



Empowering those impacted by brain injury

**2020-2021**

**Outcome Measure Report and  
Improvement Plan**



# BRAIN INJURY SERVICES

---

## Outcome Measure Report and Improvement Plan

### Table of Contents

Table of Contents.....	2
Introduction.....	3
Methods.....	3
Demographic Details 2020-2021.....	4
Summary of Targeted Outcomes by Program.....	5
Adapt.....	6
Adult Case Management.....	7
ComPASS.....	8
Counseling.....	9
Fredericksburg Day Program.....	10
Pediatric Case Management.....	11
Vocational Services.....	12
Volunteer Programs.....	13
Business Function Goals.....	14

## Introduction

Brain Injury Services (BIS) recognizes that to empower the lives of those impacted by brain injuries, we must be dedicated to the continual improvement of our programs and services. An Outcomes Measurement and Performance Improvement system was put into place in July 2019 to increase data collection and analysis so that the experiences of our clients and stakeholders can be better understood, evaluated and enhanced. Additionally, BIS provides outcome data to the Virginia Department for Aging and Rehabilitative Services (DARS) which can be found: <https://www.vadars.org/cbs/apps/outcomes/annualscores.aspx#gsc.tab=0>

### Methods

Each year, BIS programs develop one ambitious outcome goal in each of the following areas:

**Effectiveness-** What are the results achieved for the persons served?

**Satisfaction-** What is the satisfaction of persons served and stakeholders?

**Efficiency-** What are the resources used to achieve results?

**Service Access-** What is our ability to provide services to those who desire them?

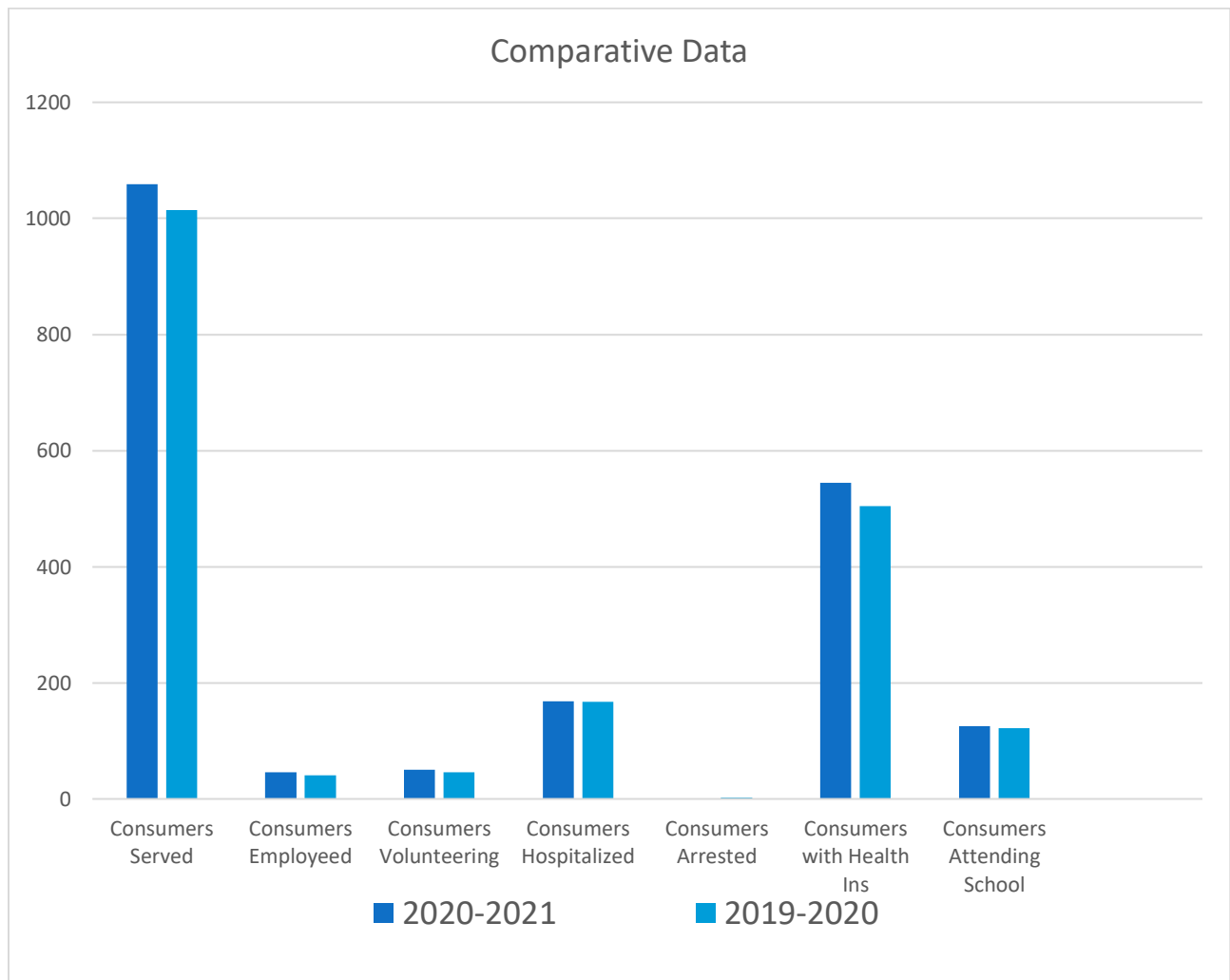
Each program may add an additional goal that is relevant to one of the categories. Once programs develop their goals, they are reviewed by the Management Team and shared with the BIS staff. Program Managers are responsible for data collection throughout the year and compliance for accuracy, reliability and completeness is overseen by the Deputy Director. The BI First database is used for some data collection. For goals the BI First system cannot measure, monthly spreadsheets are kept by the Program Manager to maintain data. At the end of the fiscal year (June) the Deputy Director meets with each Manager to review the data, analyze results, and compile the Outcome Report. Special attention is given to unmet goals and Improvement Plans are developed for each one (as noted in this report).

