



Performance Measurement & Management Plan

2024 - 2026

Overview

Spaulding Academy & Family Services is committed to providing high-quality residential treatment and community-based services to children/adolescents and their families experiencing emotional, behavioral, and/or mental health challenges. This performance measurement plan aligns with the standards set forth by the Commission on Accreditation of Rehabilitation Facilities (CARF) and outlines the key performance indicators (KPIs) we will use to continuously monitor, evaluate, and improve our services. Spaulding supports a system of performance management and continuous quality improvement (CQI) to systematically monitor and improve the quality of programs, processes, and services in order to achieve high levels of efficiency, effectiveness, and both internal and external customer satisfaction.

Scope of Service

Spaulding Academy & Family Services is a not-for-profit 501(c)(3) organization that offers an array of services to children/youth and families. Spaulding offers educational, residential, therapeutic foster care and community based programs to children and youth with neurological, emotional, behavioral, medical, learning or developmental challenges, and those who have experienced significant trauma, abuse or neglect.

Spaulding utilizes evidence based Cognitive Behavioral Therapy, Trauma Informed Approach, Applied Behavioral Analysis, Child Centered Play Therapy, Solution-Focused Therapy, TBRI, Social Emotional Learning 5 Core Components and the Choose Love Movement and its curriculum as well as a variety of best-practice strategies.

The framework and process of the Performance Measurement and Management Plan complies with applicable standards of the NH Residential Child Care Licensing Rules (He-C 4001), the NH Certification Standards for Residential Treatment Programs (He-C 6350), the Child Placing Agency Licensing Rules (He-C 6448), the Certification of Payment for Foster Care Programs (He-C 6355), the Foster Family Care Licensing Requirements (He-C 6446), the Certification for Payment of Community Based In-home Services (He-C 6339), Medicaid Covered Services (He-C 6420), the NH Department of Education Bureau of Special Education (Ed 1129) and conformance to CARF standards.

Characteristics of Population Served

Spaulding Academy & Family Services serves an array of youth students age 4 through 21 in grades pre K-12. We also serve children/youth through Community-Based services ages 0 through 20. Children/youth that have the following characteristics for which Spaulding is approved are: Autism, Emotional Disturbance, Intellectual Disability, Other Health Impairment, Speech or Language Impairment, Traumatic Brain Injury, Developmental Delays, Specific Learning Disabilities, and children/youth with multiple disabilities who are experiencing significant behavioral difficulties and/or trauma and abuse. Many of the children/youth and families have experienced some level of trauma in their lives including individuals who are victims of physical and sexual abuse and/or neglect. Spaulding Academy & Family Services maintains contracts with

the State of New Hampshire, Currently, Spaulding does not accept children/youth into the Residential Services Program who exhibit sexual offenses, fire setting behaviors, eating disorders, and significant substance abuse issues. On campus there is the capacity for 65 residential students, however Spaulding is licensed for 71. Spaulding's capacity for educational students is 100.

Community-Based Services at Spaulding are identified as ISO Foster Care and ISO In-home services serve children/youth who have many of the above-mentioned diagnoses as well as families where there is domestic violence, substance misuse, and significant familial trauma.

Spaulding not only provides behavioral, educational, and clinical supports to children/youth and families, we also provide consistency and structure. Activities in the areas of self-care training, after school therapeutic and recreational services, community-based skill training, independent living skills as well as adult and peer skill building and development are a part of Spaulding's program

Description of the Plan

The Performance and Measurement Plan includes service delivery and business function goals. This plan addresses a collection of relevant data on the characteristics of the children/youth served, student progress, efficacy of services provided, satisfaction of children/youth, families and staff, and accessibility of services. The plan also looks at staff recruitment and retention, financial stability, risk management, and health and safety.

The data about the children/youth served at Spaulding is collected when a child enters the program and then at appropriate intervals during their treatment as well as at discharge. Five month surveys are given to families/collaterals with regard to satisfaction of services and effectiveness. Collateral and staff surveys are sent out annually and the data collected is analyzed and used to develop and then implement the performance improvement plans across all programs. Information from financial audits, census, anticipated revenue streams, and adverse events is also collected and used to drive business and programmatic decisions. The data collected at Spaulding is complete and accurate and staff are trained in how to produce and record data according to their position. Data may be analyzed daily, weekly, monthly, quarterly or annually. The results about the data are collected and communicated weekly, monthly, quarterly or annually to the students and families and collaterals as appropriate. Data is collected from all departments and presented to the CQI (continuous quality improvement committee) for evaluation and appropriate action.

