

**FY 2023 PERFORMANCE PLAN**

<b>Regional Older Adult Facilities Mental Health Support Team (RAFT)</b>		<b>ADSD/RAFT</b>	Shandia Johnson 571-357-0274
Program Purpose	Discharge older adults from psychiatric hospitals to long-term care communities and divert older adults from admission to psychiatric hospitals, ensuring equal access to older adults across the region.		
Program Information	<ul style="list-style-type: none"> <li>• RAFT is a regional program affiliated with the Northern Virginia Regional Projects Office. This program provides intensive multidisciplinary mental health treatment to adults 65 years and older discharged or diverted from state psychiatric institutions to local long-term care facilities in Northern Virginia.</li> <li>• Multidisciplinary treatment includes intensive case management, psychotherapy, medication management and health education to clients living in partner assisted living and nursing home facilities.</li> <li>• RAFT staff facilitate training for long-term care facility staff, home health care agencies and the community to develop skills and increase competency in mental health topics to prevent psychiatric hospitalizations.</li> <li>• RAFT provides case consultation and on-call support to facilities to prevent hospitalization and the discharge of clients when challenging situations arise.</li> <li>• To be eligible for RAFT services individuals must: be referred by one of the 5 Community Service Boards (CSB), a resident of the City of Alexandria, Arlington, Fairfax, Loudoun or Prince William County, 65 years of age or older, diagnosed with a serious mental illness or dementia with challenging behaviors, require a level of treatment not available, and are psychiatrically hospitalized or are at risk of psychiatric hospitalization.</li> <li>• RAFT is fully funded by federal and state grants. RAFT subsidizes rental assistance payments to Assisted Living Facilities (ALF) to reduce costs for clients.</li> <li>• Regional Long-Term Care Partners:                         <ul style="list-style-type: none"> <li>○ Assisted Living Facilities: Pacifica of Sterling (Loudoun), The Tribute at One Loudoun (Loudoun), Avalon Assisted Living Homes (Fairfax), Home Elder Care (Fairfax), The Beverly (Fairfax), Aurora Home (Prince William) and Birmingham Green (Prince William), and The Glen at Woodbridge (Prince William), and Landsdown Heights (Loudoun).</li> <li>○ Nursing Homes: Cherrydale (Arlington), Envoy of Alexandria (City of Alexandria), Regency (Arlington), Envoy of Woodbridge (Prince William), Dulles Health and Rehab Center (Fairfax), Birmingham Green Nursing (Prince Williams) and Fairfax Nursing and Rehab (Fairfax).</li> </ul> </li> <li>• RAFT developed the website <a href="http://raftnorthernvirginia.org">raftnorthernvirginia.org</a> with its own URL. The website provides information about the program and services and has an interactive component that facilitates requests for training, consultations, and RAFT newsletter enrollment.</li> <li>• The RAFT Dementia Support Program was awarded funding from DBHDS in FY 2022, and officially launched in January of FY 2023. The program provides training, education and resource coordination to individuals diagnosed with dementia and their family/caregivers in their homes within the community. Eligibility requirements include being a resident of Region 2 (City of Alexandria, Arlington, Fairfax-Falls Church, Loudoun, or Prince William counties), age 55 or older, an existing diagnosis of dementia or exhibition of dementia behavioral symptoms, and living in the community in their homes or the homes of family</li> </ul>		

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	members or other caregivers. Referrals can come from individual family members, government agencies (e.g., APS, AAA, CSBs), and community agencies who serve older adults in the community (e.g., home health care agencies).
Service Delivery Model	<ul style="list-style-type: none"> <li>In FY 2023, RAFT has continued to provide services both in-person and virtually. The team also closely monitors the presence of COVID and other infectious outbreaks to determine if in-person services are appropriate.</li> <li>During the past year, RAFT expanded its newsletter listserv to over 1,200 individuals, and facilitated and partnered with other organizations to provide virtual and in person training on relevant mental health and wellness topics.</li> </ul>

