



PRTF

Quality Improvement Report

July 2022 – June 2023

**Prepared and Submitted by
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Risk Management**

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Introduction

Located in South Central Pennsylvania, Hoffman Homes (HH) has been a part of Adams County history for over 100 years. Hoffman Homes is a non-profit organization that provides both inpatient and outpatient behavioral health treatment, educational services and other county-funded residential-based services to youth, young adults and their families across the commonwealth.

Mission and Vision

Hoffman Homes is committed to promoting the personal growth and achievement of the youth, young adults and families we serve through continuous quality improvement, education, staff development, and the use of evidence-based practices. Our team of caregivers is devoted to creating a culture of healing that enables our youth and young adults to recover and thrive, and to realize brighter, healthier futures. We do this by following a trauma informed treatment approach and adhering to our Core Values and Guiding Principles:

Honesty and Integrity
Safety and Well-being
Dignity and Respect
Commitment to Excellence

Quality Improvement

In the on-going effort to provide the highest quality services and assure stakeholders have information regarding Hoffman Homes, the Quality and Risk Management department developed this Quality Improvement report. The department manages an interdisciplinary process designed to assure quality treatment services to improve healthy outcomes for individuals and families, system processes, and professional development. This process includes healthcare professionals, individuals and their families, and agencies/MCOs. Hoffman Homes strives for excellence and continuous quality improvement in all areas of service delivery to include:

- Ensuring that each youth/young adult and their family are engaged as partners in their care, and being respectful and responsive to their individual needs.
- Promoting effective communication and coordination of care.
- Providing efficient and timely services that reduce the cost of quality health care for individuals, their families, and the government.
- Implementing a trauma recovery framework for treatment through the use of trauma centered trainings and Trauma-Focused Cognitive Behavior Therapy (TF-CBT)



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Trauma Informed Care

In July 2020 Governor Wolf passed the Trauma Informed PA (TIPA) plan. As part of this plan, the Department of Human Services (DHS) is working with providers to ensure that organizations, and their staff, are trauma-informed. The first phase of this plan was to ensure that providers are trauma-aware. This required providers to complete a self-evaluation and submit this to the identified department within DHS. Hoffman Homes participated in this survey and received recognition as being trauma-aware. The next phase of this plan is to ensure providers are trauma-sensitive. This phase required another self-audit which identified specific areas in which the State would like providers to be compliant. Hoffman Homes has completed this audit and has submitted it to the State for consideration of being named a trauma-sensitive program. One area that Hoffman Homes is working to demonstrate compliance is staff training on trauma. Every month, a different trauma training topic is trained to all the staff members working on campus. These logs range from trauma specific topics, to how trauma impacts the brain, to the importance of self-care for individuals. Additionally, with the shift to the Relias Training system, Hoffman Homes has been able to identify 4 seminars that focus on Trauma Informed Care for all direct care staff to complete. Indirect care staff complete 2 of the seminars. Hoffman Homes also has started working with youth from Philadelphia County, so a seminar on working with youth who have experienced a lot of violence has been selected to provide additional training to the staff members.

Stacy Parsons, MA, NCC
VP of Residential and Clinical Programs





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Demographics
Admissions 7/1/22 – 6/30/23

Race	Male	Female	Total	Percentage
Caucasian	7	36	43	61%
African American	1	10	11	16%
Hispanic	0	9	9	13%
Bi-Racial	1	5	6	9%
Asian	0	1	1	1%
Total	9	61	70	100%

Referral Source	Youth Admitted	Percentage
Children & Youth	5	7%
Juvenile Probation	1	1%
Mental Health	41	60%
Hospital	22	31%
Private	1	1%
Total	70	100%

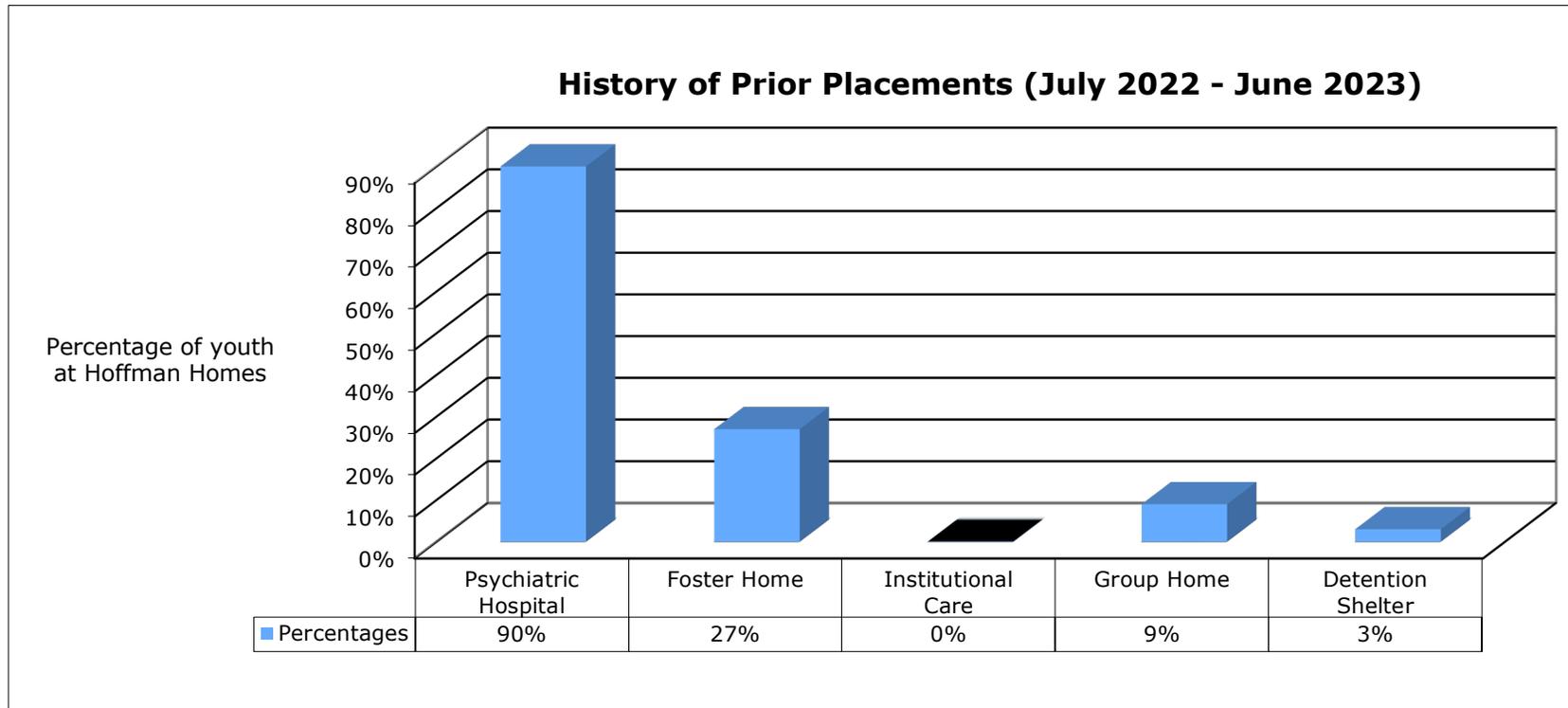
Average age at Admission	13
Oldest Admission	17
Youngest Admission	8