Spaulding Academy & Family Services uses several systems to ensure that quality, effective services are provided. Technology has made an enormous impact on how services are delivered and Spaulding has incorporated it throughout the different milieus.

Service Delivery

Effectiveness

Objective: Spaulding Academy & Family Services will increase the number of children/youth transitioning to a less restrictive environment from their residential programs and decrease the level of supports needed to the youth/families in Community-Based Programs.

Currently, Spaulding Academy & Family Services provides intensive residential care, foster care, and intensive in-home services. Their residential program can accommodate 65 students. Over the fiscal years 2021-2023, 86% of residential students moved to less restrictive environments; 50% of ISO foster care cases stepped down and 86% of In-Home cases were able to end services or step down.

Applied Indicator: census data,

Person(s) Responsible: Admissions Director

Extenuating or influencing factors: Identifying less restrictive environments as well as community resources can influence this data. Many times children/youth who discharge from Spaulding have difficulty connecting with community mental health centers due to waitlists, family follow-through and/or transportation difficulties. The step-down plan for some children/youth in our residential program would be to move to foster care, however identifying a good match for the child can sometimes be difficult, with limited licensed foster homes in the State, especially foster homes that are experienced/skilled enough to successfully work with youth who have experienced significant trauma.

In our Community-Based programs the same difficulties arise. Families may lack follow-through, have substance misuse disorder and relapse, and/or fail to continue with the strategies and techniques that were communicated and modeled.

Performance Target: 90% of all students served will reunify with their families and/or experience a step-down of services required.

Objective: Spaulding Academy & Family Services will continue to adapt and update the restraint reduction work plan with the goal of eliminating the use of restraints with the children/youth that we serve in our Residential Programs.

Spaulding provides intensive therapeutic supports and accepts children/youth who can exhibit significantly self-injurious and aggressive behaviors towards themselves and others and may have a history of previous restraints. Many of these children/youth and their families have extensive trauma histories. Currently, Spaulding utilizes several tools to deal with the complex needs of the children/youth. The organization has embraced TBRI (Trust Based Relational Intervention), Choose Love, Social Emotional Learning, Behavioral Tools, and PCM (Professional Crisis Management) as well as other evidence-based practices to help with the prevention and de-escalation of these potentially dangerous behaviors.

Residential: Current data indicates that in January 2021 we were averaging 38 restraints a month. In 2022 the average was approx. 26 per month and in 2023 students were averaging 32 restraints per month.

ISO Foster Care: The Program does not employ the use of any restraints. Foster Parents are coached in some of the same tools used in the Residential Program – TBRI, Choose Love, and the Chapter 7 of PCM which deals with prevention.

ISO In-home Services: This Program does not employ the use of restraints. Families are educated, coached and modeled various tools, including evidenced-based practice to assist them in dealing with difficult behaviors.

Applied Indicator: critical incident forms, restraint data, debriefings

Person(s) Responsible: Leadership, direct care staff, academic staff and family services personnel.

Extenuating or influencing factors: There are several factors that could influence restraint data. If a new student is admitted, if the child/youth has any medical concerns, if a new medication has been started, or if there are negative family interactions or family concerns. Another influencing factor would be positive interactions with family/peers/staff as well as the use of prevention methods as indicated in PCM and TBRI. Typically the majority of restraints are happening with a limited number of students. In these cases the student's Team's meet regularly to assess.

Performance Target: The targeted performance is to eliminate the use of supine restraint in our residential program.

Objective: Spaulding Academy & Family services will receive adequate information on the children/youth and families that we serve in order to provide the best course of treatment.

Spaulding has a thorough admission process for children/youth seeking admission in our residential and academic programs. Prior to an initial interview referring agencies and families are asked to complete a referral packet and include several documents, including but not limited to all academic records, behavioral records, any assessments or evaluations, medical records including discharge reports from any hospitalizations. Once this information is received Spaulding will contact the referral source and the family and schedule an interview. There are occasions when there is a need for an emergency placement and a lot of the information is received after the child is admitted. When children/youth are referred to Spaulding's foster care program or intensive in-home program there is limited information given. The referral source for the majority of those cases is NH DCYF and there are times when they do not have a lot of information either.

