



All About Change, Incorporated Annual Performance Analysis Report 2018

Introduction

2018 was another year of exciting growth for the All About Change Family. We continue to be a preferred referral source for many other behavioral health professionals, medical providers and families in the Upstate of South Carolina, as well as a source for healing and growth for the individuals and families we serve. We forged new partnerships with donor sources and were able to add an opportunity for our child and adolescent clients to be referred for psychiatric services that now occur once monthly at our location. We continued to strengthen our values and focus on our goals and mission. In our eighth year, All About Change continues to provide a wide array community based and in home mental and behavioral health services for children, adolescents, adults and families across the Upstate of South Carolina. We provided services in 9 counties throughout 2018. As our program continues to be seen as the resource for helping our clients address trauma that occurs in childhood, we have sharpened the lens of our work and trained staff in evidence based practices and a trauma focused approach. Our services focused on addressing issues related to developmental trauma, sexual trauma and attachment issues that prevent families from being whole by looking at issues at the core of each family's challenges.

Central to our services are those provided by our Community Support Staff and Core Services Staff in the Rehabilitative Behavioral Health Services Program that is provided through the South Carolina Department of Health and Human Services Medicaid program. Approximately 70% of the total number of service hours we provided were to Medicaid recipients. The remaining 30% was provided to those with other types of insurance or were self-pay. While the challenges of being a service provider with a primarily Medicaid client base, we are purposefully driven to reach this very needy population and look for ways to address these challenges rather than close referrals to this population. While not our sole charge, we believe that to change our society as a whole, this underserved population must have access to quality, culturally sensitive, accessible services.

Mission, Values and Vision

Mission

The Board of Directors of All About Change revised the organizational mission statement in 2015 to more succinctly define what we seek to accomplish. It is as follows.....

Believing in the power of relationships, we seek to nurture and heal children and families to make lasting change in their lives.

Values

- We believe that if a human has a healthy bond with just one other human, life has the potential to be amazing if we are willing to work hard at it when necessary.
- We believe that through therapeutic intervention and willingness to delve into our past, real change can happen.
- We believe that therapeutic change is 75% about the relationship between the therapist and client and 25% about the technique or intervention used.
- We believe that the family is the foundation of all we do and how we are.
- We believe a shared, collaborative approach to helping clients heal promotes resiliency and positive long-term outcomes.
- We believe the client is the expert on his or her own life and that we should always listen to our clients and their needs.
- We believe in partnerships, with collaborating and integrating with other systems of care in the community to serve our clients.
- We believe in educating others to help promote the importance of family and healthy attachment.
- We believe in stewardship of resources entrusted to our care.
- We believe in creativity and looking for new and better ways to solve problems and better ways to serve the individuals we work with.
- We believe in respecting others by assigning value to the cultural, educational, or cognitive perspectives offered by others.
- We believe in humility and work to possess a willingness to learn from our mistakes.
- We believe in compassion and remember that we exist to help others in need.
- We believe in diversity and recognize uniqueness in everyone we serve.

Vision

In the next five years, All About Change is committed to providing our clients solid, community based services based on best practice to help individuals and families heal from life's difficulties. Clients in need of care will receive evidence based, progressive and effective therapeutic, support and referral services available. The unique cultural and individual needs of each client will guide how the services are provided, and treatment will always be provided in a timely manner and to the best of our ability. Furthermore we will

strive for recognition by a national accrediting body as following best practice principles and guidelines to best service our clients.

As part of a comprehensive process All About Change seeks to do the following:

- Address identified needs within our organization;
- Improve fiscal stability by continuously monitoring business functions;
- Improve the effectiveness of the services we provide our clients;
- Improve efficiency in all functions of our agency to improve service delivery and administrative and business functions;
- Improve access to services for the clients we serve;
- Improve client and stakeholder satisfaction.

This report will be made available on our website to demonstrate our commitment to performance improvement in all areas of our organization.

Accomplishments in 2018:

All About Change provided intensive, trauma informed, community based behavioral health services to individuals and families across the Upstate of South Carolina to help each client maximize the reduction of emotional or mental disability and restore clients to their best possible functional level. Services were provided to a total number of 178 clients of which 28 adults and 150 children and adolescents. Crisis Management services were provided to 34 families over the year. Community Support Services (Behavior Modification, Psychosocial Rehabilitation Services, and Family Support Services) were provided for 45 individuals, some of whom received therapy while others only received Community Support Services.

Staff utilized evidence based practices to work with clients ensuring they were using conscientious, explicit and judicious current best evidence in making decisions about client care, and according to Dr. David Sackett the best, most effective client care comes from "integrating individual clinical expertise with the best available external clinical evidence from systematic research." (Sackett D, 1996) The importance of encouraging the client to bring to the encounter his or her own personal preferences and unique concerns, expectations, and values is central to who we are; an organization who meets clients where they are to help them heal. TFCBT, ARC, DBT, Sensorimotor Psychotherapy, CBT, and Client Centered Play Therapy continue to important components of the primary clinical framework used by staff.

All About Change employed 41 staff over the year. New positions were added and responsibilities redistributed to help streamline job duties for administrative staff. This included the addition of a Program Director for RBHS Services and a Training Manager who will work with all staff who are on-boarding and with current staff who are meeting annual training requirements.