**PM1: How much did we do?**

Staff	<p>Total 10.6 FTEs:</p> <ul style="list-style-type: none"> <li>1 FTE Supervisor</li> </ul> <p>RAFT Clinical Program:</p> <ul style="list-style-type: none"> <li>4 FTE Therapists</li> <li>1.0 FTE Psychiatric Nurse</li> <li>0.5 FTE Administrative Specialist</li> <li>0.1 FTE Psychiatrist (16 hours/month)</li> </ul> <p>RAFT Dementia Program:</p> <ul style="list-style-type: none"> <li>1 FTE Data Specialist</li> <li>3 FTE Dementia Specialists</li> <li>1 FTE Dementia Outreach Coordinator</li> </ul>
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Customers and Service Data		<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
	Total Clients Served During Fiscal Year	87	78	73	106
	RAFT	87	78	73	67
	RAFT Dementia*				39
	Client RAFT Census at End of Fiscal Year	61	57	52	46
	Nursing Home	26	25	23	21
	Assisted Living Facility	28	25	26	25
	Monitoring	7	7	3	7

\* RAFT Dementia program started in FY 2023 Q3.

**PM2: How well did we do it?**

2.1	Timely Progress Note Documentation
2.2	Customer Satisfaction

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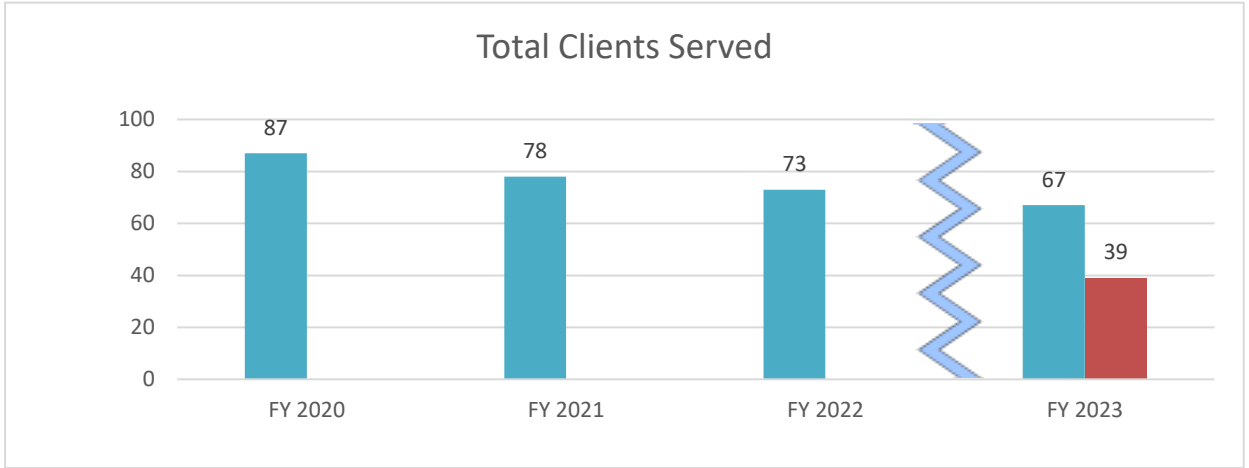
2.3	Effectiveness of Training
<b>PM3: Is anyone better off?</b>	
3.1	Clients maintained in the community without admission or readmission to a psychiatric institution
3.2	Utilization by region

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**RAFT**

**Measure 1** Total Clients Served During Fiscal Year

**Data**



**Data Summary**

- In FY 2023, the number of clients served by the RAFT clinical program decreased 8% to 67. An additional 39 clients were served through the new RAFT Dementia Support program.

**What is the story behind the data?**

- During FY 2023, RAFT served more individuals than the previous two fiscal years. This increase due to services provided to clients in the new RAFT Dementia Support teams.
- Despite natural attrition of an aging population and reduced admissions into state psychiatric hospitals, RAFT’s clinical team maintained the same volume of clients served in FY 2023.
- During this fiscal year, 12 individuals closed to RAFT. Of these 12, 7 passed away due to the natural attrition of an aging population, 1 was hospitalized, and 4 moved to different locations. There were 9 new admissions to the program in FY 2023.
- The RAFT team provided consultation to 82 entities, including facilities, government agencies, hospitals.
- The Dementia Support Program reached 266 organizations, and a total of 86,885 people within Region 2.