Admissions by MCO/Other Sources

MCO	Total	Percentage
Magellan	6	9%
CCBH	31	44%
PerformCare	21	30%
Private	0	0%
Carelon	5	7%
CBH	5	7%
PA/MA	0	0%
County	2	3%
Total	70	100%

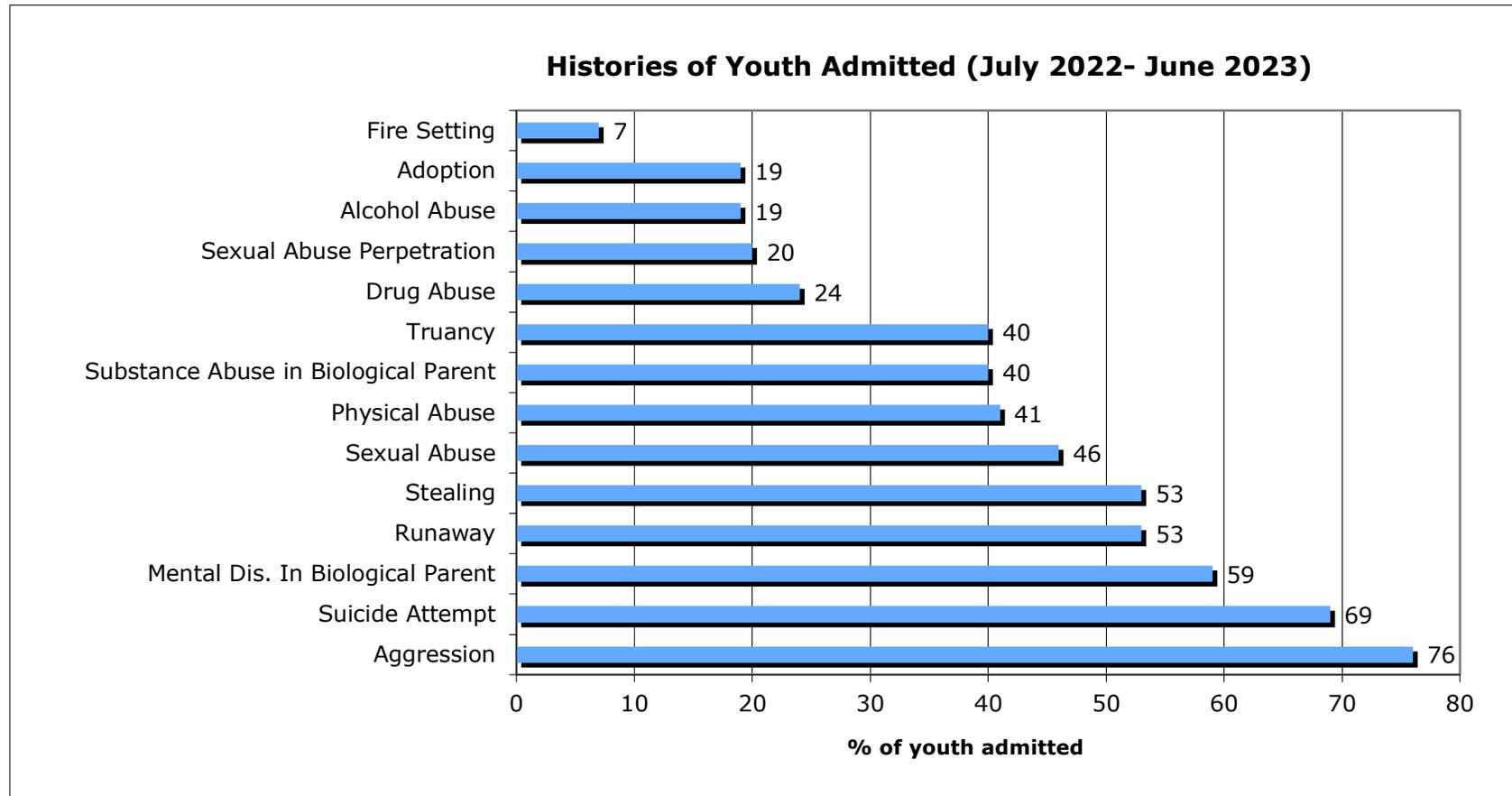


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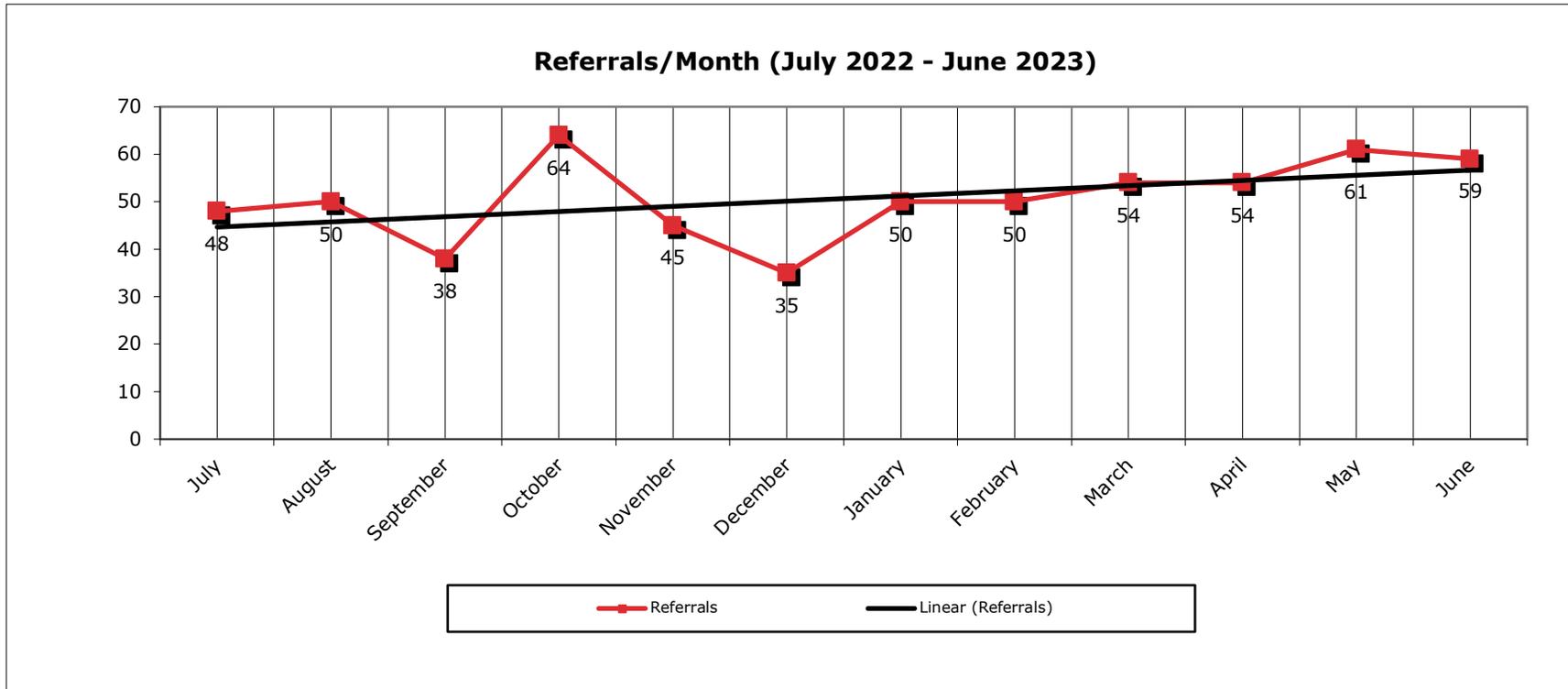
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Referral Numbers (July 2022– June 2023)