Staff collaborated with other community agencies and private medical providers to improve client outcomes and sought out client and stakeholder satisfaction to obtain information to improve services.

All About Change, Incorporated remains committed to providing the most effective, client centered behavioral and mental health services to individuals and families in our communities in South Carolina. We uphold the values and standards set forth in the CARF accreditation process and those values and standards are reflective in the All About Change, Incorporated Strategic Plan. We believe in the significance of family and our goal is to help families heal.

Accreditation:

Current Accreditation

- Intensive Family Based Services- Mental Health, Adult
- Intensive Family Based Services- Mental Health, Children and Adolescents
- Outpatient Treatment- Mental Health, Adult
- Outpatient Treatment- Mental Health, Child and Adolescent

The administrative team reviewed the Corporate Strategic Plan in December 2018 and shared with the Board of Directors. The goals for the Corporate Strategy were reviewed and found to remain reflective of the current conditions of our state economy, the provision of behavioral and mental health services and the needs of our organization in more specific business and service related goals. Goals are categorized into two types: Business Function Goals and Service Delivery Goals. Key Performance Indicators were identified to help us monitor progress. These are measurement tools or processes that helped us to evaluate how well we were doing on achieving goals for our activities and initiatives. Business Function KPIs focused on the success of our overall business while Service Delivery KPIs indicate the success of how our services were delivered and how effective they were at helping our clients heal. We used these to help us steer our organization's progress, track and compare strategies, and improve our services.

Strategic Goals for 2018

- 1. Our primary goal is to consistently and effectively provide quality therapeutic services by eliminating barriers that prevent access to services for those children, adolescents, adults and families who are referred to our organization.**
- 2. Our second goal is to immediately resolve any safety issues within the family to ensure each family member can function without threat of harm or experience further abuse or neglect.**
- 3. Our third goal is to develop and implement a new plan to hire, train, retain, reward and nurture amazingly talented staff who provide services to our families in crisis utilizing evidence based interventions.**
- 4. Our fourth goal is to help clients resolve underlying issues that contribute to emotional, behavioral, mental and physical stress by providing clients with a plan and the tools needed for empowerment to meet the challenges of life head on and with determination and doing so through the a systemic and attachment focused lens.**

5. Our fifth goal is to expand services and offer individualized interventions to families who need them even when services are limited, reduced, or denied by Medicaid or other insurance because they are not indicated according to inflexible and often strict, unreasonable guidelines.
6. Our sixth goal is to refine sustainability solutions that include aggressively pursuing alternative revenue streams from an array of sources to ensure our programming can continue in the event State contracts are eliminated or drastically reduced due to budget cuts and to continue to be responsible stewards of public funds.
7. Our seventh goal is to work toward reducing our corporate footprint by conserving energy, recycling, and converting our significant operational systems from the current cumbersome ones over to HIPAA compliant, web or cloud based systems in the areas of 1) client records, 2) finance, 3) human resources, 4) fundraising, and 5) outcomes measurement and performance improvement.

Business Functions Overview

A focus on organizational areas that felt fragmented was the goal of examining business functions in 2018. There were several areas in the organization that needed attention and these will carry over into 2019 as we are financially able to do so. Those areas include diversifying revenue streams, implementing processes to monitor billing, streamlining processes in service delivery, eliminating unnecessary functions of daily operation, and increasing focus on fundraising.

Business Function Goals

1. All About Change delivers results oriented behavioral healthcare in a socially responsible and sustainable manner. **Goal Met ✓**
2. All About Change staff align with our partners including clients, families, staff, referral sources, and state, county and regulatory agencies to provide innovative and trauma-informed evidenced based services that result in an improvement in functioning for our clients and families. **Goal Met ✓**
3. All About Change will work to enhance partnerships with our stakeholders to develop and diversify funding streams in order to respond to the unique needs and economic reality of the clients we serve. **Goal Met ✓**
4. We achieve excellence through setting and adhering to optimal standards guided by best practices, core values and integrity. **Goal Met ✓**

Business Function Key Performance Indicators

1. **Budgetary Summary:** All About Change involves a variety of stakeholders in the budget development, including the Administrative Team, accounting and finance and the Board of Directors. This year the budget process began early in the fourth quarter of the prior year and was completed by December 30th. A realistic budget based on historical analysis assures that the current budget reflects current trends. The program is expected to meet the budgetary goals. The financials were prepared by the Chief Financial Officer with the data submitted by the Chief Executive Officer and Administrative Director. The financials were reviewed by the Administrative Team monthly and the Board of Directors at board meetings. The budget review includes an analysis of the program and the ability to meet the specific goals. The financial planning process and budget analysis were

documented in the financial planning policy and procedure. Financial reports are maintained by the Chief Financial Officer and are placed in the Operations Manual. As an organization we were able to meet our projections set in the 2018 budget. We maintained the proposed budget with close fiscal controls through routine monthly reviews of financials. The reviews were conducted at a monthly meeting with executive staff. Program budgets are available. Our growth projection was flat for 2018 due to a slight reduction in referrals and the need for fiscally conservative controls. Referral increases, however, were below budgeted as a result of an increase in 2016 and 2017.