**Recommendations**

- Continue to partner with regional CSBs (Community Services Boards) for appropriate RAFT referrals.
- Continue to place individuals in long-term care settings as appropriate.
- Consider additional measures for the new RAFT Dementia Support Program or a RAFT Dementia performance measurement plan.
- The Dementia Team will also focus on expansion of services to more diverse populations, cross-collaborating with other ASD program staff (e.g., multilingual staff) to develop these connections.
- Identify an appropriate target population and analyze data by race and ethnicity.

**Target Dates**

- Ongoing
- Ongoing
- FY 2024 Q4
- Ongoing
- FY 2024 Q4

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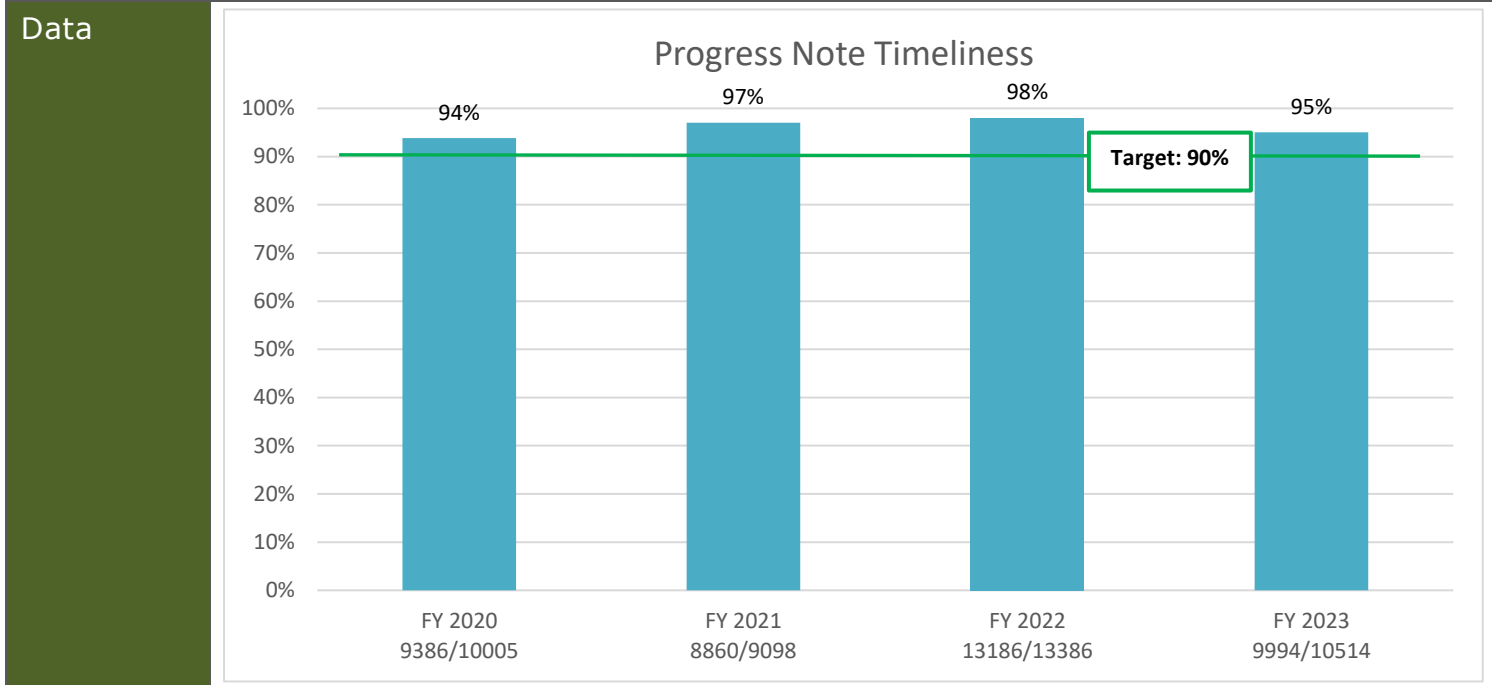
### Forecast

- FY 2024, it is anticipated that RAFT's Clinical Team will serve 75 clients and the RAFT Dementia Team will serve 80 clients.