Applied Indicator: Record review

Person Responsible Admissions Director

Extenuating or influencing factors: Emergency placements, newly opened cases through the Division, lack of consistent communication between the referral sources and the agency.

Performance Target: The target is to have 85% of all required elements in the files prior to admission or within two weeks of admission into our programs.

Experience

Objective: Children/youth admitted to the programs at Spaulding Academy & Services will have a voice in their treatment goals and be satisfied with the campus, the staff, and the services that are provided.

Spaulding strives to provide meaningful experiences to the individuals we serve with the goal of increasing skills for independence and active learning.

Spaulding's Clinical staff will regularly meet with the youth to determine through interviews, meetings, and assessments what their strengths, needs, abilities, and preferences are and ensure that goals in the Treatment Plan are written and incorporating their own words.

Applied Indicator: Satisfaction surveys, successful completion of the program, formal and informal interviews, assessments

Person Responsible Clinical staff, Quality Assurance Coordinators, Leadership

Extenuating or influencing factors: Some children/youth may refuse to meet with their Clinicians or members of their Treatment Team. We also have students who may not fully understand what is asked of them. In those cases we will make every effort to communicate with parents/guardians/or other primary caring adults, to determine what the youth feels they need for supports and assist in identifying appropriate goals and objectives.

Performance Target: Spaulding will strive to include student voice in their treatment goals in 90% of instances.

Objective: Spaulding Academy & Family Services will ensure that parents/guardians, families, referring agencies and other collaterals associated with the children/youth that we serve are part of the treatment and satisfied with overall care received.

The Spaulding Academy & Family Services community actively balances a focus on each child's right to a childhood, while working to ensure that children/youth and families have the skills to enjoy a bright future. We embrace the importance of family and youth voice so that families and youth are integral partners in helping youth achieve their full potential. Spaulding works in a spirit of cooperation and collaboration and welcomes input and feedback from all collaterals.

Applied Indicator: Annual satisfaction surveys

Person Responsible: Admissions Director, Quality Improvement Coordinator

Extenuating or influencing factors: Receiving a low rate of return on the surveys may not provide a good representative sample. Frequent changes in referral representatives and contact information such as email addresses and phone numbers could reduce the number of surveys completed.

Performance Target: There will be a 90% satisfaction rate with regard to services provided by Spaulding.

Efficiency

Objective: Annual Survey Academy & Services staff will provide therapeutic interventions with a wide range of modalities or provide access to needed modalities to the children/youth and families that we serve in order to transition to a less restrictive environment and/or decrease community-based services.

Spaulding employs staff with varying degrees of education and skill sets. All staff are required to participate in specific agency training depending on their position. Staff working directly with the students including academic staff, clinical staff, case managers and family workers as well as residential personnel and family aides, receive trauma informed training, prevention training and training in evidence based practices. The majority of these trainings are competency-based and happen on an annual basis.

Applied Indicator: Medicaid Time studies, NYTD forms, goals and objectives successfully achieved on children/youth Treatment Plans

Person Responsible: Staff Training Coordinator, Executive Leadership

Extenuating or influencing factors: Staff turnover, length of stay for the child/youth or involvement in services, child/youth and family acceptance of the programs and practices

Performance Target: When appropriate, Spaulding staff will assist and prepare the children/youth and their families for a transition to a less restrictive setting/decreased supports with a 90% success rate as reflected in the outcomes data.

Service Access

Objective: Spaulding Academy & Services will make every effort to provide services to all appropriate referrals, provide resources to referrals that are not appropriate and function at full-capacity, including mandated caseloads for clinical, family workers, case management staff and direct care staff ratios.

Spaulding Academy & Family Services has an admissions process that is both thorough and timely. It is designed to be informative for all those concerned — the referral sources, parents/legal guardians and student — and to provide the information necessary for Spaulding's admission team to determine if our programs and services meet the needs of the prospective student.

