



Addictions Recovery Centers

FINDING SOLUTIONS, TOGETHER.

2019 Annual Report

Our Mission:

The Addictions Recovery Centers strive to improve community health by providing accessible, effective assistance to those suffering from misuse of alcohol and or other drugs.

Our Vision:

Drug free lifestyles for all individuals and families promoting a stronger, healthier community.

Our Core Values:

Quality, Integrity, Ethics and Compassion

In Review

2019 marked the 35th year in which the Addiction Recovery Centers of Indiana, Inc. (ARC) have offered substance abuse services. Originally started in 1985 under the name “Goshen Addictions Program” by co-founder Jan Noble Sr., ARC has transformed into a leading outpatient provider of substance use services in St. Joseph, Elkhart, LaGrange and Whitley counties in Indiana.

2019 proved to be rewarding, but was also a year of significant challenges as well. ARC continued it’s work with participants through funding sources and contractual arrangements that made treatment more accessible. We also initiated the process of becoming an Indiana Medicaid credentialed provider and began preparations to become part of the Managed Care Provider network(s) under various Medicaid programs. ARC additionally began the process of accepting some private commercial insurances as a way to expand opportunities for clients to reduce financial barriers. In the end it was certainly a year of change.

While these initiatives were significant, they also came with challenges. These included allocating increasing resources to the effort to maintain compliance with requirements of the newly initiated sources of funding. Learning the “insurance environment” was and still is a large part of this, but in the end, ARC is adapting well.

Participation in community organizations addressing the needs of persons with substance use issues continued as well. ARC representatives contributed to the Whitley County Drug Free Indiana, Council for Drug Free LaGrange County, the Elkhart County Re-entry Initiative, the Elkhart County Drug Free Partnership, the LaGrange County Drug Court and the Elkhart County Drug Court to name a few. Additionally, our LaGrange facility is in its final year period (ends in 2020) of a four-year certification as an Indiana Office of Court Services (IOCS) contracted Alcohol and Drug Program. This marked the eighth year of ARC's involvement in this program.

ARC also continued our "balanced scorecard" approach to performance measurement derived from our Strategic Plan. The "scorecard" sets a multi-year time frame in which various functional areas of our organization set goals and objectives to attain. It acknowledges the interdependence that each of these areas of the organization has in the attainment of our mission and vision, by demonstrating our identified values. A significant remainder of this report provides the results for 2019 and an assessment of our performance given the continually changing environment in our state, local and national environment.

2019 Overview

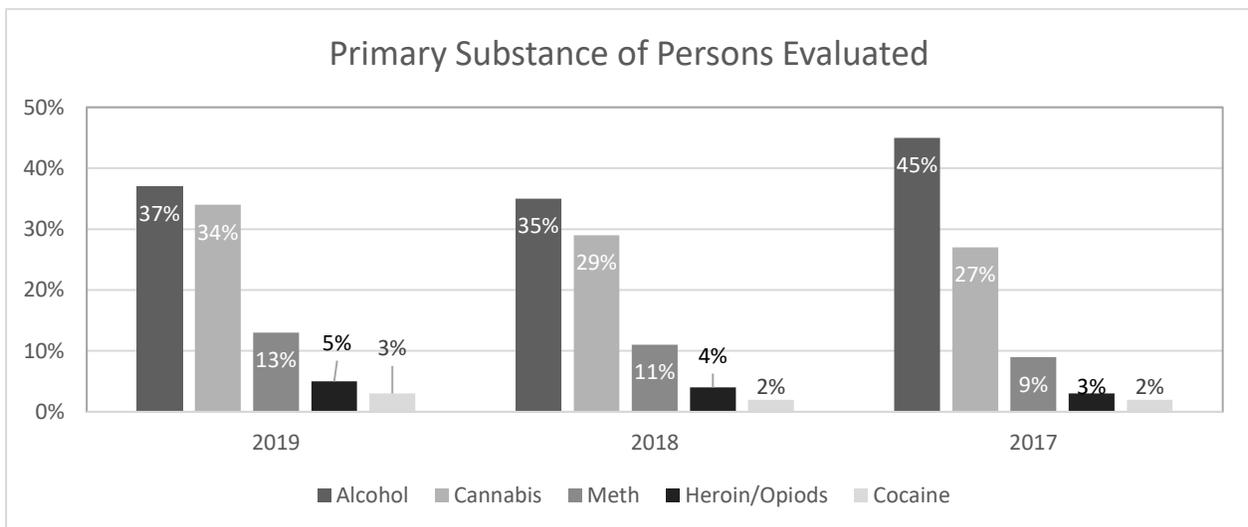
Substance Abuse Evaluations:

Recommended Programs

ARC staff facilitated a high number of evaluations for persons concerned with their substance use habits. Of those conducted, 71% of those evaluated were referred to a therapy service, identified as either an outpatient or individual service to address a substance dependency condition. 19% were recommended an educational program, and an estimated remaining 8% were given either “no recommendations” or referred to an inpatient or some other setting. These percentages are very similar to prior years breakdown.

Substance of Choice

The chart below identifies a three-year picture of each persons reported primary substance of choice. As has been the case for many years, alcohol was the substance of choice for a majority of persons evaluated. However, it should be noted, that a long-term trend of cannabis becoming increasingly popular. Additionally, other drugs including methamphetamine and heroin continue to present themselves at an increasing rate.



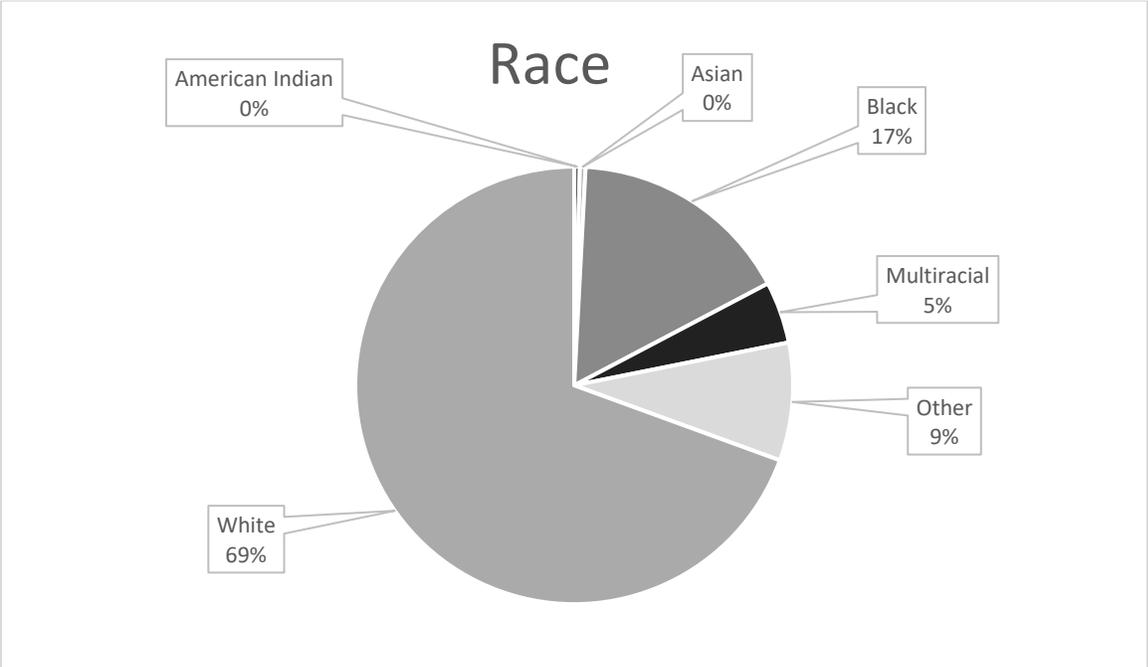
Income Level

Income level is often an issue for persons attempting to enter a service at ARC. For persons obtaining an evaluation, 59% reported being at or below 200% of the Department of Human Health and Services poverty guidelines. This was 6% lower than the previous year. Employment in the counties ARC serviced had very high employment rates during the year which likely contributed to this reduction. The 200% number is often used as a threshold for determining financial aid for persons seeking treatment services.