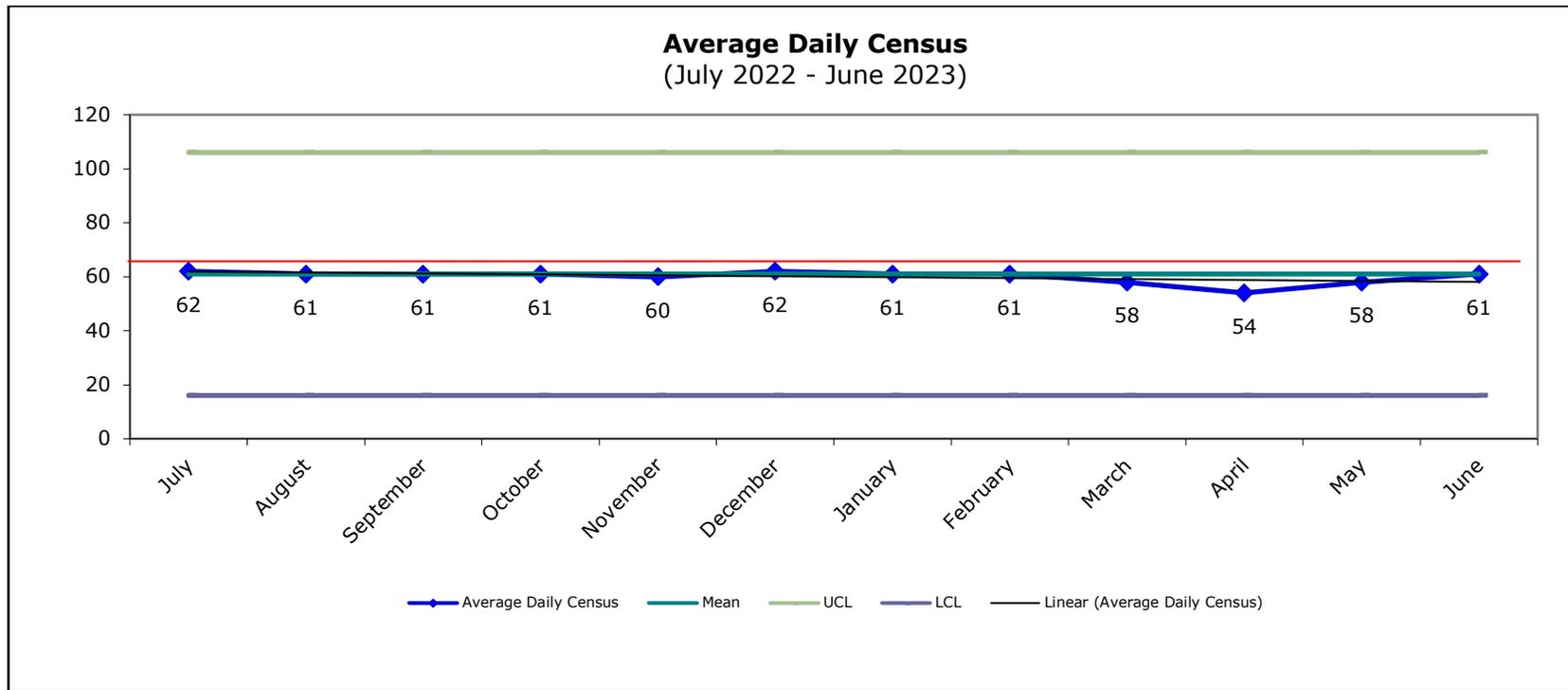


*Number of youth re-admitted this year: 3



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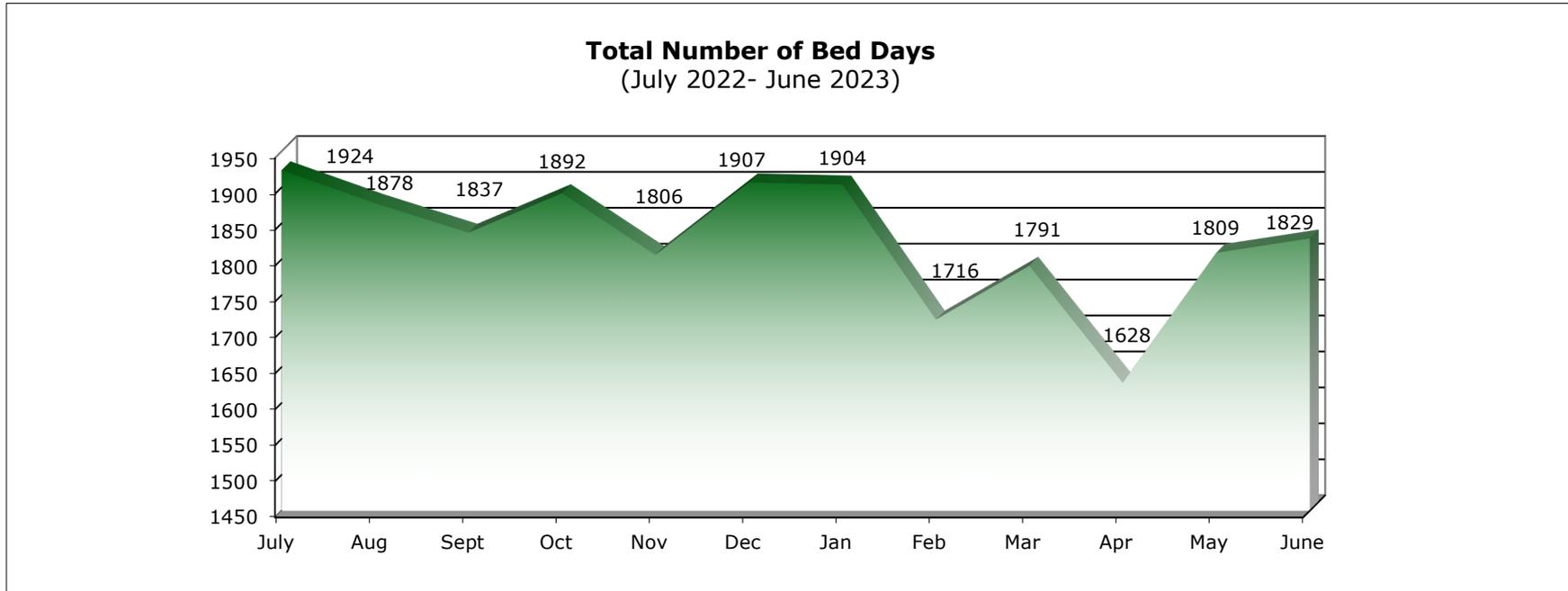
Census – (Budgeted census was 65 for the 2022/2023 fiscal year as indicated by red line on chart)



The upper control limit (UCL) and the lower control limit (LCL) lines aid in identifying common variations (between the lines of UCL and LCL) and unexpected variations within the process (outside of the lines of UCL and LCL).



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Length of Stay

Average length of stay for youth discharged between:

July 2022 to September 2022 – 10.1 months

October 2022 to December 2022 – 8.9 months

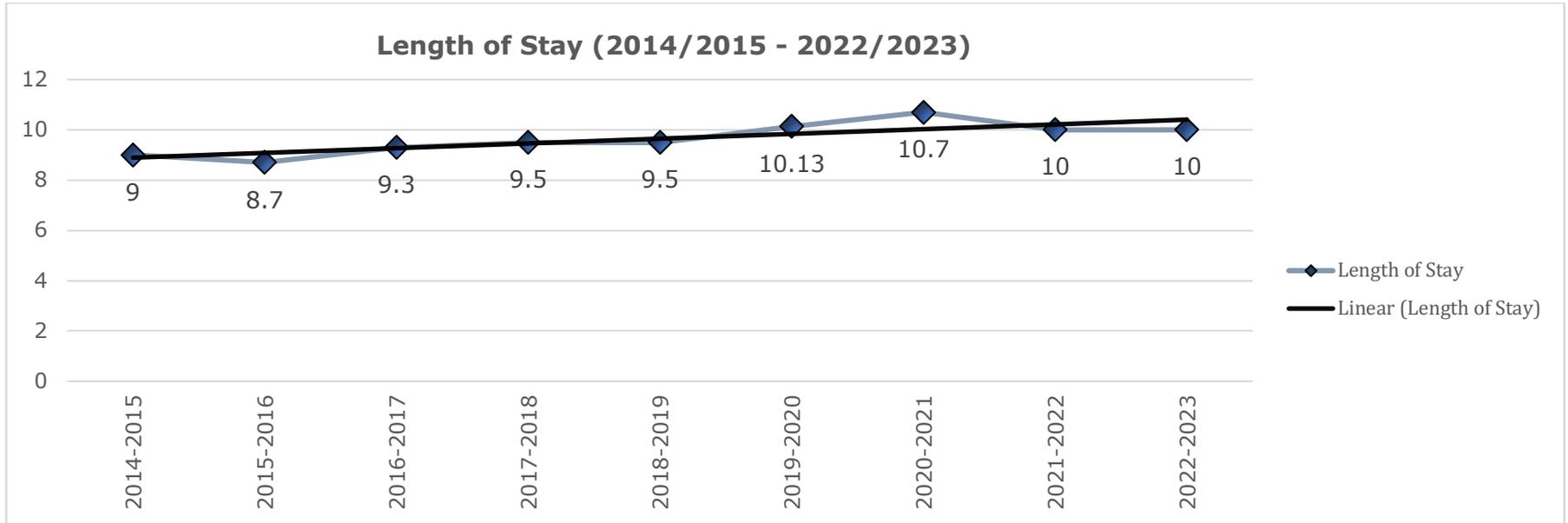
January 2023 to March 2023 – 10.7 months

April 2023 to June 2023 – 10.9 months

Average for July 2022 to June 2023 – 10.0 months.



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Utilization Review

From July 2022 – June 2023 an average of 15 youth/week went through the utilization review process.

Youth are kept on the Utilization Review schedule prior to discharge until an after-care Medication Management appointment is set up for the youth.