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**RAFT**

<b>Measure</b>	<b>2.1</b>	<b>Timeliness Progress Note Documentation</b>
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<b>Data Summary</b>	<ul style="list-style-type: none"> <li>In FY 2023, RAFT entered 95% of progress notes on time (9,994/10,514 notes), exceeding the target of 90%.</li> </ul>
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**What is the story behind the data?**

- In FY 2023, RAFT continued in person services for clients in long-term care communities, as COVID and health safety allowed.
- RAFT staff continued to work as a mobile treatment team within 5 counties in Northern Virginia and provided services both in person as well as virtually depending upon the presence of COVID in partnering communities. When providing services in person throughout the region, challenges included driving time to facilities, internet connectivity and software availability.
- The team’s overall timeliness of documentation is discussed regularly in team meetings to identify challenges, barriers, and solutions to entering progress notes within 24 hours. Timeliness results are also reviewed in individual supervision meetings.

<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>Continue to measure and track timeliness of monthly documentation.</li> <li>Continue to collaborate with CRT team regularly.</li> <li>Continue to review results with the Division Director on a regular basis.</li> <li>Continue to identify and address performance issues through formal mechanisms when necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>

**Forecast**

- FY 2024, anticipate at least 90% of progress notes will be entered within one day.

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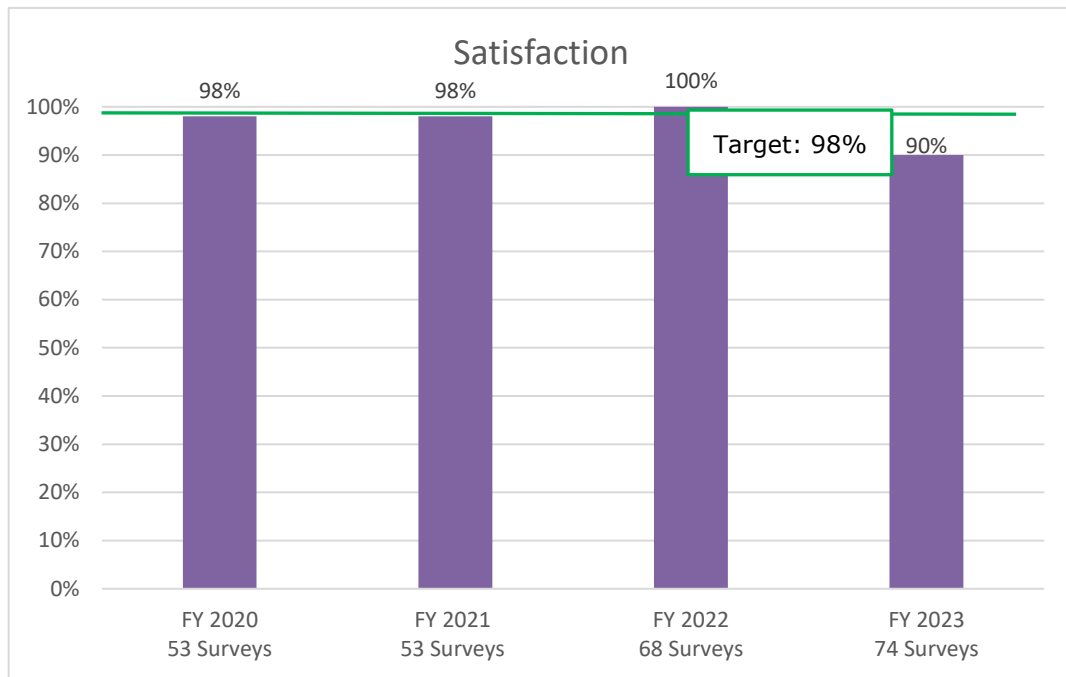
**RAFT**

Measure

2.2

Customer Satisfaction

Data



Data Summary

- One hundred and twenty-nine (129) surveys were distributed to families, guardians, facility administrators and community partners. Of the surveys distributed, 74 responses were received (57% response rate) with a satisfaction rate of 90%.
- Surveys are distributed annually and were initiated in May of FY 2023, with recurring reminders.
- In FY 2023, satisfaction surveys were distributed via email using Microsoft Forms and in-person.
- The email distribution list was a combination of all individuals surveyed and was not separately tabulated by the categories of family, guardian, facility staff or health care professional.