Persons Starting a Therapy Program

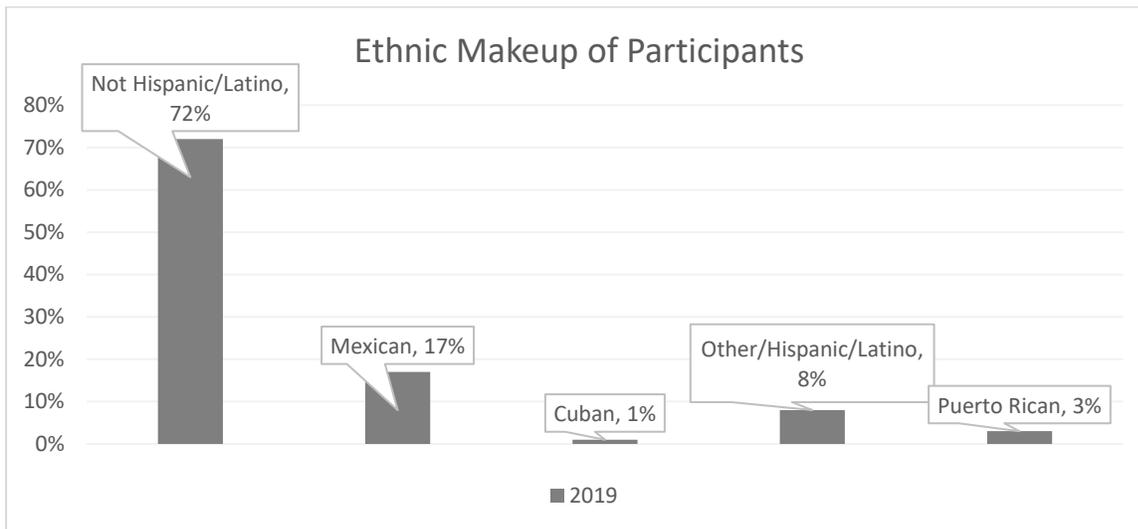
Race and Ethnicity

In terms of the race and ethnic background of persons entering a therapy program, see the following charts:



As has been the case for many years, the racial composition of ARC therapy groups varies by location. Changes in 2019 for therapy groups showed a 5% decline in the percentage of clients identifying as “white”, which can be directly attributed to the following: 2% increase in each of those identifying as “black” and “multiracial”, and “other” and a 1% decrease in those identifying as “American Indian”.

Persons reporting ethnicity had the following composition:



As can be derived, a clear majority of participants identified as “Not Hispanic/Latino” and of those identifying as Hispanic/Latino (28%), 60% reported as “Mexican” ethnicity, 29% as “Other Hispanic/Latino” and 9% as “Puerto Rican”. The ethnic identification within the 28% remained largely unchanged from prior years. However, the percentage of persons indicating “Latino/Hispanic” jumped from 21% of total clientele to 28%, a significant increase of 7%. This was reflective of the reintroduction of a Latino program that had been absent during 2017 and 2018 as well as changing demographics in the areas ARC serves.

Gender

Regarding identification to gender, 2019 saw 80% identify as “male” and 20% as “female”. This was within 2% of 2018, and has been virtually unchanged since 2015, so no real changes have occurred proportionately in this area.

Summary of Populations Served

It is very important to have a clear picture of the people in our communities served and subsequently what specific and unique needs they may have. Clearly, through the information collected through the data collection process, ARC serves a wide array of consumers with cultural uniqueness, economic and other needs that deserve attention. This attention can (and is) addressed by ARC through awareness programs, culturally competent staff, and assistance through connection with larger communities. In this way, the information that is gathered assists in helping ARC develop more helpful programs and is measured through our performance improvement and outcomes analysis.

In particular, in 2019, ARC addressed the needs identified by client input in the areas of financial barriers to treatment, more individualized treatment through individual sessions, culturally competent staff with the knowledge and experience with the populations served and in our programming for the

substance use issues themselves – all in an attempt to obtain the most helpful outcomes in terms of sobriety and quality of life for as many participants as possible.

The remainder of the report details these concepts in more depth through our analysis of the measurement and outcomes of the areas that ARC brings forward to best accomplish our mission and vision- with the added insight of information provided by consumers in particular, but other stakeholders as well.

2019 Performance Improvement and Outcomes

As referred to prior, ARC’s Strategic Plan utilizes the “balanced scorecard” approach. A summary for each area, objective and the 2018 performance measurement (outcome) is given in the following section.