Youth Successfully Discharged

From July 1, 2022 - June 30, 2023, 70 youth discharged from our program. 0 youth (0%) were excluded from the success data because the reasons for discharge were beyond our control. (i.e. court decision, family relocation, youth refusing to return to Hoffman Homes from therapeutic leave, etc.) Of the 70 youth, 64 (91%) successfully discharged from the Hoffman Homes' program.





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Therapy

Family Therapy - Approximately 97% of the youth have therapy sessions each month with their identified resources.

Individual Therapy – Youth meet with their therapist for an individual session at least once a week.

Group Therapy – In the residence, group therapy sessions are held Monday – Friday with the following focuses.

- Mondays – Anger Management
- Tuesdays – Self-Esteem
- Wednesdays – Social Skills/Life Skills
- Thursdays – Coping Skills
- Fridays – Relaxation

Once a month, the youth also participate in an anti-bullying group therapy session.

Creative Therapies

From 7/1/22 – 6/30/23 there were 1,106 Animal-Assisted Therapy (A-AT) sessions, 600 Equine Assisted Therapy (E-AT) sessions, and 763 Art Therapy sessions for a total of 2,469 sessions. During these individual/group sessions there were 0 incidents of aggression or self-harm.

- The creative therapists continue to select "stars of the week" for each of the creative therapies on a weekly basis. Youth who stand out for demonstrating various qualities (i.e., leadership, high levels of participation, safely utilizing coping skills, taking responsibility, offering support, etc.) are selected.

2022– 2023 Initiatives

Animal Assisted Therapy

- Sessions continue to focus on growth, development, bonds, attachments, safety, security, self-awareness, mastery, self-confidence and self-esteem, and grief and loss.
- This spring the A-AT program had to say goodbye to Bobbi, a five-year-old female ferret and Murphy, a 2.5 year-old male Syrian hamster. Many youth bonded with these animals during sessions while working on their own treatment goals. Time was spent processing this loss while learning to cope with their absence during session.



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Animal Assisted Therapy, cont.,

- The mealworm colony continues to thrive with the help of our youth. Mealworms are a sustainable food source for the leopard gecko.
- A young Lionhead rabbit was donated last summer after being rescued from an animal auction. “Elliot” has made an excellent addition to the program, allowing youth to hold and snuggle him while being groomed and fed.

Equine Assisted Therapy

- A tree was planted at the entrance of the barn, memorializing Copper, the first horse ever in the E-AT program.
- The E-AT program has offered more youth the opportunity to complete community service hours.
- The E-AT coordinator resigned effective 6/23/23. A new coordinator started orientation on 7/10/23.

Art Therapy

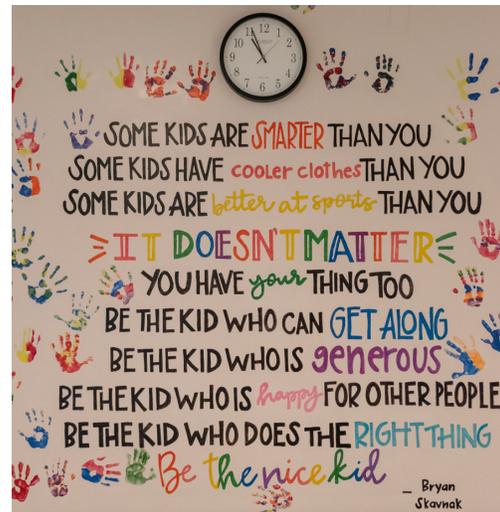
- An Art Therapist started employment in August 2022 and resigned in April 2023. A new Art Therapist will begin in August 2023.
- Process-based art groups were offered to the majority of youth in the art therapy program vs. an open studio approach across the board
- As a school-wide behavior incentive, the Art Therapist conducted Christmas ornament decorating groups for all students.
- The Art Therapist worked with the development department on fundraising projects (i.e., the gala in Nov. 2022)
- The youth had the opportunity to showcase their talents in the Administration Lobby.
- The art therapist attended the 20th anniversary Adams County Career Fair at Gettysburg College in March. This afforded students across Adams County to learn about a career in art therapy. The art therapist personally spoke to approximately 70 students throughout the day.



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Equine Assisted Therapy Session



Art Therapy Project



Animal Assisted Therapy Area



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Creative Therapy Success Stories

#1 Success Story

Recently one young lady who joined Animal-Assisted Therapy (A-AT) was asked if she wanted to walk Nixy, a black Labrador retriever. Upon saying yes, the therapist noticed her smiling ear to ear walking to the pet room. When asked, she stated that she had never walked a dog before. She was asked what animals she had at home. The young lady shared that she didn't have any animals of her own, and in fact never did, nor had she ever interacted with any of the animals that we have in the program. Her time in session was said to be rewarding and fulfilling as she established bonds and attachments with the cats and dogs, primarily. She utilized time to safely acclimate to her surroundings, reflect on treatment goals, and find her voice which she ultimately used to advocate for herself and others regarding tolerance, acceptance, and equity. She did so with help of our four-legged friends.

#2 Success Story

When thinking about a success story for the E-AT program, there is one young lady that stands out. She had many community service hours that needed to be completed. She was given the opportunity to participate in a barn management group whereby she assisted with cleaning the barn and caring for the horses. She struggled for several weeks with making positive choices. She was also facing a medical condition that impacted her every day. Initially, she was uninterested in the horses, but she soon came to enjoy her time in the barn. Any opportunity she had, she was in the barn visiting with her favorite horse, Magee. In the weeks leading up to her discharge, she was consistently available for sessions, and she was able to process through the difficulties she was facing. She was successfully discharged with plans to seek out volunteer opportunities at a local barn.