**What is the story behind the data?**

- FY 2023 RAFT survey responses reflected a 90% *Agree* or *Strongly Agree* response rate regarding satisfaction. Responses also reflected a 10% *Neutral* response rate, while responses of *Strongly Disagree* and *Disagree* had a 0% response rate.
- RAFT has resumed in-person delivery of surveys, allowing remarkably busy front-line staff who may not have email access an opportunity to participate in the survey.
- A particular challenge to acquiring satisfactory responses versus neutral responses includes frequent staff turnover in assisted living facilities. New staff who are unfamiliar with RAFT and the services provided serve as a barrier when asked to identify satisfaction.
- RAFT also continued to distribute surveys in the form of a link within an email, to all included on the RAFT listserv. Surveys were completed in Q4 of FY 2023. Weekly email reminders were provided to recipients on the listserv.
- Comments received include:



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- "I think that the RAFT is excellent and am so appreciative of all of the support that the team provides."
- "I speak on behalf of my late grandmother (she just passed away October 2022) ...but my mother and I are incredibly indebted and grateful for RAFT and all the staff that came around us to help us care well for my grandmother. We specifically want to honor Kristen Johnson and Alice Straker."
- "RAFT supports people in our program. The team is always quick to respond to any issues, concerns, or questions we have about the clients. I am confident that their involvement with the ALFs make a difference in the way the clients are being cared for and treated. The RAFT team has conducted a training for staff and as always, got praise!"
- "Over the years, it only gets better and more gratitude for their services."
- "RAFT provides critically important services that have a profound and positive impact on the lives of the clients(and their caregivers/loved ones) they serve."
- "RAFT has always been near and dear to my heart! I love working with them for discharge planning. Sad to see Alice leave!!"
- "RAFT made a tremendous difference in my sister's quality of life. Thank and Bless you!"

Recommendations	Target Dates
<ul style="list-style-type: none"> <li>• Continue to utilize best practice approaches to mental health treatment and case management.</li> <li>• Continue to partner closely with hospitals, facilities, families, and guardians to ensure that excellent communication exists, and all stakeholders are supported and involved.</li> <li>• Continue to conduct a variety of survey distribution methods including electronic, mail and in person.</li> <li>• Continue to provide email reminders for completion of the electronic surveys.</li> <li>• RAFT program will create a RAFT Clinical Training video to be included in partner facility staff onboarding.</li> <li>• Collaborate with the Dementia Team to create a means of surveying the program.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• FY 2024 Q4</li> <li>• FY 2024 Q4</li> </ul>
Forecast	
<ul style="list-style-type: none"> <li>• FY 2024: Anticipate 95% of those surveyed will indicate satisfaction with the program.</li> </ul>	

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RAFT																	
Measure	2.3	Effectiveness of Training															
Data	<div style="text-align: center;"> <p><b>Facility Training Survey</b></p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <thead> <tr> <th>Fiscal Year</th> <th>Surveys</th> <th>Effectiveness (%)</th> </tr> </thead> <tbody> <tr> <td>FY 2020</td> <td>156</td> <td>99%</td> </tr> <tr> <td>FY 2021</td> <td>14</td> <td>100%</td> </tr> <tr> <td>FY 2022</td> <td>85</td> <td>100%</td> </tr> <tr> <td>FY 2023</td> <td>90</td> <td>100%</td> </tr> </tbody> </table> </div>		Fiscal Year	Surveys	Effectiveness (%)	FY 2020	156	99%	FY 2021	14	100%	FY 2022	85	100%	FY 2023	90	100%
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Data Summary	<ul style="list-style-type: none"> <li>• In FY 2023, 100% of respondents agreed that training was effective.</li> <li>• Response rate was 95% (90/95 participants).</li> <li>• In FY 2023, RAFT training was provided through a combination of newsletters, virtual and in-person training.</li> <li>• In FY 2023 there were 162 in-person training attendees, 301 virtual training attendees, 415 in-person special event attendees, 80 virtual special event attendees, and 4,115 individuals who opened the newsletter.</li> <li>• The survey was administered only at 5 in-person trainings.</li> </ul>																
<b>What is the story behind the data?</b>																	
<ul style="list-style-type: none"> <li>• RAFT continued in-person training during FY 2023 and 95 individuals were surveyed in our in-person training. In-person training allowed RAFT staff to distribute and collect satisfaction surveys at these events. Of the 95 surveyed at the in-person training, 90 returned the satisfaction surveys. The attendees responded they were very satisfied with the training and the satisfaction rate to the in-person training was 100%.</li> <li>• The total number of individuals participating in the combination of in-person, virtual, and newsletter RAFT training during FY 2023 is a significantly increased figure from FY 2022. This is attributed to a major increase in newsletter subscribers, and therefore, a major increase in opened newsletters.</li> <li>• Comments included:             <ul style="list-style-type: none"> <li>○ “The instructors were so knowledgeable and open to real life questions.”</li> <li>○ “I can't wait till I provide / share this program with our community.”</li> <li>○ “The style of the presenters made a serious topic more approachable.”</li> </ul> </li> <li>• During FY 2023, RAFT provided a combination of training methods including the RAFT monthly newsletters, virtual training and in-person training. Monthly analytics are captured to track how many recipients read the newsletter each time one is sent out</li> </ul>																	