Programs and Services

Our overall goal is to improve the delivery of quality services that are measured and shown to result in increased sobriety and an improved quality of life for our participants

Objective	Measure	Targets	Initiatives	Result for 1/1/19 to 12/31/19	2019 Performance Actions	2019 Performance Action Review	Outcomes
Symptom Reduction	Client use of substances from start of treatment to end, and then 60-120 day follow up	25% reduction from beginning to end	Practices within programs that show statistical impact on use of substance	PRE : .847 days per 30 day period ; POST = .489 days ; 60 Day follow up- 0 days of reported. Improvement PRE to POST was a 42% reduction. Since 60 day information showed "0" that will not be compared	1. Continue personnel training for updated ways including ARC use of "games" . 2. Review use of additional alternative methods including Matrix , Trauma oriented and other possible methods. 3. Continue expansion of individual counseling sessions.	ARC utilized training in Motivational Interviewing as well as the Matrix program and continued implementation of use of games to assist clients in their treatment. Additionally individual counseling, as identified as an effective counseling tool by clients was continued at a higher rate than historically was the case	TARGET MET: Therapy had a 42% improvement in number of days using as reported by the sample of clients from beginning to the end of the program. This was also an improvement over 2017 reporting.

Symptom Reduction	Number of Days Gainfully Employed	20% improvement	Practices to include an emphasis on the importance of employment as one indicator of improved societal functioning.	Therapy: PRE: 352 respondents , 19.78 days working per 30 day period ; POST: 229 responses 23.38 days ; 60 Day outcome 46 responses 20.54 days. PRE to POST improvement was 18%, while PRE to 60 DAY saw a 4% improvement.	1. Employment continues to be very high in Elkhart County - need to discuss possible skills training to assist clients in maintaining and improving employment.	Continued Heavy utilization of Change Company Skills Workbook to assist clients within the realm of their substance abuse services occurred in 2019.	TARGET MISSED: Analysis of high employment in counties served impacted this result.
Client perception of effectiveness of counseling services	Measurement of extent to which client perceives services (curriculum and materials) are relevant and helpful to their recovery	75% indicate that materials / curriculum were relevant and helpful to their recovery.	Review and implementation of practices that respond to client input regarding helpfulness	POST: 78% of 227 respondents indicated "very helpful" ; 19% "somewhat helpful" ; 2% "neither" ; 1% "of little help" 60 DAY: 70% of 46 respondents indicated "very helpful" ; 26% "somewhat" helpful ; 0% "neither and 4% " of little help"	1. Continue expanding individual counseling sessions. 2. Update offices with more technology which includes internet access, and higher quality equipment and learning.	More individual services were made available during 2019 through inclusion of such services through grants primarily.	TARGET MET: 97% of persons surveyed for therapy indicated that materials / curriculum were relevant and either "very" or "somewhat" helpful to their recovery.

<p>Client perception of ARC staff's investment in their sobriety</p>	<p>Client input stating degree to which staff was invested in their sobriety</p>	<p>75%</p>	<p>Evidence indicates that successful outcomes in treatment services can correlate to the perception of investment by participant counselor. ARC will measure this.</p>	<p>POST: 226 responses, 91% "agree a lot" ; 7% "agree somewhat" ; 2% "no opinion" ; 0% "disagree" ; <1% "disagree a lot". 60 DAY : 46 responses ; 98% "agree a lot" ; 2% "somewhat agree".</p>	<p>1. Continued training in regards to attitudinal barriers. 2. Expanded training in motivational interviewing. 3. Expanded training in trauma related modalities.</p>	<p>Staff discussions and staff meetings included periodic discussions pertaining to staff "attitudinal" barriers. Clinical staff were required specific training in motivational interviewing in 2019. While not required, some clinical staff members did obtain trauma related training(s)</p>	<p>TARGET MET: 98% of persons in therapy indicated that they believed ARC staff was invested in their sobriety.</p>
<p>Perceived value of services by clients</p>	<p>Did client feel the money the services received were worth the money paid</p>	<p>95%</p>	<p>Continued emphasis on providing what brings value to our clientele.</p>	<p>POST: 216 respondents : 94% indicated "yes" that services were worth the money paid ; 6% indicated "no".</p>	<p>1. Increase insurance pay sources so more persons could use the insurance plan 2. Grants for more individual sessions to address # 1</p>	<p>ARC has begun the process of applying to multiple Managed Care and Commercial Insurance companies. Additionally, individual sessions were made more available through various grants and financial aid programs.</p>	<p>TARGET MISSED: 94% of persons surveyed in therapy indicated the money paid for services were "worth it".</p>