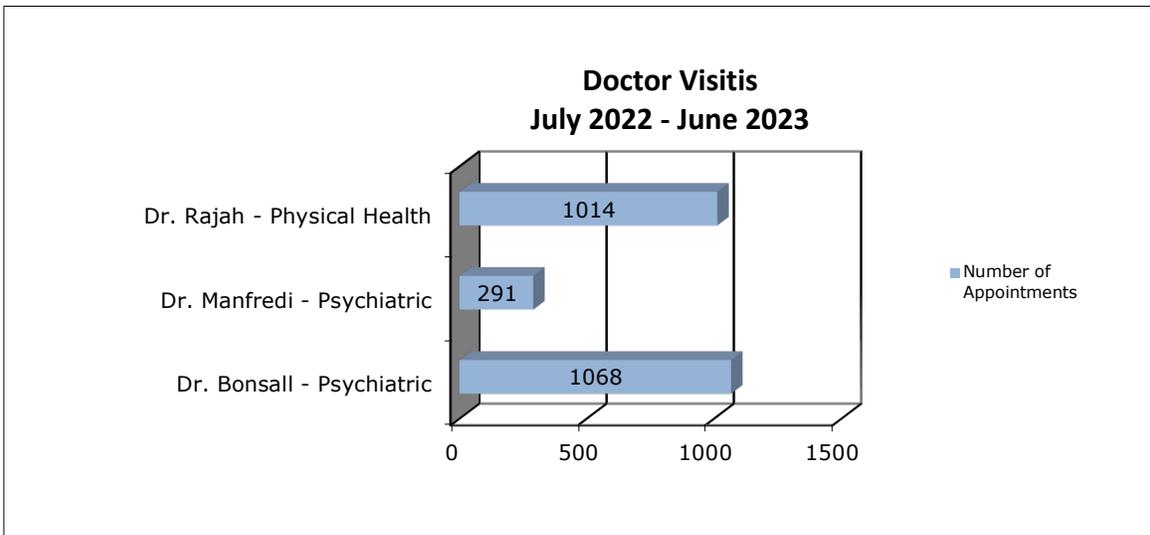
Jennifer Sepic, MA, NCC
Creative Therapies Supervisor



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Psychiatric and Physical Health

In the months of July 2022 – June 2023 there were a total of 1,359 psychiatric appointments with the psychiatrists, Dr. Bonsall and Dr. Manfredi and 1,014 visits with the somatic doctor, Dr. Rajah.



Medications (July 2022 – June 2023)

From July 2022 – June 2023 the administrative medication error percentage was .0005% (Number of errors/total number of bed days). The Pharmacy Committee, which is comprised of the Psychiatrist, Pharmacy Director, VP of Medical Services, VP of Quality and Risk Management, Director of Clinical Services, and Psychiatric Coordinator, reviews information on a quarterly basis to discuss protocols, medication errors, adverse reactions, physician’s orders, medication refusals, MAR’s, insurance, and medication costs.



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Educational Services

Hoffman Academy is a small Private Academic Licensed school (PAL). It serves students in first through twelfth grades with special education needs. In June 2019, the academy was granted a supplemental license allowing the enrollment of elementary students without special education needs in grades one through six. In June 2023, the academy was granted a supplemental license allowing the enrollment of elementary students without special education needs in grades seven through twelve. In addition to emotional support and general education, the academy has started the process of building a living skills program that includes the addition of a kitchenette and comprehensive curriculum. The vision statement of the academy proclaims, “Empowering individuals to make positive changes, encourage growth, and reach their goals.” The leadership of the academy emphasizes opportunities for growth and transformation not only for its students, but its staff as well.

The 2022-23 school year was a year of continued success for the Academy. Restorative Practices remains the framework in which the academy operates and maintains PBIS Tier I accreditation. The team of professionals, known as the Restorative Support Team, leads the academy in restorative practices and maintaining fidelity with School-wide Positive Behavior Interventions and Supports. They participate in a series of trainings and model effective practices school wide. The academy uses the SWIS data software to increase data driven decision making and analysis of efficacy. The Restorative Support Team leads these conversations and runs these reports. The team successfully completed a rigorous evaluation at the end of the 2022-2023 school year, earning a proficient score of 76% which will be recognized in the fall of 2023 by the Department of Education. The Academy will continue to build on this model to work its way through the leveled Tiers of proficiency.

There have been no teacher or staff resignations during the 2022-2023 school year. The team has added new positions to include general education teachers, elective teachers, additional restorative support team members, wellness coordinator, literacy teacher aide, and restorative practices lead. The Academy was required to implement a school-wide remote learning structure for three days, due to a COVID-19 outbreak on the Hoffman Homes campus. Extended School Year services are offered to eligible students through face- to-face instruction at the Academy during Summer 2023.

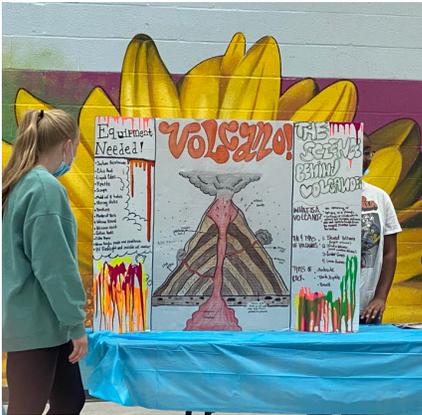


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Educational Services, cont.,

In conclusion, Hoffman Academy continues to excel in meeting the needs of the students in the Hoffman Psychiatric Residential Treatment Facility and our community school districts. The Academy consistently implements new ways to empower students and educators to make positive change and reach their optimal potential. The Academy strives for excellence in academic instruction, social-emotional learning, and trauma-informed education. This past year has been one of stabilization and celebration and we eagerly look forward to what the 2023-2024 school year will bring!

With sincerity and gratitude,
Stacy Mae Taylor, Ed.D.
Vice President of Education



