Arlington contracts with for clients without insurance no longer has Spanish-language residential services. That means the program must provide intensive, wrap-around services to Spanish language clients to reduce risk of relapse or overdose. This has taken up a significant portion of staff resources. Work is being done to enhance the Spanish language residential offerings to clients.

Recommendations

Target Dates

- Stay the course

- Ongoing

Forecast

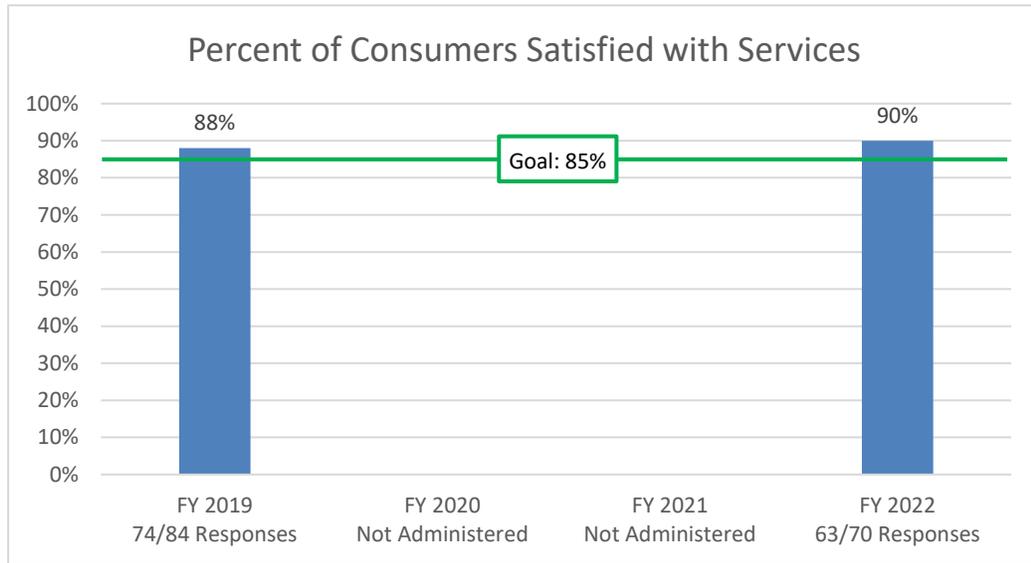
- In FY 2023, it is expected that the number of clients served will increase to 586 clients.

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Substance Use Outpatient Services

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.
- 73 surveys were collected from BHD clients receiving Substance Use Outpatient services. 70 of those surveys included responses to "The services I receive help me address my current behavioral health needs," with results listed above.

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.
- Satisfaction remained above the goal in FY 2022, and represented an increase from the last time the survey was administered in FY 2019.
- Clients gave feedback that they liked working with their individual clinicians, appreciated the availability of Spanish language services, and liked that the team helped them process trauma and grief as well as helping with their addictions.
- For the first time, clinicians were heavily involved in the distribution of the survey. The worked 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

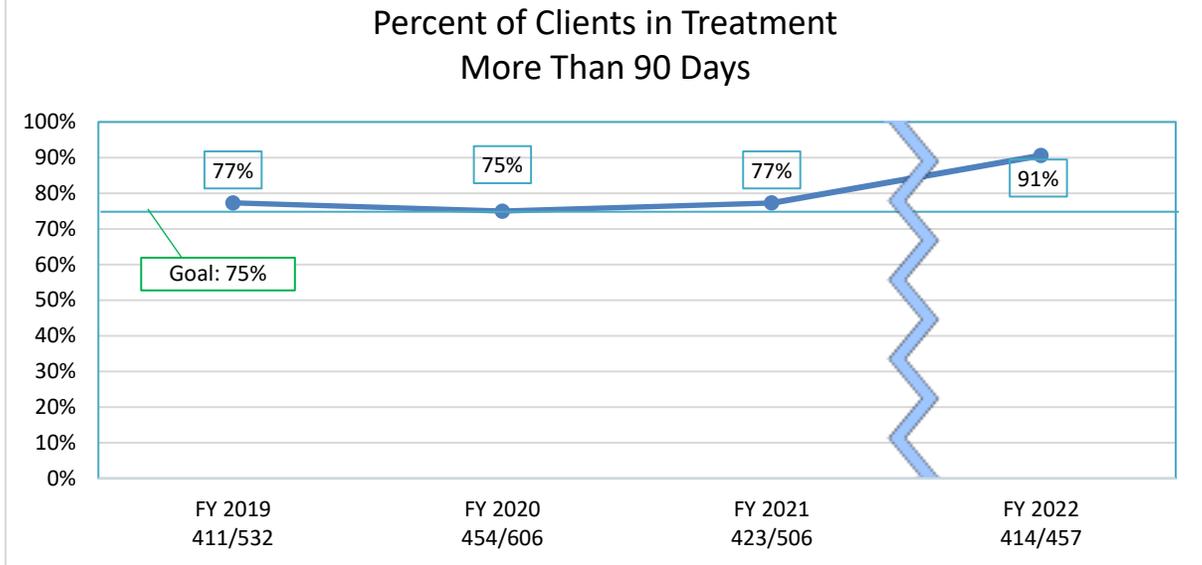
- In FY 2023, it is expected that satisfaction rates will be 90%.