Applied Indicator: Number of referrals vs number of admissions, number of inquiries

Person Responsible Admissions Director

Extenuating or influencing factors: Issues that could affect admissions outcomes would be date that the placement/services are needed; age of the child/youth, if there are specific needs that the child/youth have that Spaulding may not be able to provide for. Staffing has become a barrier for acceptance as well. Workforce Development is key to attract qualified staff to support the youth and families that we serve.

In Community-based programs the geographical information could be a factor because at this time Spaulding tries to provide services to families who live within an hour from our Center.

Performance Target: Spaulding will maintain a yearly average of 98% capacity in all programs.

Business Function

Financial

Objective: For the fiscal year 2024-2026, Spaulding will develop a budget that is robust and includes the ability to plan for future years activities, staff development and infrastructure changes while maintain a positive bottom line.

Spaulding has continued to demonstrate sound financial practices. There are monthly budget reports sent out to all department heads, a comprehensive process for budget development, and controls in place to prohibit excessive expenditures without appropriate approvals. Spaulding has an active Board Finance Committee, which is tasked with ensuring that investments are properly managed as well as a full-time Director of Development to cultivate donors.

Applied Indicator: Financial reports and the final audit report indicating that Spaulding is maintaining financial solvency.

Person(s) Responsible Chief Financial Officer, Accounting staff, CEO, Auditing Firm, Board of Directors

Extenuating or influencing factors: COVID-19 expenses, low number of admissions to the programs, unexpected and unplanned expenses

Performance Target: At the end of the fiscal year Spaulding will have a financial surplus and/or a balanced budget.

Accessibility

Objective: Spaulding Academy & Family Services will create a welcoming, non-discriminatory, universally accessible environment where all children/youth, families and staff are able to participate in the myriad of services provided.

Spaulding has an accessibility plan that is reviewed annually and focuses on architectural, attitudinal, financial, communication, employment and transportation barriers. It has established The Committee for Diversity, Equity, and Inclusion that envisions an organization where everyone is treated with dignity, fairness, respect and kindness in all of its practices and policies and is consistently looking at ways educationally, organizationally and therapeutically to accomplish this vision.

Spaulding has several policies as well as a Cultural Competency and Diversity Policy and provides staff with an array of training opportunities which highlight its dedication to providing a safe, non-judgmental, accepting experience for students and families that we serve as well as the staff.

Applied Indicator: Annual surveys for students, staff and collaterals, number of grievances reported, percentage of staff successfully completing the required training

Person Responsible Human Resources, Training Coordinator, Corporate Compliance Officer, Quality Improvement Coordinator

Extenuating or influencing factors: Lapse in required training due to unforeseen obstacles, communication difficulties

Performance Target: Spaulding will have a 90% success rate in providing a safe, non-judgmental, accepting experience for students and families that we serve as well as the staff

Objective: Spaulding Academy & Family Services will maintain a positive relationship within the community to include developing new relationships with community stakeholders as well as with all collaterals.

Spaulding is committed to supporting municipal resources and sharing positive information with community members. Spaulding values the established relationships it has with area business and community members and recognizes the importance of these connections. Spaulding supports full transparency while adhering to all HIPPA and FERPA regulations.

Applied Indicator: Press releases and feedback, social media and website interactions, increased donor base, participation in community events

Person Responsible: Spaulding's marketing and communication team, Director of Development, Executive Leadership

Extenuating or influencing factors: Negative comments, unforeseen adverse occurrences, challenging behaviors while in community settings

Performance Target: Spaulding will maintain a 90% approval rating

Health and Safety

Objective: Spaulding Academy & Family Services will ensure appropriate medication administration to all youth in their care.

Currently Spaulding employs a Director of Health Services, RN's, LPNs, CAN's and MNA's. We also have 2 ARNP's and a consulting Psychiatrist on board. Most of the time Health Services staff are scheduled to be on campus 24 hours a day 7 days a week. When not on campus we have on-call supports. If needed medication trained staff can administer medications to the children/youth.

Applied Indicator: Peer Review, quality assurance checks, MAR checks, EchoVantage Med. Error Summary

Person Responsible: Medical Director, VP of Family Services

Extenuating or influencing factors: There may be situations where medications are incorrectly sent from the pharmacy, or there is a crisis during med passes. There may also be situations where trained staff do not double check the medications prior to administering.

Performance Target: Spaulding will have successful medication passes 100% of the time.