Science Fair



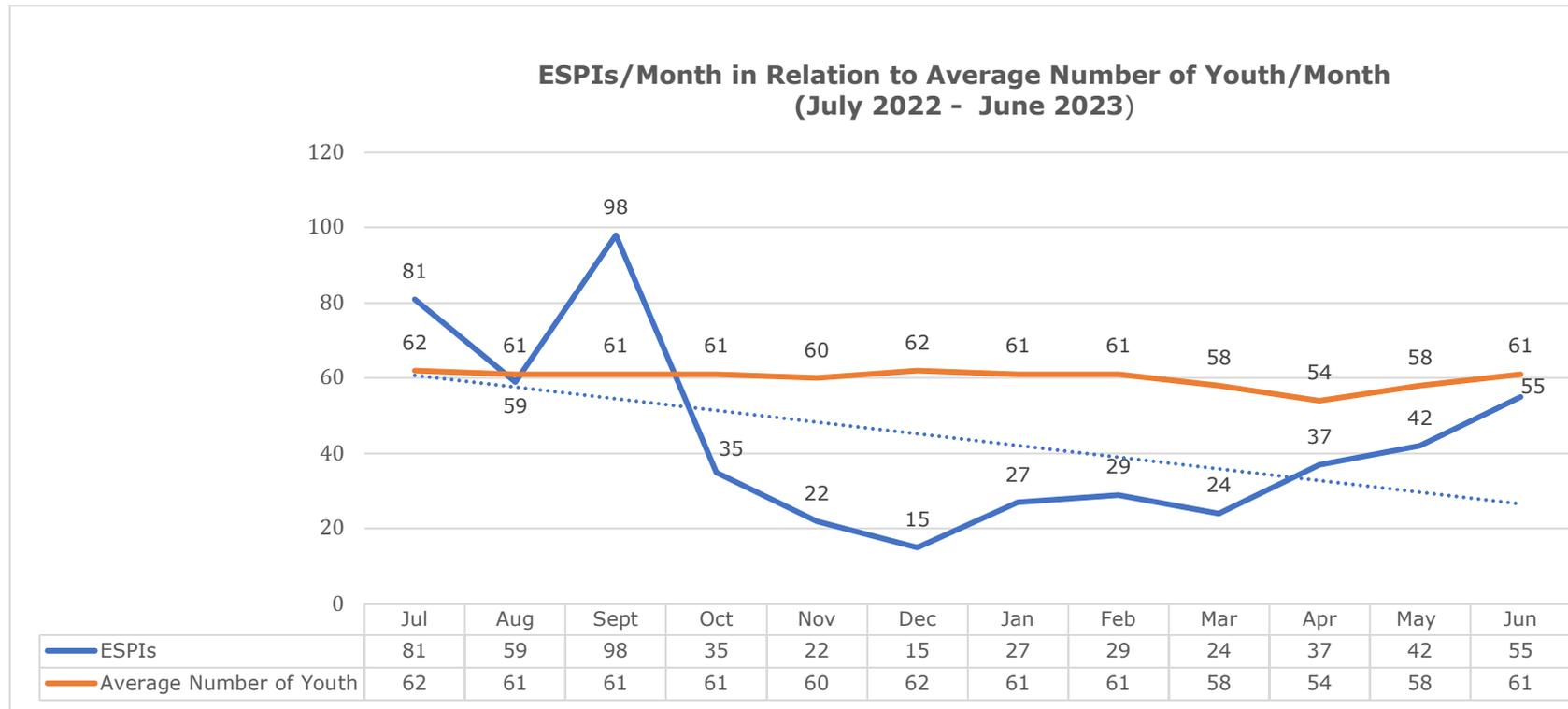
Science Class



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Emergency Safety Physical Interventions (ESPIs), (July 2022 – June 2023)

Extensive ESPI data is collected and analyzed to identify trends to minimize risks regarding ESPIs. Individualized workplans were developed for any youth that had more than two ESPIs in a given week. The ESPI Taskforce (comprised of MCOs, agencies, youth, staff) shares ideas/concerns regarding the reduction of ESPIs.

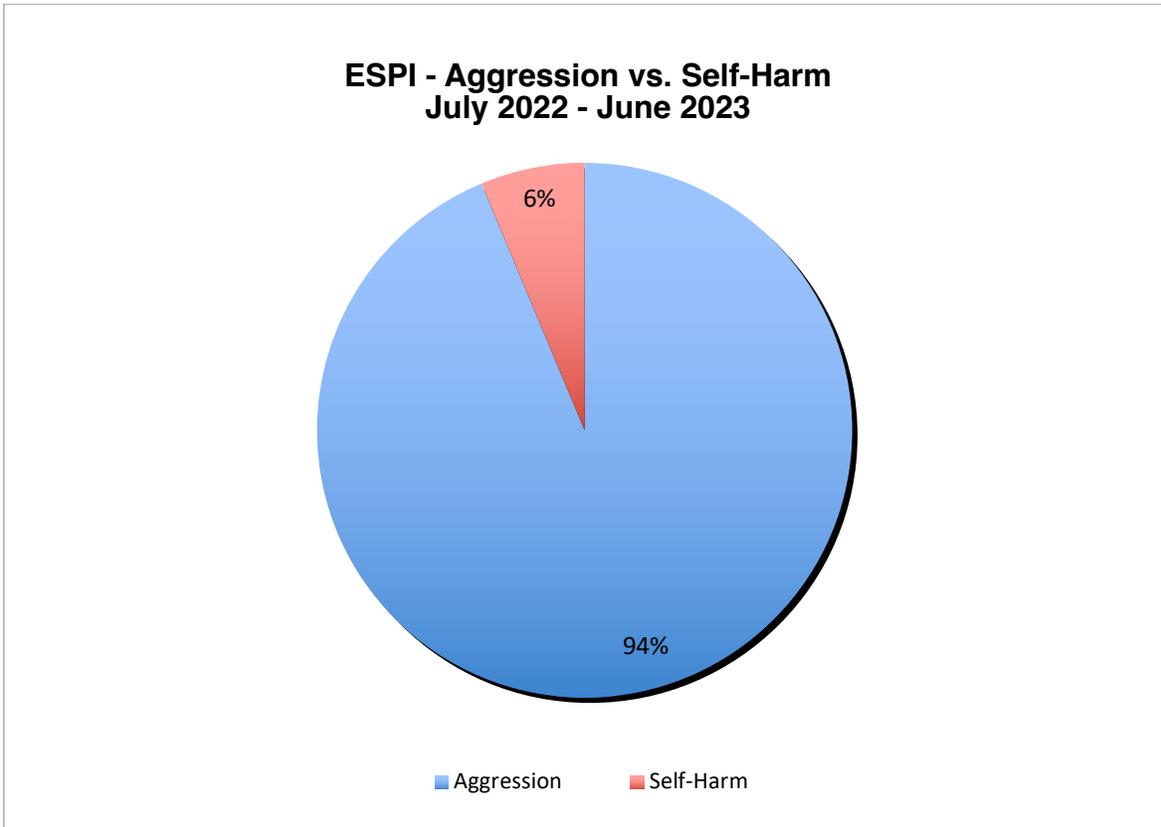




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Emergency Safety Physical Interventions (ESPIs), continued...

From July 2022 – June 2023 94% of the ESPIs were due to aggression and 6% were due to self-harm.