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Measure 2.2 Clients in treatment for more than 90 days

Data



Data Summary

- 91% of clients remained in treatment more than 90 days which exceeds the goal.
- A new calculation methodology was implemented in FY 2022 alongside the new electronic health record, which partially contributed to the increase in FY 2022. Results in the new electronic health record are not directly comparable to previous years.
- Data reflects all clients who were opened to the Substance Use Outpatient program and could have been open for 90 days. This means that the measure includes clients from the last quarter of FY 2021 who could have been open during FY 2022 if they were open for 90+ days, and excludes clients from the last quarter of FY 2022 who were opened less than 90 days before the end of the fiscal year. Those clients will be included in next year’s numbers.

What is the story behind the data?

- In FY 2022, the program focused on ensuring client engagement, in light of increasing rates of high-risk substance use and overdose in the community. There were substantially fewer program closures than in previous years. This in turn led to a higher percentage of program clients being opened 90 or more days.
- Clients are incentivized to remain in treatment due to court requirements and a large proportion of clients are court referred. The program also addresses the need for continued support for substance abusers in recovery and offers continued treatment and support services beyond court requirements.
- During the COVID pandemic, telehealth has reduced barriers to clients remaining in services, as clients no longer need to commute or obtain childcare in order to attend groups. Many clients may work in Maryland and D.C., as those locations have higher minimum wages than Virginia, so getting to Virginia to attend an appointment for these clients can prove tricky. The advent of virtual services has enabled better connections to these individuals.

Recommendations

Target Dates

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- Stay the course

- Ongoing

Forecast

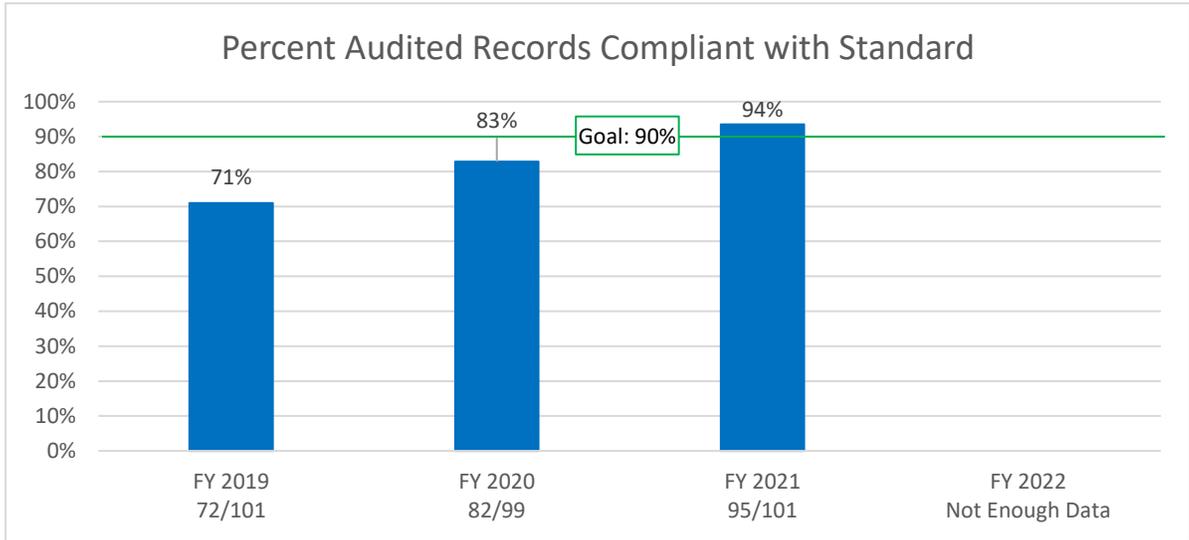
- In FY 2022, it is expected that treatment tenure beyond 90 days will continue at a high level, projected at 91%