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(e.g., newsletter deliveries, frequency of newsletters being clicked and/or opened). This data is also tracked in a spreadsheet overseen by the Program Manager.

- In FY 2023, RAFT created 9 newsletters which were distributed monthly via the RAFT Listserv with a total of 4,115 "opens" of the newsletters. Topics within the newsletter reflected a focus on mental health wellness.
- In FY 2023, RAFT collaborated to host 5 Special Events during the year in partnership with the Dementia Consortium, the Lake Anne Health Fair in Fairfax, Fairfax Adult Day, The Virginian Resource Fair, and the Older Adults Month Fair. Total in-person attendance for special events was 415 and total virtual attendance for special events was 80.
- In FY 2023, RAFT partnered with the Alzheimer’s Association, National Alliance on Mental Illness (NAMI), The Lincolnian, The Virginian, The Medical Team, Stroke Comeback Center, and others to create and host virtual trainings. RAFT provided virtual training throughout the year on mental health topics including: *"Anxiety, Depression and Schizophrenia"*; *"Suicidal Ideation"*; *"De-Escalation and Behavioral Techniques"*; and *"Dementia with Challenging Behaviors"*. Total attendance for virtual trainings was 301.

<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>• Continue to survey each partner Assisted Living and Nursing Home Facility, Home Health Care Agencies and other interested community members regarding training priorities and interests.</li> <li>• Continue to expand training and partner facilities through additional marketing and outreach.</li> <li>• Continue to assess next steps in training and/or new educational areas that can improve Facility staff’s ability to work effectively with individuals with mental health and Dementia diagnoses.</li> <li>• Program will develop a method for virtual event surveying.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• FY 2024 Q4</li> </ul>
<b>Forecast</b>	
<ul style="list-style-type: none"> <li>• FY 2024: Anticipate that at least 90% of those surveyed, who responded, will indicate that the training and newsletters are effective.</li> </ul>	