2. **Accessibility Summary:** All About Change worked in 2018 to monitor and remove barriers on an ongoing basis. Accessibility issues that were identified were immediately brought to the attention of the Executive Staff and efforts were made to remove these barriers as expeditiously as possible. The following categories were monitored and reviewed through a variety of means and Administrative Team meetings were used as the platform to address identified issues: architecture, environmental, attitude, financial, employment, communication, transportation, and any other identified barriers. All accessibility issues that were identified were resolved in a timely manner. All About Change was able to address accessibility challenges at our physical location during 2018. Included was a focus on ensuring our offices met ADA requirements for individuals who were wheelchair bound or had mobility issues. Regarding accessibility to treatment services, the Comprehensive Diagnostic Assessment which is utilized at the initiation of services helped to glean information to address accessibility for our clients. We continued to urge clients who had barriers to treatment due to transportation issues to secure transportation on the Medicaid van when applicable. Administration discussed other possible solutions to help clients address this issue to no avail. Weekly Treatment Team meetings monitored for accessibility issues throughout the year and a Discharge Meeting was initiated in 2018 to assess the accessibility needs of the clients served when services ended. Accessibility issues for personnel were evaluated through monthly LPHA Supervision meetings where staff had the opportunity to present concerns for the clients they serve or issues related to their work. Satisfaction surveys monitored accessibility issues for stakeholders. 7 areas that were monitored include:
 - a) **Environmental:** Our offices are inviting and the atmosphere is warm. Administrative and program staff continually seek ways to make the space more inviting and serene. Our Program Director created a monthly themed bulletin board with helpful information for clients such as inspirational ideas, information on mental health issues, and other information helpful to those struggling with psychosocial issues. It is used as a resource for our clients and visitors to see helpful information that will improve functioning. Client artwork is also displayed with the client's permission in the sign-in area that showcases some of the things our clients work on in sessions. Offices are kept at a comfortable temperature and clean. There are separate areas where clients can wait for their service provider and coffee for the adults and snacks for the children are available. Our Program Director's office was relocated to just inside the main entrance and she personally greets every person entering the space.
 - b) **Attitude:** Staff are welcoming and supportive and are willing to assist in meeting each individual's needs that they come in contact with here. Client centered language is used

always and stigmatizing language and condescending references are not tolerated. Clients are encouraged to actively participate in their services.

- c) **Financial:** Many types of insurance are accepted, as well as private pay. Credit card, debit card and flexible spending cards are also accepted. Negotiated rates are available for some services to meet the needs of clients and stakeholders. However, at this time any negotiation is determined by executive staff only.
- d) **Employment:** All About Change is an equal-opportunity employer. Our staff have varied backgrounds and those with lived experience are recruited. Opportunities for internal advancement are offered as they occur. Our Training Manager and Program Director were promoted from within.
- e) **Communication:** Communication is valued between all departments, staff at all levels, the clients we serve, families, and stakeholders. Avenues of communication include written, electronic, and telephone. Clients are encouraged to provide input frequently. This is done formally through bi-annual surveys, our Facebook page and a wide range of meetings. There are also Treatment Team meetings at least once monthly, formal grievance procedures and an open door policy among management. Translation services are provided as needed through a business agreement with individual translators. The All About Change Diversity Plan includes linguistically competent services through translation.
- f) **Transportation:** The office in Greenville is easily accessible by public transportation, by car, and many use Medicaid transportation services which are at no cost to the client. When transportation barriers are identified, we work to resolve those through a variety of means including meeting with the client in their home.
- g) **Cultural Considerations:** All About Change conducts training to ensure staff provides services in culturally respectful and sensitive ways. We also introduce staff to the culture of trauma. This directly relates to our trauma-informed care initiative.

3. Financial: Financials met the corporate goals according to the actual to budget for 2018.

Several categories of expenditures will be modified for 2019 due to no longer participating in outside programs.

4. Audits: South Carolina Department of Health and Human Services, Molina Healthcare, First Choice Select Health of South Carolina, Absolute Total Care, Wellcare of South Carolina, Blue Choice Medicaid, Aetna, and Blue Cross Blue Shield of South Carolina are the 3rd party payers with whom we are enrolled. At any time and due to contractual agreements, these payors can audit client records. During 2018, South Carolina Department of Health and Human Services Social Services, and WellCare of South Carolina audited client charts. One result can be recoupment. There were no deficiencies that resulted in recoupment. There were recommendations for strengthening training and client documentation. A Corrective Action Plan was submitted to South Carolina Department of Health and Human Services to address the deficiencies including providing additional staff training and adjustments to documentation. The corrective action was accepted just after the first of the year (2019).