Our Outcomes Report helps us measure and improve the quality of our services and is used to develop our annual Performance Improvement Plans, Outreach Plans, Strategic Plan, budgets, Professional Development Goals, and the Outcome Goals for the next year. This report will be updated annually and shared with staff, clients, and stakeholders. The information is used to help us recognize our strengths, weaknesses, and opportunities for growth so that we can move closer to creating a community where every person touched by brain injury pursues their vision of a fulfilling life.

## Demographic Details 2020-2021

**Total Unique Consumers Served: 1059**

Consumers Employed:	46
Consumers Volunteering:	50
Consumers Hospitalized:	168
Consumers Arrested/Convicted:	0
Consumers with Health Insurance:	545
Consumers Attending School:	125



## Summary of Targeted Outcomes by Program

Collectively, BIS programs achieved 46% of their goals. While this percentage is lower than strived for, it is realistic considering that this is the first year of implementation of an Outcome Measurement System. Additionally, the goals set by each program were extremely ambitious and meant to represent what exceptional services would look like. We experienced some growing pains in data collection and plan an across the board improvement to our system for gathering satisfaction feedback. We plan only slight modifications of these goals for the upcoming year to hold ourselves to a standard of excellence.

Blue= Met

Red= Unmet

	Adapt	Adult CM	ComPass	Couns.	Fred Day	Peds CM	Voc Svcs	Vol Prog
Effectiveness	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
Experience of Persons Served	Blue	Blue	Blue	Blue	Blue	Blue	Red	Blue
Experience of Stakeholders	Blue	Blue	Blue	Blue	Blue	Blue	Red	Blue
Efficiency	Red	Red	Blue	Red	Blue	Blue	Red	Blue
Service Access	Red	Blue	Blue	Red	Red	Blue	Blue	Blue
Additional Outcome							Blue	

# Adapt

## **Program Summary**

ADAPT Clubhouse is a place for individuals with brain injuries to participate in a supportive work-ordered day. The primary focus of the program is to assist individuals with brain injuries to lead productive lives. This is achieved through skill building, volunteerism, vocational exploration, and Employment Development Services (EDS).

