

USING DATA TO DRIVE INDIVIDUAL AND PROGRAM-LEVEL PERFORMANCE

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INTRODUCTION

GMHC has developed and implemented an agency-wide data-driven management practice through the Triad Management paradigm, which evenly prioritizes data-driven administrative supervision (DDAS), staff skill development, and continuous quality improvement within one holistic model.

The Transitional Care Coordination (TCC) Program has developed and implemented a DDAS tool to improve the overall quality and streamline processes in healthcare services that include linking clients to primary care, housing and support services both on-site as well as in the community-at-large. The DDAS tool tracks individual staff members' success in meeting their deliverables. The program uses these individual staff forms to populate a program-wide dashboard to track overall program performance. This forms the foundation for identifying issues to be addressed through the CQI process.

METHODS

The DDAS and dashboard tools track individual care managers' progress as well as the successes of the program at large. The TCC Supervisor conducts DDAS once per month with each care manager.

				
Monthly	Target	Actual	Previous Mo	Ratio (%)
	Yes = 1 No = 0	Yes = 1 No = 0		Actual/Target
Performance Indicators				
# of Clients Assigned	Descriptive			
% of Clients Contacted by the 15th of the Month	50%			
% of Clients Contacted by Last Day of the Month	100%			
# of Progress Notes				
# of New Intakes	Descriptive			
# of Reassessments Due (120+ days)	0			
# of PCSM Completed				
# of Overdue PCSM Completed	Descriptive			
# of PCSM OverDue (110+ days late)	0			
# of Reengagement Attempts	Descriptive			
# of Weekly Activity Logs Submitted	4			
# of Case Closures	Descriptive			
# of Cases Closed Due to Lost to Follow Up	Descriptive			
# of Cases Closed Due to Program Completion	Descriptive			
Human Resources				
Number of Trainings attended	Descriptive			
Individual ADP/We Certify Completed on time	2			
Attended Scheduled Supervision	4			
Number of Days Late	0			
Above and Beyond				



CRITICAL SERVICES



EMERGENCY HOUSING

PERMANENT HOUSING

LINKAGE AND RETENTION TO MEDICAL CARE

HEALTH EDUCATION

OTHER SUPPORT SERVICES

RESULTS

The results in implementing a data-driven management model including the use of the DDAS during supervision have significantly improved overall program performance. From July to September 2016, the number of overdue PCSM updates was reduced by 78% from 89 to 20. The number of overdue reassessments also decreased by 83% during this same period from 89 to 15. While the impact of implementing DDAS has been a success, staff had initial concerns about additional monitoring around performance targets and actual services delivered. However, utilizing the form during supervision has allowed individual staff members to more easily gauge their overall performance and their actual contributions to the monthly program deliverables over time. The form has allowed the program manager to more quickly identify problems including the number of overdue reassessments across the program and for individual staff. Implementing a data-driven management model (including the use of the DDAS form) makes it easier for the program to identify continuous quality improvement projects since baseline data has become readily available.

OUTCOMES


STABLE HOUSING

IMPROVED HEALTH

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