5. Risk Analysis: As a nonprofit organization All About Change faces many of the same risks as for-profit businesses, but the impetus to honor our mission, vision and values makes those risks even harder to mitigate within heavy oversight and constrained budgets. The analysis of risk is important for the ongoing viability of an organization. Addressing risks that are

identified should be immediately mitigated to ensure our programs continue to work toward achieving our mission, vision, and values. There were 7 key areas analyzed in 2018 that generally fall into one of the following areas: financial instability, damaged reputation and D&O liability. Any identified risks including critical incidents are reviewed by executive leadership including, but not limited to, the Executive Director, Operations Director and Administrative Director. Incidents are shared with Board Members according to level of risk and outcome of the incident. The areas below were the focus of risk analysis in 2018:

a) **Theft:** Theft of funds can be perpetrated by an employee, a third-party, or even a client. According to the "Report to the Nations on Occupational Fraud and Abuse, 2014 Global Fraud Study," by the Association of Certified Fraud Examiners, not-for-profit organizations make up more than 10 percent of frauds committed. Because our organization has limited resources and liquidity, any lost dollars would have an impact on our ability to deliver services or otherwise fulfill core functions. Those same limitations would also make it harder for All About Change to implement stringent anti-theft controls, as they can increase administrative costs. No incidents of theft have occurred this cycle.

b) **Fundraising Fraud:** Unscrupulous parties can impersonate a nonprofit organization to host fundraising events, keeping the profits for themselves. If All About Change discovered these activities, we would risk losing donors' trust and could be held liable for the losses incurred by those who donated. It is incumbent upon administration and each service provider to protect our brand and logo, monitor for any misuse and report to law enforcement any impersonators to deter instances of fraud. Community events present their own set of safety, property and legal liability risks. No incidents of fundraising fraud have occurred this cycle.

c) **Reputation:** Our operations are built on the generosity of others as we rely heavily on a positive public perception and the confidence of our donor base. Losing those would make it impossible to obtain the grants and charitable donations we need to deliver services. Furthermore, it could drive away clients who do not want to accept the help of an institution that has garnered negative press for things like fiduciary mismanagement, theft or any claims of discrimination or harassment. All About Change continues to earn a positive reputation in the community among clients and stakeholders.

d) **Regulatory Compliance:** To maintain our tax-exempt status we are subject to specific rules set by the IRS. We demonstrate in all we do that we are using funds for a charitable purpose and not for any type of financial gain. All About Change has maintained compliance with the IRS regulations set forth regarding our tax exempt status.

e) **D&O Liability:** Our board's directors and officers are responsible for maintaining our vision and long-term strategy. This includes managing funds so that All About Change can keep the lights on while also ensuring that the majority of our donor's dollars are used for charitable purposes. Our directors and officers take on personal risks from liabilities associated with their professional duties related to our operation. We take seriously our charge to prevent wrongful termination, discrimination, harassment or

misallocation of funds. All About Change carries Directors and Officers Liability to protect key figures from liabilities associated with the operation of the company.

f) **Injuries of Visitors to the Property:** The nature of our service presents with its own set of safety, property and legal liability risks. Even if no injuries or damages occur on our property or to clients while under our supervision, there remains some risk of such. Proper planning can prevent or mitigate the risk of personal loss to our clients, their families, employees, or other visitors, or financial loss to our organization. Clear safety procedures, training materials and emergency preparedness are an important aspect of operation to minimize exposures like bodily injury and physical property damage.

g) **Regular and Volunteer Staff:** All About Change takes a rigorous approach to the screening and training of staff and volunteers. The intent or abilities of people who are seeking employment or volunteer opportunities are discussed in the interview, hiring, on-boarding and training process. This is important to prevent injury or reduce damage we could face as a result of negligence.

Critical Incident Reporting

There were a total of 85 Critical Incidents involving clients in 2018. All critical incidents were successfully resolved, although some required clients to be referred for more restrictive services up to and including hospitalization. Reportable incidents in 2018 included the following:

Level 1- 51 total reports as follows:

Suicide or attempted suicide by client – 4

Emergency medical assessment/treatment – 1

Possession of a weapon – 4

Report filed or involvement with a law enforcement agency – 3

Use of seclusion – 1

Incident involving injury – 2

Removal from school: Suspension, expulsion, medical homebound, homebased – 9

Abuse – 9

Allegation of abuse or neglect – 3

Use of restraint – 4

Other sentinel event – 7

Level 2 – 34 total reports were of minor significance and were more for mere communication purposes rather than being of significant importance.

In 2018 there was an increase of 64% of Level 1 Critical Incidents over 2017 and an increase of 13% of Level 2 Critical Incidents over 2017. A review of critical incidents revealed that clients served in 2018 presented with multiple diagnoses and more difficult home situations including many children who were in foster care. The assessment of any underlying factors was discussed in administrative meetings, board meetings, and treatment team as necessary to address what All About Change staff could do to reduce the number of incidents per year. Additional training and family psychoeducation were two things that were identified that

could aid in the reduction of incidents.