Objective: Spaulding Academy & Family Services will provide all staff with appropriate training with regard to health and safety of staff and students with the expectation that it is successfully completed within a designated time frame.

Spaulding currently provides competency-based training to staff upon hire and on an annual basis on blood borne pathogens, emergency and evacuation procedures, reducing physical risks, and work place violence. Direct Care staff also receive training in mandated reporting, identification and reporting of critical incidents, and de-escalation techniques.

Applied Indicator: Electronically reported transcripts, attendance at in person trainings

Person Responsible: Training Coordinator, Human Resources, Quality Improvement Coordinator

Extenuating or influencing factors: Computer function issues, staff not completing required training in pre-determined time frames

Performance Target: 90% of the staff will complete their required training in a timely manner

Human Resources

Objective: Spaulding Academy & Family Services focus on recruitment and retention of talented employees by diversifying recruitment strategies in the challenging workforce climate.

Spaulding is a private non-profit organization that works with children/youth and families who may exhibit difficult behaviors, have multiple diagnoses, diverse learning styles, familial dysfunction and significant traumatizing experiences. Because of this staff at Spaulding must meet certain qualifications based on their position.

Spaulding uses several avenues when recruiting staff such as job boards, internet employment sites, social media platforms and a robust website.

Applied Indicator: Number of qualified staff applying for open positions vs number of staff actually hired

Person Responsible Human Resources

Extenuating or influencing factors: Low unemployment rates, a job market that offers better/higher paying jobs than Spaulding, Spaulding's rural location

Performance Target: Spaulding will interview and hire 80% of all qualified applicants.

Objective: Spaulding Academy & Family Services will mitigate staff turnover by conducting quarterly retention interviews, developing informal and formal avenues for input and feedback from all employees.

In 2018 Spaulding overhauled its position descriptions and salary scales. They also set up a structured review process for all departments. These reviews are linked to merit increases and are done annually. Spaulding contracts with Concord Hospital to provide EAP services to employees, has a wellness center on campus for staff utilization, gives out a monthly Spaulding Spirit Award which is based on peer nominations, has an annual staff appreciation day and also has a wellness committee that plans special events and/or activities for staff participation.

Applied Indicator: Staff satisfaction surveys, staff turnover numbers

Person Responsible: Wellness Committee, Human Resources

Extenuating or influencing factors: A thriving job market

Performance Target: Staff turnover will be no more than 30%

Risk Management

Objective: Spaulding Academy & Family Services will minimize risks associated with workman's compensation claims using debriefing and retraining as necessary to reduce the number of occurrences.

Spaulding employs 278 people and out of those staff 214 provide direct service to the children/youth and families that we serve. Due to the harmful and destructive behaviors that some of the children/youth may exhibit Spaulding trains staff on Professional Crisis Management. This training not only teaches intervention techniques, it focuses primarily on prevention before a crisis occurs. PCM includes Crisis Prevention, Crisis De-escalation, Crisis Intervention, and Post-Crisis Intervention components.

These techniques and tools, when utilized correctly minimize the risk for injury, ensure maximum safety, increased dignity, and total effectiveness.

Applied Indicator: Number of workman's comp claims

Person Responsible Human Resources, Joint Loss Management Committee

Extenuating or influencing factors: Children/youth with high-end behaviors

Performance Target: Spaulding will decrease its workman compensation claims by 35% of the next year.

Technology

Objective: Spaulding Academy & Family Services will ensure that it's procedures for business continuity/disaster recovery are up to date and tested regularly.

Spaulding, like many other agencies relies heavily on technology for administrative use as well as service delivery. The risk of a breach of our network is very real and such a breach could adversely affect our way of doing business as well as compromising confidential information of the children/youth and families that we serve. In order to minimize this risk Spaulding integrates security tools, such as VLANs and Principle of Least Privilege to prevent a lateral spread of an incident (breach) across a network, and utilizes backup and recovery processes.

Applied Indicator: Successful completion of Cybersecurity training by all staff, number of instances where staff failed security tests

Person Responsible: IT Department, Human Resources

Extenuating or influencing factors: Staff log-in on unprotected Wi-Fi connections, staff unfamiliar with various technologies

Performance Target: Through random cybersecurity tests, Spaulding will have a 95% success rate.