

Daybreak Outpatient (P2R Target)

*Adolescent CD Treatment

*Outpatient Services in Spokane,
WA

500 Admissions per year

-65% government fee for service
contracts including Medicaid

-35% private insurance and client
fees

Inpatient Services

*Inpatient services in Spokane and
Vancouver, WA -300 Admissions per
year



Daybreak

Serving teens and families
troubled by alcohol and other drug use

Aim Addressed

1. Increase client Show Rate to 90%

FUTURE GOALS

- Address Outpatient continuation rate.
- Increase Outpatient admissions.
- Begin to address Inpatient continuation rate at Vancouver site.

Changes

1 & 2 - ENCOURAGING PARENTAL ENGAGEMENT (two cycles)

- At intake counselors strongly urged client parents to attend each of the first four sessions. A comparison group was given standard encouragement.
- In cycle 2, two counselors sought commitments from all new intakes for at least two family sessions in the first four weeks of treatment (excluding the assessment).

3 & 5 - FEEDBACK TO COUNSELORS (two cycles)

- The format of the counselor Service Activity Log was changed so that show rate data is automatically compiled and gives counselors immediate daily feedback about their show rates.
- Bimonthly emails to counselors updating information regarding their show rate.

4 & 6 - APPOINTMENT REMINDER CALLS (two cycles)

- Clerical personnel make reminder calls to new clients and clients with a history of poor attendance. Calls are made 24-hours prior to appointment.

7 - GROUP ATTENDANCE REWARDS (one cycle)

- Groups which maintain a 90% census are given a budget to decide on a group reward at the end of the month.
- Weekly progress graphs are posted in the main group room.

MEASURES AND RESULTS

1 & 2 - ENCOURAGING PARENTAL ENGAGEMENT:

- Though there was a slight improvement in the overall show rate during this period (72% to 75%), there were contradictory results for the two counselors involved in the change.
- One counselor's individual/family show rates improved by 10%, the other declined by 10%.
- The change was also thought to be too complicated.
- Adoption or further adaptation was abandoned.

3 & 5 - SHOW RATE FEEDBACK:

- Initiated on December 1, individual/family show rates climb 3% by January 1, during a month notorious for poor attendance.
- Counselors indicate they appreciate the feedback loop, saying it makes them aware of no show patterns.
- They share various "changes" they make to insure their clients make it to appointments: orienting clients more consistently and carefully, not reserving favored appointment times for clients that no show, focusing on the counselor-client relationship, etc.
- An additional benefit of change 3, is that we now have quick and accurate data about the group show rate.

4 & 6 - REMINDER CALLS:

- After promising initial results for one counselor the change was adapted for all counselors.
- Group show rates, which had been rather flat, jumped by 6%.