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Measure 2.3 Documentation Compliance

Data



Data Summary

- Data is based on the monthly review of 10 randomly chosen records for each Team. Team supervisors and Compliance staff separately rate the selected records and meet monthly to come to a consensus score for each record.
- The reviewers use a standard form specifying key documentation standards.
- Compliance with 90% or higher items is considered a “compliant” record.
- In FY 2022, this measure was not reported due to insufficient data.

What is the story behind the data?

- The Compliance Review Team faced significant staffing challenges in FY 2022, which prevented them from fully reviewing Substance Use Outpatient charts each month. There was not enough data from the past year to provide an accurate depiction of documentation compliance. Comprehensive monthly reviews were fully reinstated in May 2022.
- In FY 2022, the agency moved to a new electronic health record. While the transition was difficult at first, leadership on the team created program-specific job aids which proved very helpful for staff. Additionally, the Compliance Review Team was readily available and attended staff meetings, which greatly aided the transition to the new system.

Recommendations

- Continue to support staff with monitoring and supervision to maintain documentation consistency.

Target Dates

- Ongoing

Forecast

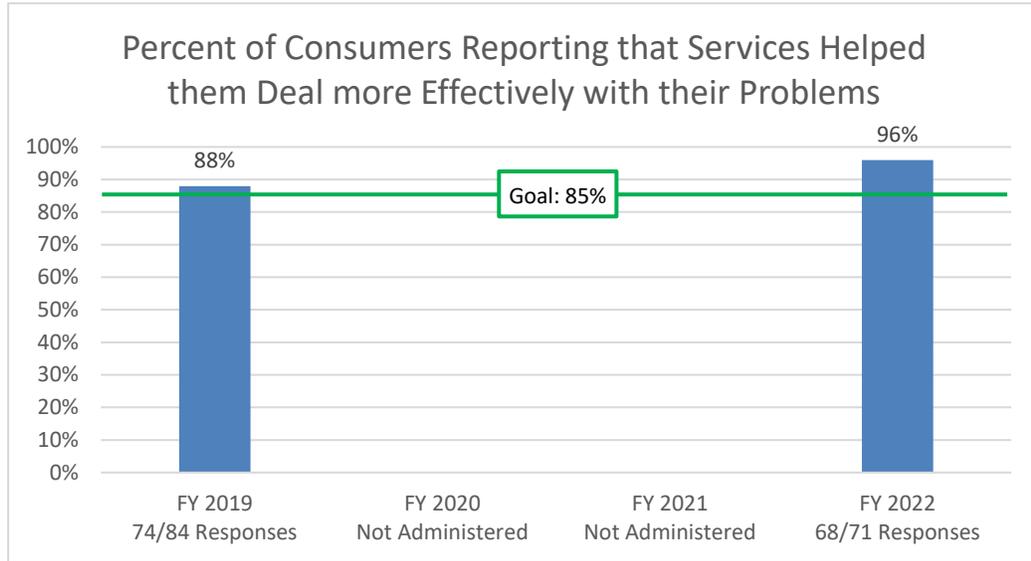
- In FY 2023, it is expected that the percent of reviewed records achieving the 90% standard will meet the 90% benchmark

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Measure 3.1 Clients stating services helped address problems

Data



Data Summary

- This survey is part of the BHD client satisfaction survey conducted each fiscal year.
- 73 surveys were collected from BHD clients receiving Substance Use Outpatient services. 71 of those surveys included responses to "I am making progress towards my goals," with results listed above.

What is the story behind the data?