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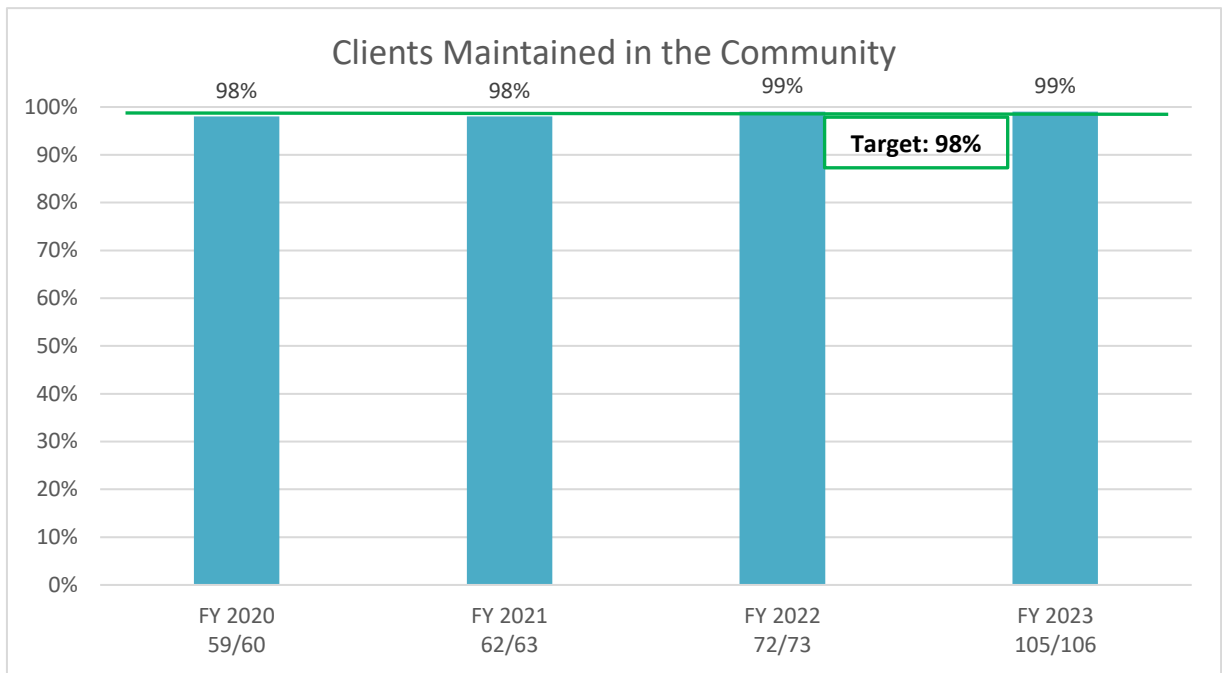
**RAFT**

**Measure**

3.1

Clients maintained in the community without admission or readmission to a state psychiatric institution

**Data**



**Data Summary**

- During FY 2023, 99% of RAFT clients remained in the community and did not require psychiatric hospitalization at a local psychiatric hospital, a state psychiatric facility or through the Local Inpatient Purchase of Service (LIPOS) program.
- This data is recorded monthly in a tracking spreadsheet.

**What is the story behind the data?**

- This outcome tracks hospitalization at a local psychiatric hospital, state psychiatric hospital or a hospital utilizing LIPOS (local inpatient purchase of services). LIPOS is funding provided by the regional office to private hospitals when the client does not have a payor source.
- In FY 2023, one RAFT client was discharged from an assisted living facility and placed in a higher level of care at Piedmont.
- There have been no new psychiatric hospitalizations during FY 2023.
- RAFT continues to exceed the regional goal of maintaining at least 98% of clients in the community without requiring a local or state psychiatric hospitalization. RAFT training and support have been instrumental in the program’s ability to maintain clients in the least restrictive environment.

**Recommendations**

- Continuing with the current RAFT model and intensity of service provision, which have proven to be successful with clients served to date.