5. Employee and Stakeholder Satisfaction:

a) The four components of the Employee Satisfaction Survey are communication, job/program knowledge, job satisfaction and human resources. Staff percentages of returned surveys ranged from mid to high 80 % to the high 90 % range. These percentages are within the acceptable range. The satisfaction challenges are related to the company being unable to provide health insurance due to it being cost-prohibitive for a non-profit along with fiscal controls. All About Change did add AFLAC as an option for staff which is not comparable to major medical insurance; however, many staff are taking advantage of that option. Additionally, part-time staff are now able to earn paid time off regardless of how many hours they work weekly and is based on client contact. This is figured as a percentage and is a benefit all staff receives.

b) Stakeholders input is a valued resource. It is monitored by the Administrative Director. The analysis is conducted through routine observation and review of service delivery, meeting with specific stakeholder groups, and review of the stakeholder satisfaction tools, including; Clients Satisfaction Reports, Staff Input, and Stakeholder Satisfaction Reports. Client and stakeholder satisfaction questionnaires were disbursed periodically and shared with management and staff. This feedback gave leaders in the organization information helpful for program development and staff recognition. We met routinely with a variety of stakeholders including a variety of Community Based Organizations, state agency stakeholders and consumers throughout the state. Input from stakeholders was utilized to provide continuous quality improvement to the program. A Quality Improvement Report is maintained in the Operations Manual that includes annual agency accomplishments.

During the 2018 cycle a total number of 178 surveys were sent out and 47 were returned. Although this number is still not where we would like it to be, anecdotal information and “stories of success” are reported by clients and families to our staff and others in the community. Additional ways to increase input from outside the agency and capture input on all clients served will be explored in 2019. In general, satisfaction was high with services and staff who provided services. Respondents reported we are achieving our mission of *Believing in the power of relationships, we seek to nurture and heal children and families to make lasting change in their lives* and that we are doing so in creative and impactful ways.

7. Human Resource Turnover: Employee turnover in behavioral health is strikingly higher than in other types of health care. Research shows that pay is notably lower among human service workers, mental health staff and therapists. Additionally, the job can be very stressful and can result in staff burnout. Despite the difficulties managing a staff of over 40, in 2018 the turnover rate was 41%. The national average of behavioral health worker turnover is estimated at 40%; however, it is not uncommon to hear of rates as high as 70% in this field. This constant churn of employees not only impacts our overall continuity of care we strive to maintain, it also creates an unstable work environment for staff, often perpetuating the problem. Turnover is very costly for us as an agency as we spend an amount estimated to be in the thousands annually advertising for open positions, hiring new staff to replace those who leave, training less experienced staff, and providing damage control for clients when a trusted

staff terminates with a client after often times months developing relationships with the client. Conversely, despite working in a stressful environment and many of the staff experiencing vicarious trauma, staff report feeling satisfied with their work, a feeling of importance about the services they provide, and a generally positive view of how they are helping the community as a whole.

8. Collaborative Efforts: All About Change staff participated with a variety of collaborative efforts including with government agencies that refer to us, other private providers, colleges and universities, corporations, and community non-profit agencies. We continue to work closely with state agencies such as SCDSS, DSDMH, SCCOC, SCDJJ, SCPP to serve their client's mental health and behavioral health needs. Several medical doctors / practices have worked with us in 2018 to expand our reach to those who are not connected to or served by another agency. We also worked with University of Phoenix, North Western University, and Furman University to provide interns on both the undergraduate and graduate levels with meaningful internship experiences. We reached out again this year to 2 corporations who have helped us in the past provide items needed for our clients and their families. UPS and Denny's helped during the year and around the holidays. We worked collaboratively with several child placing agencies in the Upstate including SCYAP, Bair Foundation, Miracle Hill, and Youth Advocate Programs to provide services to their clients that they do not offer.

Service Delivery Overview

Mental health disorders usually first arise in childhood, adolescence, or early adulthood with 50% of people with mental health conditions having experienced those conditions by age 14 and 75% by age 24. (CMS, 2018) Approximately 13%–20% of children and adolescents living in the United States experience a mental disorder in a given year and nearly half of children under age 21 who qualify for Medicaid based on a disability have a behavioral health condition. Rates of unmet need for treatment are high among children and adolescents; only about half of all children with emotional or behavioral difficulties receive mental health services, and only 41 percent of the 3.1 million adolescents who experienced depression over the past year in 2016 received treatment. (CMS, 2018)

Serious mental health conditions can have detrimental impacts on the lives of individuals with SMI or SED and their families and caregivers. Since these conditions often arise in adolescence or early adulthood, individuals with SMI or SED are less likely to finish high school and attain higher education, disrupting education and employment goals. Prior research has found a gap of ten years or more between the first onset of symptoms and initiation of treatment. Adults with SMI comprise about half of the individuals under 65 who are dually eligible for both Medicare and Medicaid, and those with SMI are the costliest subgroup among these younger dual eligibles. Furthermore, adults who are incarcerated and homeless have high rates of SMI. Individuals with SMI often have co-morbid physical health conditions and substance use disorders (SUDs), and they die on average 8 years younger than the general population. Suicide, which can be associated with mental health disorders, has been increasing in nearly every state, with increases of over 30% in over half of the states since 1999. (CMS, 2018)

All About Change Founder, Kelly Roseberry and the Administrative Team have always had a

heart for this critical, underserved population with complex mental health needs. The conception for All About Change came to fruition with a lot of hard work and the drive to provide the Upstate of South Carolina with options for services that were outside the publicly funded, government run mental health system in our state. With experience from the residential treatment arena, our programs were developed to keep our children, adolescents, young adults and adults in their homes and communities receiving therapeutic services in an environment that was familiar buttressed by the support of their caregivers and families. To that end, we strive to provide effective, quality services and staff who deliver those services that care about each and every client we serve. Because their healing is paramount, service delivery goals guide us in helping clients restore functioning and live meaningful lives while managing daily routines along with the difficulties we all face.