## **Program Objectives**

<b><u>Category</u></b>	<b><u>Goal</u></b>	<b><u>Outcome</u></b>	<b><u>Notes</u></b>
Effectiveness	80% of members demonstrate improvement by achieving their personal goals	Met	94% demonstrated
Experience of Persons Served	80% of active members rate the program as valuable	Met	87% rated
Experience of Stakeholders	75% of clients families responded that they feel the program is valuable	Met	100% responded
Efficiency	Complete EDS on 2 clients	Unmet	0 EDS Completed
Service Access	75% of eligible clients who tour the program become active members	Unmet	71% joined

## **Improvement Plan**

- DARS provides referrals for EDS and their services were suspended during the pandemic so referrals were not possible. Plan to continue outreach to DARS to educate them on EDS services and seek appropriate referrals.
- Total number of referrals were down during pandemic which should rise when more in person services are available. Also, there were challenges with eligible members completing all necessary paperwork and Adapt Manager plan to improve their process of collecting documentation.

## Adult Case Management

### **Program Summary**

Brain Injury Services provides specialized case management to address the complex needs of survivors who have experienced disabilities involving cognition, behavior and physical functioning. This intervention focuses on minimizing institutionalization and maximizing clients' strengths and abilities in order to be a part of their community. The role of the Case Manager also includes increasing the capacity of other organizations to serve our clients, their caregivers and families; as well as, providing community education and outreach on brain injury. While each person's service plan is unique, the common goal of case management is to empower those impacted by brain injury and to build a community where every person touched by brain injury pursues their vision of a fulfilling life.

### **Program Objectives**

<b><u>Category</u></b>	<b><u>Goal</u></b>	<b><u>Outcome</u></b>	<b><u>Notes</u></b>
Effectiveness	85% of clients served will achieve ISP goals	Met	87% achieved
Experience of Persons Served	85% of clients report that these services make a difference in their life	Met	90% reported
Experience of Stakeholders	80% of referral sources rate these services as valuable	Met	100% rated
Efficiency	90% of active clients were referred to additional services to increase independence and community participation	Unmet	65% referred
Service Access	100% of clients wait less than 6 months for services	Met	100% waited less than 6 months

### **Improvement Plan**

- In evaluation of this goal, resources are provided much more in the first year or two that a case is opened but much less with clients who have received services for a while. After this analysis, a lower percentage would be more feasible and appropriate moving forward.

# ComPASS

## **Program Summary**

The ComPASS (Community Participation and Skill-building Services) program at Brain Injury Services focuses on helping clients develop practical skills for everyday life. The ComPASS team includes occupational therapists who work to help clients build life skills through different therapy methods including assistive technology and cognitive rehabilitation. The goal is for clients to lead fulfilling lives and to be able to participate in activities that are important to them.

## **Program Objectives**

<b><u>Category</u></b>	<b><u>Goal</u></b>	<b><u>Outcome</u></b>	<b><u>Notes</u></b>
Effectiveness	90% of clients served achieve 2 or more ISP goals	Met	93% of clients
Experience of Persons Served	80% of client sessions are rated their "very helpful" or higher	Met	99% rated
Experience of Stakeholders	80% of referral sources report that ComPASS services have led to observable progress in their clients	Met	100% rated
Efficiency	25 clients served in group setting	Met	60 served
Service Access	40% of clients served live outside of Fairfax County	Met	50% for entire year

## **Improvement Plan**

All objectives were met so the program staff and manager will be re-evaluating measurement objectives for the upcoming year.



## Counseling

### **Program Summary**

The counseling services at BIS are designed to provide supportive counseling to clients and their caregivers/family to help them cope with related emotional concerns such as depression, anxiety, or grief. Our therapist is familiar with brain injury and how it can impact the life of the survivor as well as caregivers/family.