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Hoffman Homes for Youth Success Stories

#1

This is a story about a youth who was a resident in a Residential Treatment Facility on more than one occasion. During previous residential placements, they had difficulty coping with loss and trauma in a safe manner. The youth was eventually discharged from those placements after meeting their treatment goals to include demonstrating improved safety.

Over the next few years, the youth continued to have difficulty coping with uncomfortable thoughts and feelings in a healthy way. This resulted in additional mental health services and placements to include psychiatric inpatient hospitalizations. The youth was then admitted into Hoffman Homes to receive supportive mental health treatment. Feeling defeated at that time, the youth initially appeared quite protective and had difficulty engaging in their treatment. With continued support and encouragement from Hoffman Homes' team members, as well as psychoeducation and interventions offered by the Psychotherapist, the youth began to present as increasingly open and forthcoming in therapy sessions and in their overall treatment. They started to express a readiness to utilize their placement at Hoffman Homes as an opportunity to process and cope with their presenting issues, specifically past loss and trauma.

The youth was able to develop insight into their thoughts and feelings during this process, which helped them make positive decisions outside of sessions. They were also able to discover their own resilience and ability to "bounce back".

Several months following discharge, the youth contacted the Hoffman Homes' team to share that they have been successful in implementing their learned safety skills and have remained out of mental health placements. The youth expressed that they are grateful for having the opportunity to begin their healing process at Hoffman Homes.

Jennifer Minner, MS
Psychotherapist



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Success Stories, cont.,

#2

In order to be discharged from a Psychiatric Residential Treatment Facility, a youth is encouraged to address presenting issues that appear to be resulting in unsafe or unhealthy behaviors. This can be challenging for the youth/and or their family as it can bring up uncomfortable thoughts and feelings. Recently, a youth who was discharged did just that. This youth received treatment with Residential Treatment Facilities before and was eventually referred to Hoffman Homes due to reinstated behaviors in the home and school environments. At that time, they started to have difficulty accepting limits and maintaining safety again.

During this youth's time at Hoffman Homes, they presented as driven and eager to learn and implement healthier ways of coping as they wanted to return to the home environment and remain out of placement. Through ongoing therapy and commitment to their treatment, they began to practice their learned skills in the school setting during treatment, as well as in the home and community settings during day passes and therapeutic leaves with their family. The youth showed an ability to process challenges and solutions in a safe and an open manner on a more consistent basis. The youth and their family also identified that the youth began to process past trauma during therapy sessions on a deeper level than they did during previous placements. The youth reported feeling ready to further process their past trauma and understand their trauma-related symptoms in order to work toward the healing process.

This youth showed resilience, courage, self-awareness, hard work, and determination. They reported being proud of their gains in treatment and motivated to continuing working on their areas of growth following discharge.

Lou Orem, MS
Psychotherapist



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Quality Care (July 2022 – June 2023)

- New Youth and Guardian Handbooks were updated and implemented
- A MHW Supervisor Job Responsibility Handbook was created for continuity of job responsibilities and training
- Checklists were created for the Psychotherapists in regards to ITPs and SOAP Notes to assist clinicians in ensuring their documentation is accurate and complete
- The Consumer Satisfaction Survey was revised
- Replaced A/C in Trinity Residence
- New beds were installed in Gerber, Houck, Zion, and Trinity Residences
- Replaced two main water supply lines.
- Replaced the furnace in the Horse Barn
- Completed Culinary Department Annual Fire Suppression Inspection
- Updated Census Report with local Fire Officials
- Implemented the Relias Training Platform for staff trainings
- Upgraded various lighting systems around campus to LED lighting
- Installed a new fire alarm system in the Myers building
- Added additional roadway signs to campus
- Installed electronic access for employees in the Myers and Administration buildings
- Dietician started weekly Nutrition Groups in the Residences
- Melissa Perkins, Med, MPPM, presented LGBTQ+ seminars (LGBTQ 101 and Working with Parents and Families) to direct care staff.





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Record Reviews

Quality Assurance reviews of records are conducted on a weekly basis using the medical records audit tools. Findings are reported weekly. Areas of focus include:

- Agency and Guardian Contacts
- Day Passes/Therapeutic Leaves
- Individual and Group Therapy Documentation
- Daily Note Documentation
- Youth Completion of Trauma Assessment Tool
- Documentation of Time Outs
- Self-Harm Logs
- Treatment Plans

Staff continue to be trained in the processes and documentation in these areas to ensure compliance with MCOs and regulatory agencies. They also give input into streamlining the processes and making the documentation more user friendly for staff.

The Medical Records Committee reviews and has final approval on all changes made to any Hoffman Homes' documentation that goes into the youth's charts.

Accreditation/Licensure/Audits

Hoffman Homes operates under the auspices of many MCOs (CCBH, PerformCare, Carelon, CBH, and Magellan) as well as numerous regulatory agencies (Department of Health, Bureau of Program Integrity and Office of Children, Youth, and Families). The MCOs and regulatory agencies survey the physical plant, youth's records, and staff's records during site visits. They identify our strengths and areas for growth and development regarding our program, documentation, and facility.

The Office of Children, Youth, and Families surveyed Hoffman Homes and each one of our residences received renewal of licensure for the 2022/2023 year. Hoffman Homes was re-accredited by The Joint Commission on November 5, 2022.





Accredited by The Joint Commission

Credentialing/Clearances/Staffing

All positions meet or exceed the requirements stated by the PA Chapter 3800 regulations. All personnel have the Pennsylvania Child Abuse History Clearance, PA Criminal Record Check, and the FBI Fingerprint Clearance processed prior to starting at Hoffman Homes, Inc., regardless of their role within the organization. Furthermore, every employee is on schedule to have these records re-processed every three years.

Hoffman Homes, Inc. found it necessary to further increase wages throughout various departments during the 22/23 fiscal year. These wage increases were driven by the inflation taking place within the region, along with the need to remain financially competitive within the area. Furthermore, it was deemed necessary to apply incentive pay for shift coverage within the medical services departments due to position vacancies.

Jason Detter
Vice-President of Human Resources

Trainings

Staff completed all required trainings and acquired the mandated hours of training during the 2022-2023 training year. Licensure law requirements mandate that new staff complete 30 hours of training within 120 days of employment. All other direct care staff must complete 40 hours of continued training each year.

Ten staff received SCM Instructor Training through JKM, and three staff have CPR/First Aid Instructor certification through the American Heart Association.