- A significant majority of clients reported that they were making progress thanks to the services provided by the Substance Use Outpatient team.
- Clients reported that the team did a good job connecting them to needed resources and ensuring that they were taking their medications, which may have helped with them making progress.
- Among the 3 respondents who stated they were not making progress, there was not a pattern – they represented different racial and gender backgrounds, and accessed services in different modes.

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, it is expected that clients reporting that they are making progress will be at 95%

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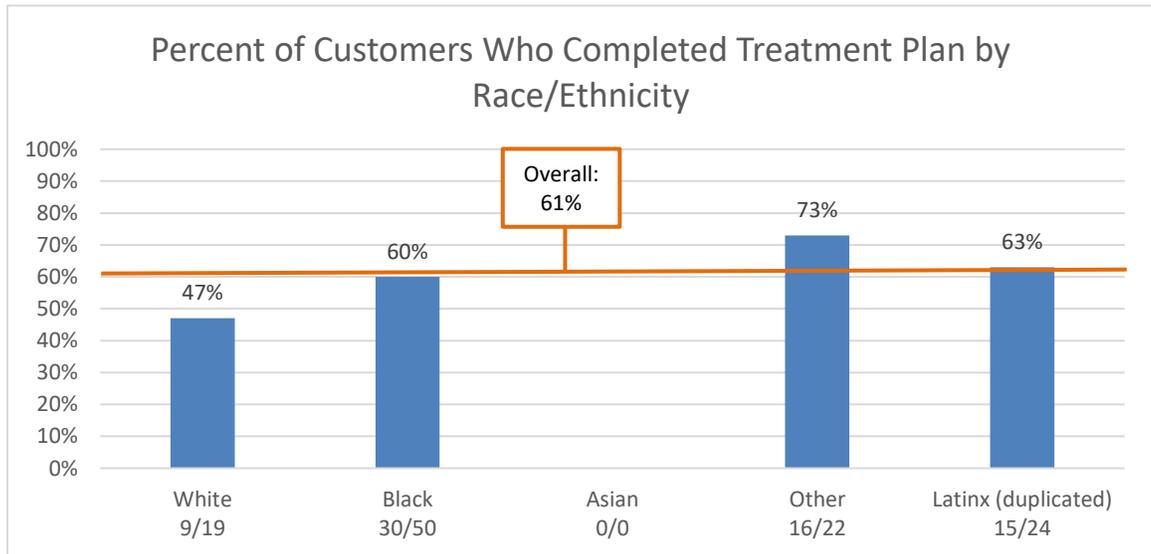
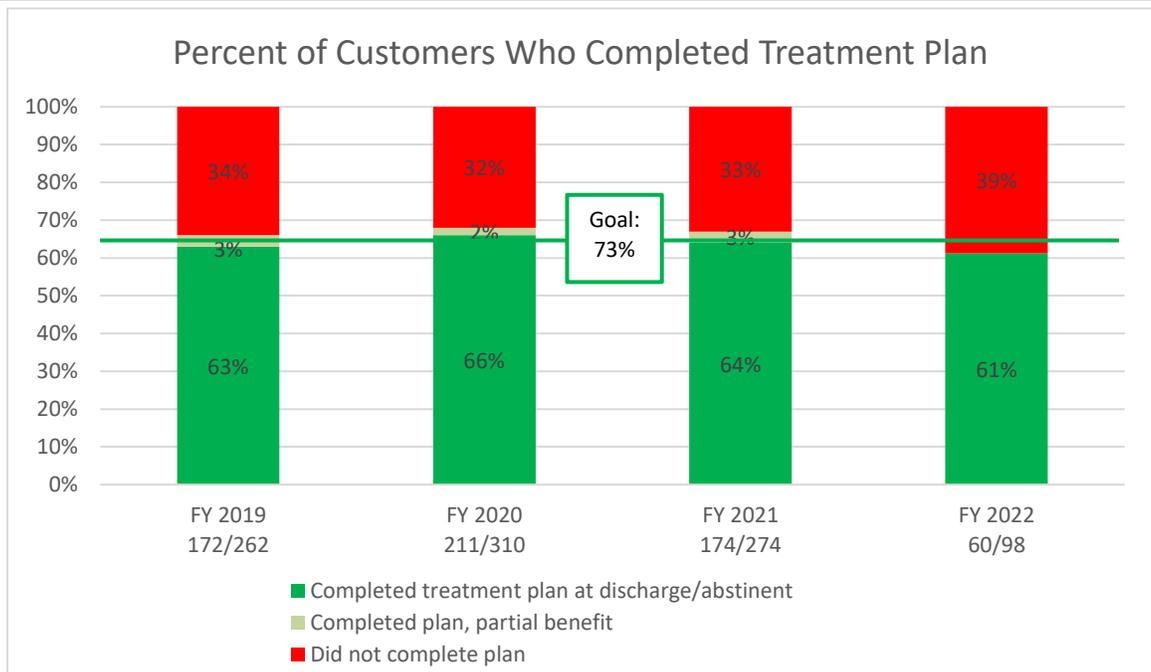
Substance Use Outpatient Services