**Target Dates**

- Ongoing

**Forecast**

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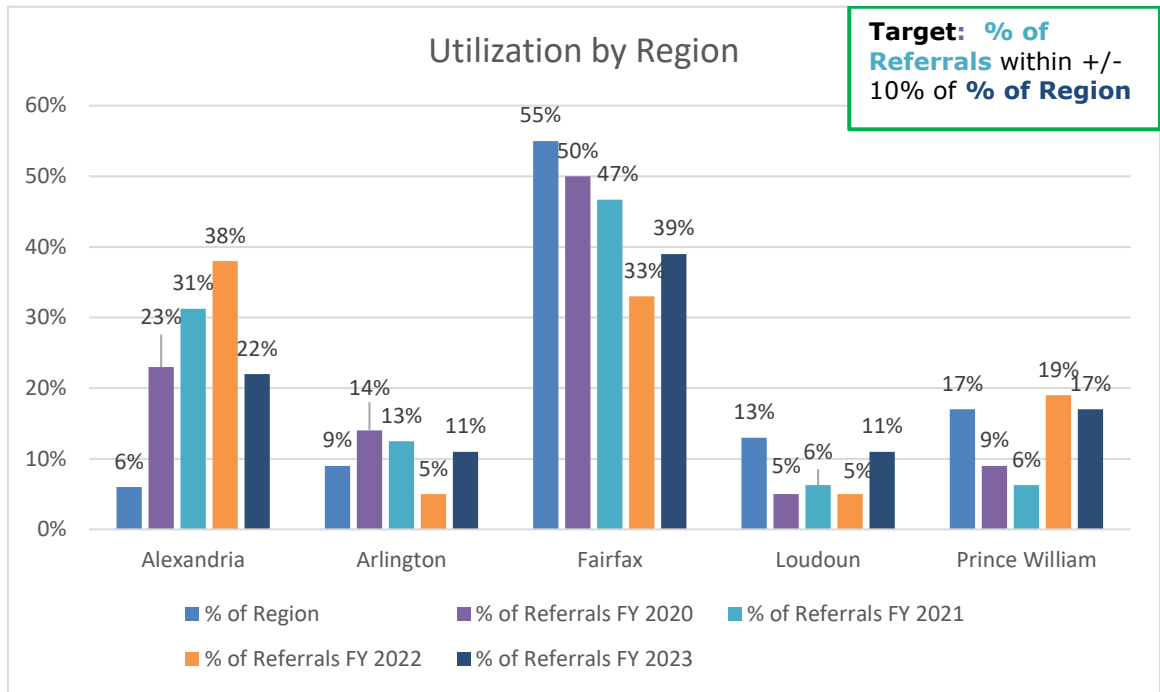
- FY 2024: Anticipate at least 98% of RAFT clients will remain in the community.

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RAFT

Measure 3.2 Utilization by Region

Data



**Target: % of Referrals within +/- 10% of % of Region**

Data Summary

- According to the American Community Survey, of residents aged 65+ in the region, 6% are Alexandria residents, 9% are Arlington residents, 55% are Fairfax residents, 13% are Loudoun residents and 17% are Prince William residents.
- 18 referrals were received from the region in FY 2023 and a total of 9 clients were admitted to RAFT services.
- Referrals from Fairfax were highest (39% or 7 referrals), followed by Alexandria (22% or 4 referrals), Prince William (17% or 3 referrals), Arlington (11% or 2 referrals), and Loudoun (11% or 2 referrals).

What is the story behind the data?

- In FY 2023, Alexandria continued to be over-represented in RAFT referrals (22% of referrals vs 6% of population), but experienced a significant decrease in utilization. Arlington and Loudoun counties experienced an increase in utilization, and were served at rates proportionate to their percentage of the region’s population. Utilization by Prince William County remained consistent and proportionate to their percentage of population. Utilization by Fairfax was the highest in Region 2 at 39%, but remained under-represented in comparison to their proportion of the target population (55%).
- RAFT referrals in FY 2023 continued to be impacted by the effects of the COVID-19 pandemic. This included the closure of, or reduced admissions to, state psychiatric hospitals.
- Piedmont state psychiatric hospital operated at less than 100% capacity and clients requiring psychiatric hospitalization were boarded in local hospital emergency departments until local beds became available.
- Some barriers to placement included lack of funding for community clients, refusal of RAFT services by instable clients in local hospitals, and lack of willing providers.

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- Additional identified barriers include significant delays in the process of acquiring guardians for some Piedmont clients. Some have reportedly waited for as long as one year before the guardianship process was completed and they were able to be successfully discharged.

**Recommendations**

**Target Dates**

- Continue to conduct outreach to build internal referral partnerships with facilities throughout the region. Continue to implement marketing of the RAFT program to all CSBs through a virtual platform, including emails, phone calls and the RAFT website to develop relationships and increase referrals. Due to COVID, marketing strategies have shifted to virtual outreach via email and newsletters.
- Continue to partner with CSBs early in hospitalization stabilization process to identify appropriate RAFT referrals.
- Continue to collaborate with Fairfax and Loudoun County’s discharge planning teams to initiate early interventions and streamline processes as discharge status changes.
- Continue to prioritize referrals from underserved counties to achieve better utilization distribution.

- Ongoing
- Ongoing
- Ongoing
- Ongoing

**Forecast**

- In FY 2024, it is projected that referrals will remain consistent.