### **Program Objectives**

<b><u>Category</u></b>	<b><u>Goal</u></b>	<b><u>Outcome</u></b>	<b><u>Notes</u></b>
Effectiveness	80% of clients and caregivers demonstrate progress in at least one mental health category of measurement tool	Met	80% achieved
Experience of Persons Served	80% of clients are satisfied with the services they received	Met	100% satisfied
Experience of Stakeholders	80% of referral sources report that counseling services have led to observable progress in their clients	Met	100% reported
Efficiency	100% of clients and caregivers will wait less than 2 months for services after intake	Unmet	37% waited less than 2 months
Service Access	50% clients served live outside of Fairfax County	Unmet	40% outside the county

### **Improvement Plan**

- BIS did not secure funding for an additional staff person so wait lists grew. Using more virtual appointments in the upcoming year may improve wait time and BIS will continue to seek funding for additional Counseling staff. BIS has also made an adjustment in staffing to make the Deputy Director temporarily available to cover some clients on the waitlist while they continue to seek permanent funding.
- The BIS Counselor will continue to work with BIS staff in satellite offices to educate them on appropriate referrals. Offering virtual sessions will increase ability to serve clients outside of Fairfax County. This goal was actually met at 55% in the last quarter of the year so we predict improvement in this area.

## Fredericksburg Day Program

### Program Summary

The Fredericksburg Community Day Program is a client-directed, community-based program that is designed to meet the unique needs of the survivors living in a mixed, small, urban, and rural area. The purpose of the Community Services program is to provide innovative services and supports to empower survivors.

The goal of the program is two-fold:

- To provide services that support program members' individual goals in a group setting.
- Provide opportunities for program members to transition to meaningful and productive activities in their community.

### Program Objectives

<u>Category</u>	<u>Goal</u>	<u>Outcome</u>	<u>Notes</u>
Effectiveness	Clients achieve 85% of individual goals	Met	96% achieved
Experience of Persons Served	75% of clients report that they have had valuable learning experiences through their participation	Met	75% reported
Experience of Stakeholders	80% of client families report that they see value in the services offered	Met	100% reported
Efficiency	75% of the time, program services are offered 5 days/week (of eligible days)	Met	98%
Service Access	3 clients with identified barriers will work with staff to overcome barriers to access services	Unmet	2

### Improvement Plan

- The program actually had one more client identified but the client was unable to complete necessary forms to receive services. Moving forward, the program anticipates that the new ComPASS position being added next year will enable more one on one assistance.
- For Experience of Stakeholders, the Program Manager plans to review feedback opportunities with new vendors so they are aware of the process.
- The program is aware that Experiences of Persons Served will be lower until they are able to access the community as a group. They plan to continue to seek low risk opportunities (during the pandemic) to best meet the needs and desires of the members.

## Pediatric Case Management

### **Program Summary**

Our Child and Adolescent program is family-centered. Our pediatric case management services support families, schools, and community agencies in providing the best opportunity for appropriate development for the child or adolescent with a brain injury. Our goal is to support our clients and their families on the journey through life with a brain injury

### **Program Objectives**

<b><u>Category</u></b>	<b><u>Goal</u></b>	<b><u>Outcome</u></b>	<b><u>Notes</u></b>
Effectiveness	80% of clients' personal goals will be achieved	Met	94% achieved
Experience of Persons Served	80% of families report feeling supported through their child's recovery with services received from BIS	Met	87%
Experience of Stakeholders	75% of stakeholders (school employees, medical providers) feel that the services are valuable	Met	100%
Efficiency	80% of active clients were referred to additional services to increase independence and community inclusion	Met	100%
Service Access	100% of clients wait less than 6 months for services	Met	100%

### **Improvement Plan**

- The program met all of their outcome goals this year so the manager and staff will be re-evaluating outcomes for the upcoming year.