Service Delivery Goals

1. All About Change, Incorporated will provide trauma informed and evidence based services to prevent or reduce the amount of time clients have to spend receiving services so they get better more quickly and so third party payers realize we are efficient stewards of fees received for services. Clients will typically move through programming in 8-18 months with the exception of clients who require more extensive services to resolve their issues and increase functioning. **Goal Partially Met ∞**
2. All About Change, Incorporated will provide services or refer to other agencies in the community for all individuals and families or agencies who contact us for the services we provide, regardless of ability to pay. **Goal Met ✓**
3. All About Change, Incorporated will provide an array of client-centered, evidence based services that achieve the highest standard of service delivery and stakeholder satisfaction. Clients remain at the center of all we do. This is evidenced in client satisfaction surveys and comments made by state agencies about the care we show our clients and families during their course of care. **Goal Met ✓**
4. All About Change, Incorporated will expeditiously address areas that need performance improvement including outlining any action plan needed to address difficulties and correct and improve performance. Research on EMR systems continued to be a focus this year. A program was identified that will be implemented in 2019. **Goal Partially Met ∞**

Service Delivery Key Performance Indicators

1. **Tracking Treatment Goals:** Client progress in meeting the individual goals is monitored by the Chief Executive Officer and Clinical Coordinator. The service delivery analysis is assessed through routine program monitoring, meeting with families, meeting with stakeholders, and interfacing with community agencies. It is also reviewed at least monthly by clinical staff and goals are noted to be modified, extended or achieved. Staff assigned to each client reported their progress on goal completion and were an integral part of the Treatment Team process. Outcome measures, discharge status and anecdotal information were used to determine goal progress at the end of 2018 for tracking treatment goals.

2. **Client / Family Satisfaction:** If clients do not feel good about the experience of receiving therapeutic services with All About Change they will not progress. Client and family satisfaction is critical to sustainability and is monitored by the Chief Executive Officer. Service delivery was analyzed through internal routine monitoring of clinical programming, through state regulatory agencies and by clinical staff. Utilization review, grievance reporting, and satisfaction surveys were utilized to examine the access, effectiveness and efficiency of services.
3. **Staffing Resources:** The efficiency and effectiveness of services provided by staff and the agency as a whole was monitored by the Chief Financial Officer. Although there are minimum requirements such as education or experience, we do not hire staff who “just want a paycheck”. Every staff member hired not only has the education, licensure or experience to work here, they have a real desire to make a difference in the lives of people who are hurting. The Administrative Team met weekly with a few exceptions due to scheduling to address issues related to staff needs and discuss clients, their performance, staff turnover rates, and staff job satisfaction. We have found that the flexibility and support we offer staff in some part makes up for pay that is not commensurate with compensation in other fields of work. We regularly hear from staff that they appreciate us as an employer. When our talent is satisfied with their work our clients glean the benefit of developing a relationship with a staff who is their advocate that truly cares.
4. **Access to Services:** Access to services is monitored by the Program Director. Services are not merely a concept that looks good on paper. Most people have busy lives and come to All About Change when an emotional need is high or their functioning is critical. Therefore, a focus of access was to ensure services can be delivered when and where they are needed. This meant staying on top of staffing needs and using the construct of “best fit” when matching clients to potential providers. This was not always an easy task. What if the “best fit” for a particular client does not travel to a particular geographical region of our service area? Particular attention was paid to ensuring clients get services in a timely manner that was provided by the staff with the expertise to treat their issues. Referral trends were examined regularly along with the provision of training that supplants practices that are not effective with the population we serve. Physical facilities were also monitored to ensure they were compliant with ADA laws and that they were in good repair and were aesthetically pleasing. Regular maintenance was completed on the building and furniture, fixtures, décor and materials are important in helping clients feel welcome and safe while at All About Change.
5. **Quality Improvement:** Services cannot be improved upon if they are examined from only one angle. We use various tools to improve the quality of our services along with opportunities for improvement using information from outside sources. The Administrative Director regularly conducted analysis of billing, CQI information, and stakeholder input. Audits and reviews were managed along with keeping up with ever-changing regulations, guidelines, mandates and laws to ensure we learned from our shortcomings but also stayed focused on our future sustainability in a climate of

decreasing budgets and cuts for the type of services we provide.

All About Change Initiatives

The following initiatives were introduced, implemented and/or evolved during 2018. These initiatives reflect the commitment All About Change has to constant quality improvement throughout our organization.