Measure

3.2

Clients successfully engaged in outpatient treatment who successfully completed treatment

Data



Data Summary

- The percent of clients engaged in treatment who completed their treatment plan at discharge was 61% in FY 2022, a slight decrease from 67% in FY 2021.
- A new electronic health record was implemented in FY 2022. This record does not record whether a client completed a plan at partial benefit, which is why there are no clients categorized as such in FY 2022. These clients were captured under "Completed treatment plan at discharge" even though they may not have been fully abstinent, instead reducing their harm.
- Each client is only counted once, even if they had multiple treatment episodes during the year. Only the result of the most recent episode was included.

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- Clients who pass away are excluded.
- The completion rate of 61% is higher than SAMHSA’s national average of 46%.

What is the story behind the data?

- Generally, the relatively high completion rate (61% which is higher than the national average of 46%) appears related to the program serving a high proportion of individuals who are court connected. Court connection provides individuals with additional motivation to remain engaged in treatment. For those who successfully completed treatment in FY 2022, 79% were court connected. Of those who did not successfully complete treatment, 58% were court connected.
- Clients faced many stressors in FY 2022 related to the ongoing COVID-19 pandemic, including illness, joblessness, and loss of housing due to increasing rent prices. These stressors may have made abstinence more difficult, but program staff worked hard to ensure that rates were similar to previous fiscal year.
- In FY 2022, there were significantly fewer closures than in previous years. This was due to a programmatic decision to keep more clients open for ongoing support instead of closing them. This change occurred to better align the program with the fact that working through substance addiction is a lifelong journey, and to help clients address the increase in stressors stemming from the COVID-19 pandemic.
- While the program’s goal is for as many clients as possible to remain abstinent at discharge, Substance Use Outpatient works to meet each client where they are. For clients who voluntarily enroll in the program, that may mean harm reduction rather than complete abstinence. Many of the clients who are not fully abstinent when they exit the program have still drastically reduced their risk of overdose or ongoing health complications.
- Equity analyses of FY 2019 data indicated that the Black clients’ abstinence rates were lower since a higher proportion of admissions did not report that they were seeking treatment due to court involvement. This precluded collaboration with Probation Officers and the incentive to remain in treatment. Based on these findings, the program worked with new and existing clients to determine which clients were legally involved.
- Overall, a higher percentage of Black clients were abstinent in FY 2022 compared to FY 2019 (47%) and FY 2021 (53%), indicating that the program’s actions may be leading to more equitable outcomes.
- White clients successfully completed at a much lower rate than the average and previous years. It is important to note that significantly fewer White clients were closed in FY 2022 than in previous years, but this will be monitored to determine if it is an emerging trend.
- For clients who terminate treatment before program completion, a contributing factor be that some clients are primarily seeking housing services rather than SA treatment. In FY 2022, the Substance Use Outpatient team met with the Intake team and determined methods to better identify service applicants primarily seeking housing and direct them to appropriate resources.

Recommendations	Target Dates
<ul style="list-style-type: none"> • Monitor the completion rate of White clients and determine if actions should be taken to improve the completion rate of this demographic group. 	<ul style="list-style-type: none"> • FY 2023 Q3
<ul style="list-style-type: none"> • Determine if it is possible to track clients who complete the program with partial benefit in the new electronic health record. 	<ul style="list-style-type: none"> • FY 2023 Q2

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Forecast

- In FY 2023, it is expected that the proportion of program clients achieving abstinence will increase to 65%.