## Vocational Services

### **Program Summary**

Most survivors of brain injuries see employment as a big milestone in their recovery and as a means to independence, self-worth, and community reintegration. However, finding and maintaining employment is a big, long-term challenge for them. Their challenges are often invisible (e.g., thinking or memory); therefore, many survivors are easily misunderstood, and their abilities are either overestimated or underestimated by employers. In fact, because of their impaired cognition, survivors often have a hard time recognizing their own capabilities and challenges. It requires great effort for survivors to discover their true capabilities and find and maintain suitable employment. Brain Injury Services' vocational specialists help our clients through this process as they reintegrate back into the workplace through supported employment and volunteer placement services.

### **Program Objectives**

<b><u>Category</u></b>	<b><u>Goal</u></b>	<b><u>Outcome</u></b>	<b><u>Notes</u></b>
Effectiveness	80% of clients placed in vol or paid employment maintain employment for a minimum of 6 months	Met	88%
Experience of Persons Served	80% of both clients rate our services as "excellent"	Unmet	67%
Experience of Stakeholders	80% of employers and referral sources rate our services as "excellent"	Unmet	63%
Efficiency	25% increase in Supported Employment referrals each year	Unmet	Same amount as last year
Service Access	80% Intakes are completed within two weeks of referral	Met	95%
Additional Outcomes	80% of clients placed will maintain employment for 12 months	Met	

### **Improvement Plan**

- Low return rate on Satisfaction Surveys again this year, which was likely partially because of virtual work in pandemic. Program Manager has decided to increase frequency of surveys to quarterly next year.
- Referrals stayed the same as last year which was actually an accomplishment considering the program was operating virtually during the pandemic and DARS was not taking new clients for many months.

## Volunteer Programs

### **Program Summary**

The Volunteer Program was established to develop a unique, in-house model that focuses on individualized services that contribute to the success of our clients in finding meaningful and productive activities, either with volunteers or by volunteering themselves in the community. Over the years, the volunteer program has strived to create programs that fill the gaps in service that exist for survivors of brain injury and has developed programs that speak to these needs. There are three service options within the Volunteer Programs that clients can choose from: Speakers Bureau, PALS (Providing a Link for Survivors) and Person-Centered Volunteering.

### **Program Objectives**

<b><u>Category</u></b>	<b><u>Goal</u></b>	<b><u>Outcome</u></b>	<b><u>Notes</u></b>
Effectiveness	Serve/maintain 80 clients per year in all volunteer programs	Met	82-93 clients maintained all year
Experience of Persons Served	75% of clients report that they have been empowered by their experience in the Speakers Bureau	Met	100% reported
Experience of Stakeholders	75% of volunteers report that their lives have been enriched by the experience in programs or have enriched client's lives	Met	93% reported
Efficiency	100% of referrals will be evaluated within 1 month	Met	100%
Service Access	Maintain 75% of current volunteer matches	Met	98% maintained

### **Improvement Plan**

- All goals were met this year but it will be important to maintain and goals will be re-evaluated for upcoming year

## Business Function Goals

The BIS Business Function Outcomes are client satisfaction and staff retention rate which supports both our Strategic Plan and our commitment to delivering quality services. Each July, the BIS HR Consultant calculates and analyzes the annual retention rate for the previous year. The target of an 80% retention rate was set based on national data provided by the HR Consultant (SHRM 2017) and comparative data from BIS's history. The importance of this outcome has been emphasized many times over through feedback sessions with our clients and stakeholders who express the challenges they face when BIS staff change over.

BIS sends out an annual satisfaction survey to clients and stakeholders to gather feedback on the level of satisfaction of BIS an organization. Our goal is that 85% of people responding will report that since working with BIS, their lives have changed in a positive direction.

<u>Category</u>	<u>Goal</u>	<u>Outcome</u>	<u>Notes</u>
Business Function	BIS will maintain a staff retention rate of 80%	Met	84%
Business Function	85% of survey respondents will report having a positive experience with BIS this year.	Met	94%

### **Improvement Plan**

- N/A as all goals met but it will be important to maintain staff retention post pandemic.