- 1. Transition to EHR System:** All About Change provides clinic-based and in home mental and behavioral health services that are critical to our communities. With the right tools our service providers can continue life-changing work and expand our reach and impact. A behavioral health-specific EHR system is designed to meet the unique needs of healthcare organizations that address psychological disorders. In 2018 we continued to search for the “best fit” HER that will enable our staff to utilize a comprehensive digital client health records with up-to-date information about each client’s mental and physical health. In 2019 our transition to full HER will help us to not only provide our staff with a user friendly cloud based portal for client records but will help us utilize revenue cycle information to better manage and improve financial operations and link a clients’ clinical and financial data into a single record. Clients will also have access to a web-based client portal where individuals and families can actively engage in the care process by initiating services, completing referral information, sharing self-reported information, scheduling appointments and communicating with their care team. TheraNest EHR software with Wiley Planners add-on, provides a platform to create and maintain documents such as treatment plans, progress notes, discharge notes, and custom forms all in one place. Billing features will support claim filing, superbills, credit card service, and batch invoice/claims. Voice, text, email reminders can be sent through the EHR system to help reduce the number of no-shows. All of these features will help us to serve our clients more efficiently and effectively. Our full transition is expected by June of 2019.
- 2. Supporting Permanent Homes for All Children:** All About Change works closely with the Department of Social Services and child placing agencies in our community to keep children in as few foster care placements as possible. When a child enters foster care—primarily due to abuse, neglect, or a parent’s inability to keep a child “safe” in the family—the goal is almost always reunification. There are rare cases in which the court seeks “immediate parental termination,” but most cases enter the system with an element of hope. A family court judge maps out a plan for the parent(s) to follow, and the agency facilitates regular visits with the child. If all goes well, in about 12–18 months (some longer, some shorter), the child will be reunified with their parent(s). Following some supervision after reunification, the case is considered a success—the system worked. There’s usually not much “bounce” in this scenario. What this positive scenario doesn’t capture is the trauma to both the child and the family. Every time a child moves—from original home to foster home, and every subsequent foster home or

placement—is the emotional equivalent of your house burning down and losing everything. Let that sink in a moment. When we talk about a child “bouncing” anywhere from 2–27 times, they suffer unimaginable loss each time. Although the goal, about 99 percent of the time, is reunification, it occurs approximately 50 percent of the time. Once the child is in foster care, their experience can be turbulent, and the reasons for that are as varied as one can imagine. In some cases, the foster parent decides to no longer foster perhaps due to health, job relocation, divorce, or death. In other cases, a foster parent feels ill-equipped to meet the behavioral, academic, or medical care needs of the child. In rare, tragic cases, the foster family itself is actually abusive or neglectful, and the State must intervene to move the child for their own safety. Whatever the reason, each move is a compounded trauma that the child ultimately experiences as rejection. When reading a child’s history in foster care, it’s easy to connect the dots. The more moves they have, the more they experience emotional distress, and their behavioral needs begin to manifest as a coping or “survival” skill. The “bounce” seems to pick up momentum, especially if their parents’ rights were terminated and an adoptive family is not immediately identified. The child may then begin a series of moves and spend years in foster care. All About Change is committed to reducing or eliminating moves for children in care that will in turn minimize additional trauma for these children. We did this in 2018 by providing an anchor for the child while we provided services that fostered a sense of stability within the family unit. For the foster families we offered support while their child was experiencing crises that quelled the “fight or flight mode” and helped the child learn what triggered them. As a result, more children remained stable in their placements.

3. **Preparation for CARF Survey in 2019:** Behavioral Health- Case Management; Behavioral Health- Psychosocial Rehabilitation; Behavioral Health- Crisis; Behavioral Health- Family Support; Child and Youth Services- Behavior Modification. Work on adherence to standards and amendment and approval of any policies, procedures and processes necessary for accreditation.

Regulatory Compliance Analysis

The state regulatory agency that is responsible for licensing, certification and oversight of the All About Change, Incorporated programs is the South Carolina Department of Health and Human Services, the South Carolina Department of Social Services and the Department of Labor Licensing and Regulation. These agencies provided oversight and technical assistance to review programming.

Reviews are conducted upon award of contracts, upon licensure and annually thereafter. SCDHHS also responds to all complaints and self-reports of incidents that any person or entity can make regarding a Medicaid or other carrier provider. They also provide technical support and investigate any incident that prompts involvement of SLED or OHAN.

In 2018 All About Change had 2 reviews by regulatory agencies including South Carolina Medicaid and Wellcare MCO. Historically, our programs have excellent compliance records.

Reviews conducted in 2018 were no exception. While recommendations for policies or processes were indicated, there were no recoupments as a result. The following chart reflects the average number of deficiencies at the year-end that resulted in recoupment:

Adult Outpatient	0 deficiencies
Child and Adolescent Outpatient	0 deficiencies
Service Coordination (TCM)	0 deficiencies
Crisis	0 deficiencies
Community Support (B Mod, PRS, FS)	0 deficiencies

Complaint and Grievance Analysis

The Compliance Officer is responsible to receive, review, respond and analyze all grievances related to the program. The CO self-reports complaints and grievances from stakeholders through reports that are reviewed by the Administrative Team and if unresolved, by the governance authority. There was 1 grievance reports filed by a family on behalf of their child who received services in 2018.