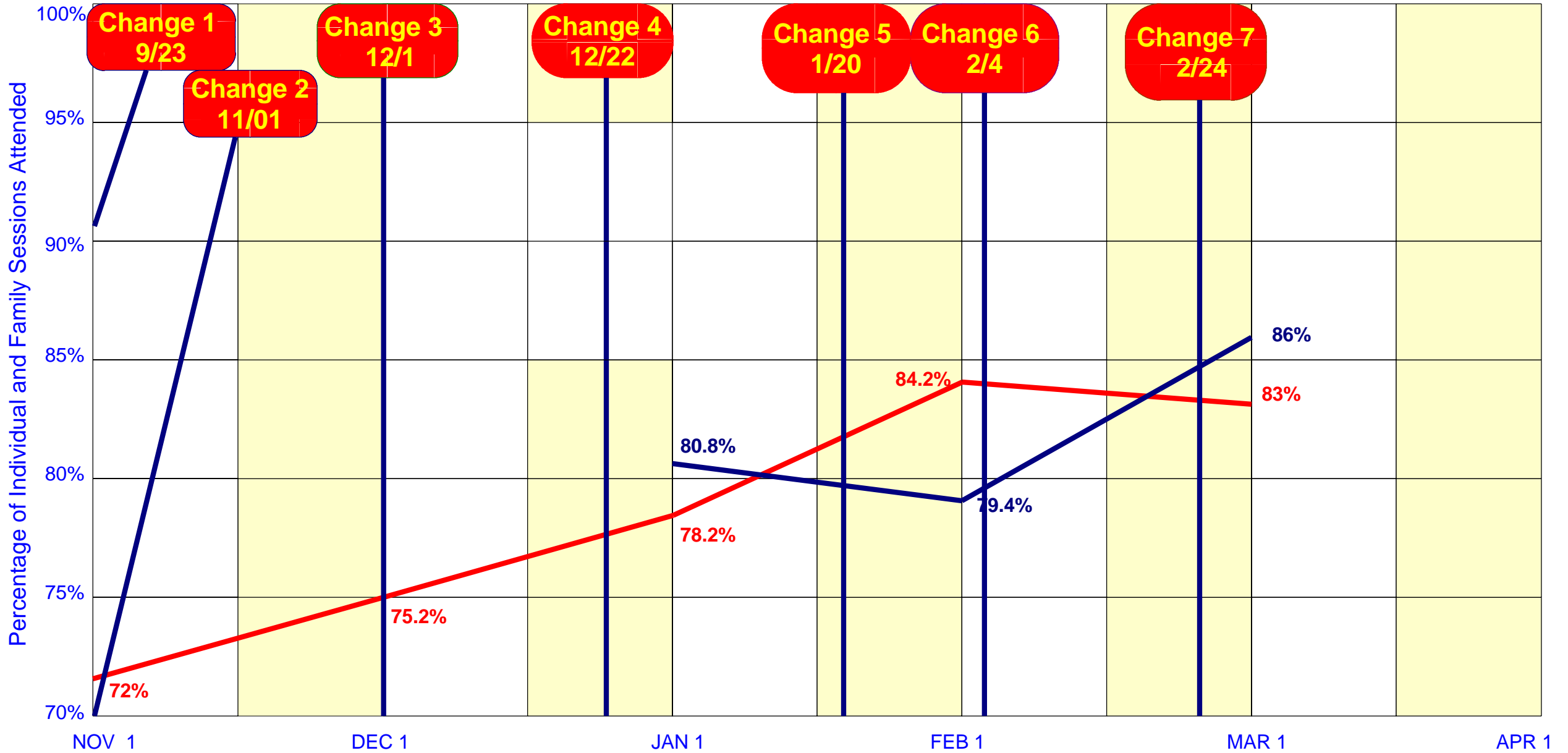
7 - GROUP ATTENDANCE REWARDS:

- Initiated late in February, reports are that the clients and staff are enthusiastic.
- Group show rates continued to climb into early March.

"Show" Rate

Treatment Sessions Attended

INDIVIDUAL 
GROUP 

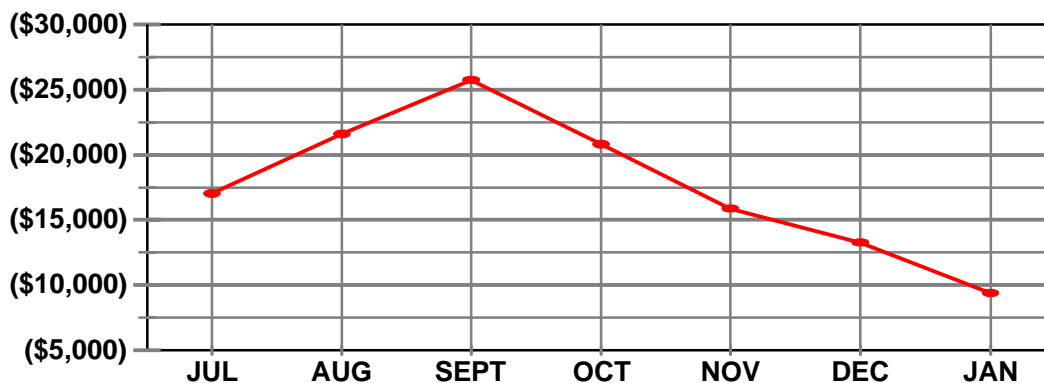


CHALLENGES AND SUCCESSES

- Managers of different units had a difficult time working effectively together on the Change Team, which had been deliberately peopled with mid and senior managers as well as line staff. Though this slowed down the process in the beginning, it is now being resolved and is leading to increased and improved managerial collaboration on the Change Team and in other areas of the agency.
- Outpatient services were a target of the project because they were showing consistently large revenue/expense deficits. The degree of improvement in this area was a pleasant surprise:

OUTPATIENT DEFICITS

July 2003 through January 2004



- Process Improvement methodology is spreading to other parts of the agency. Probably because members of the Change Team have duties in other services, improvement projects are now being started with increased consideration of what we are trying to accomplish and how we measure the improvement.



The Daybreak Change Team Cowboys Up for the next Aim!

Kneeling left to right: Mike, Joanne, Rebecca, Anna.

Standing left to right: Jim, Francine, Karen. Where's Richard?