The incident involved a parent who felt a staff who approached their child while the child was in crisis to aid a fellow staff in de-escalating the child made “unprofessional” comments. Meetings were held with the family, both staff involved as well as with the child’s primary therapist. While All About Change expects professionalism from all staff, some develop distinct styles of working with their clients that are very effective. The staff that approached the child works primarily with older children and teens while this client was under 7 years of age. While the parent did the right thing by advocating for the child, in general the staff’s behavior was never meant to be inappropriate, demeaning or harmful. The parent expressed that at no time did they believe the staff had ill intentions, they felt as though a more broad approach to training staff would help them be more aware of approaching clients with whom they are unfamiliar, especially in regards to developmental level. Remediation was completed with that staff and an additional component was added to regular required training for all new staff that addresses these concerns.

Analysis of Length of Service Per Client

All About Change prides itself in offering the most effective trauma-informed treatment to address complex and developmental trauma across the lifespan. Traumatic events have different affects from individual to individual with many factors impacting how a client responds to therapeutic services. While the trauma that children in different parts of the world might experience can include childhood physical and sexual abuse, surviving a natural or political disaster, or being a witness to a wide range of violent events, the psychological impact that trauma can have on individuals can vary widely. Since trauma responding is often

subjective, there can be a wide variety of ways that someone reacts to being traumatized including the length of time that the traumatic event is experienced (a single event that is over quickly is less likely to have lasting effects than long-term traumatic exposure), the severity of the traumatic event (experiencing or witnessing extreme physical or sexual violence), and the availability of support resources after the event, whether through informal or formal social support services. While some are able to experience traumatic events without apparent ill-effects, the long-term consequences for many can be serious, developing later into psychological problems or even physical problems including substance abuse, personality problems, depression, or suicide. In many cases, traumatized individuals can develop full-blown Posttraumatic Stress Disorder. Under clinical direction, staff were trained in *Developmental Trauma Disorder* (DTD), diagnostic criteria that is not yet included in the DSM but captures issues specific to children who face repeated traumas while their brains are still developing. A majority of the cases we treated have experienced trauma in some form as children and are grappling with the difficulties as a result. The length of service across our programs depends on the needs of each individual client. Timeframes are reviewed and analyzed by the Clinical Director on a weekly basis. Frequent staffing, supervision, and communication with input from service providers and supervisory staff regarding service delivery issues was routinely evaluated. Administrative Team meetings occur weekly and Treatment Team staffing occurs monthly with clinical staff and community support staff to evaluate where a client is in regards to their Mutual Treatment Plan. The following numbers indicate the activity of cases in 2018.

Active:

Initial Phase 2018 (New Intakes) – 102

Review Phase (3-6-9 months) – 76

Inactive:

Cases Closed (successful- met a portion of their goals) – 39

Cases Closed (exceeded missed appointments / unplanned)-12

Referred out –2

Hospitalizations / Residential Placement / Higher Level of Care-5

Data was provided at the close of the year to the Board of Directors. It was analyzed and the outcomes were discussed to ensure that the program remains focused on client care. The average length of service was 23 months. This was consistent with the decrease shown over the past several years and is felt to be a result of both positive and negative processes. Limitations on service authorization by the QIO in South Carolina and MCO's was seen as a negative impact as clients often needed additional intervention that were not authorized while a positive impact was made through the use of evidence based practices in treatment delivery.

Analysis of Cultural Competency and Diversity Compliance

All About Change believes that it is essential that all aspects of our organization be reflective of the diversity of the communities that we serve and that we should strive to become and remain

culturally and linguistically competent. The Cultural Competency and Diversity Plan was developed and implemented by the All About Change Executive Team. The plan enables the program to develop objectives to meet the specific demographics and needs of each family or person served. The diversity training plan is designed to provide orientation and routine training on diversity. The training also gives the program the freedom to design specific training to meet the unique program needs. The Cultural Competency and Diversity Plan along with training on this topic is maintained in the Operations Manual. The program has been very effective at meeting their demographics in their employee make up. While All About Change upheld the practice of being culturally competent, Administration believes this plan can be further strengthened by additional research into ways to ensure we are serving the cultural needs of every client. In 2019, a committee will engage staff and clients in informal ways to assess our effectiveness in this area.

Analysis of Behavioral Health Outcomes

In 2018 the Administrative Team continued collecting and analyzing the behavioral health outcomes to improve the program. All About Change used standardized measures that yield information to improve our services. This process is on-going and includes the use of a behavioral health metrics that investigated outcomes and helped steer the implementation of changes necessary to improve programming.

A variety of assessments were used to determine the need for services including the CALOCUS, the CBCL, the YSR, the TRF, the DAPS, the Harborview Trauma Screen, the UCLA Trauma Screen, the Adolescent Psychopathology Scale among others. These were used to determine level of service needs, identify issues that are targeted on the client IPOC including trauma related issues and the assignment of a diagnosis. In 2018 our clients were improved in 85% of the areas identified on their Mutual Treatment Plan and saw a decrease in their symptoms and improvements in their functioning.

Conclusion

The All About Change family of dedicated professionals takes pride in the services we provide to families in need. This Annual Performance Analysis 2018 provides administrative and executive staff with the information needed to continuously monitor and improve programming as a CARF accredited agency. As a program that has been CARF accredited for 7 years, we pledge to continue our commitment to provide clients with solid, community based services based on best practice to help individuals and families heal from life's difficulties.