<p>Most Effective Tools During Treatment</p>	<p>What did you feel were the most effective tools during your treatment?</p>		<p>Providing a wide array of "tools" for clients, but also removing barriers to those identified as most effective by participants from year to year.</p>	<p>POST SURVEY: 113 persons responded after services were done. Of those, 30% felt "individual sessions" 24% "group" ; 14% "videos" ; 6% "discussion" and 6% "workbooks" as most effective for them. 60 DAY: 65% of 34 respondents indicated "individual sessions" as most effective for them.</p>	<p>1. Expand number of individual counseling sessions as was done in 2018 2. Continue updating videos.</p>	<p>Continuance of offering individual and family sessions that were either at reduced fee or covered by a third party pay source was expanded so more persons could obtain this type of service. A few new videos were purchased in 2019 as well</p>	<p>Clients continued to indicate that individual and group time were effective tools for treatment. ARC continued its move to improve and expand these client preferences but also make a wide variety of "tools" available to our clientele.</p>
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Customer Satisfaction:

Our overall goal is to measurably improve our service offerings and environments that results in clients effectively and successfully utilizing our programs and services

Objective	Measure	Targets	2019 Performance Actions	2019 Performance Improvement Review	Results : 1/1/19 to 12/31/19	Initiatives	Outcomes
Client Perception of how they are treated	Treated in a professional, courteous, respectful manner by ARC personnel	95% affirmative (clients completing a program)	Continue with customer service trainings. Also, from a larger perspective, continue the improvement of the counseling environment. Cleanliness, lighting, furniture are all areas that can be assessed. South Bend office in particular, and possibly Columbia City may need to be moved. Taking additional time to explain financial situation more from a standpoint of assisting the client in their understanding of options and their status pertaining to payment	-Continued customer service trainings at monthly staff meeting as well as support staff meetings. An emphasis on stigma and attitudes towards clients. -Moved the Elkhart office to a newly remodeled and larger facility to offer a better counseling experience in that location. -Multiple trainings for support staff as well as counselors were initiated in helping to improve communication to clients in regards to their financial responsibilities during 2019.	PRE: 340 responded with 96.6% indicating "yes". POST: 221 out of 229 respondents or 96.15% indicated "YES".	1 hour per quarter training (4 hrs/hr) committed to customer service orientation to our clients-define customers as all in contact	TARGET MET AND SLIGHTLY EXCEEDED

<p>2019 Family treatment sessions</p>	<p>Accessibility of family sessions to ARC clients</p>	<p>100% availability to all clients</p>	<p>Continue with intentional and specified times for "family nights" at each office.</p>	<p>ARC staff continued disseminating information to clients at orientation and evaluation and to potential clients the availability of family services. Internally- and via website.</p>	<p>All offices offered family services during 2019. All clients had access to these services.</p>	<p>Include in funding requests individual and family sessions that minimize cost of these sessions</p>	<p>TARGET MET: All offices 100% now offer family counseling on some level to clientele.</p>
<p>2019 Individualized Treatment</p>	<p>Number of individual or family sessions</p>	<p>35% of all clients</p>	<p>Continue offering with Recovery Works, and hiring of staff with credentials to offer this service under the guidelines of Recovery Works. Expand financial aid requests for Individual and family sessions.</p>	<p>Individual sessions, either with the client alone, or a family member or significant other was available and utilized clients. Through financial aid and other grant and funding opportunities, these services became available and were often utilized by clients.</p>	<p>It is estimated that 70% of all therapy clients desiring individual sessions obtained them. This is in line with prior year estimates. This was due to Recovery Works coverage of these sessions as well as increased allowance under the local "Drug Free Partnership" grants that specifically included low cost individual sessions.</p>	<p>Counseling staff informs clients of availability one time per week</p>	<p>TARGET MET: 70% of therapy clients that desired individual sessions were able to obtain them it is estimated.</p>

<p>Accessibility</p>	<p>Persons under 200% of poverty (in therapy) will have opportunity for rate reduction</p>	<p>Ongoing</p>	<p>Continue seeking opportunities for financial assistance to make programs affordable. Review requirements for Medicaid, HIP and insurance once again, as ARC populations are often on these assistance programs. Seek assistance in South Bend office in particular which currently does not have financial aid other than the standard sliding scale program.</p>	<p>ARC continued financial aid programs through local, state and federal opportunities that reduced or subsidized client fees. ARC also took definitive steps towards becoming a Medicaid and Managed Care provider for services that included both individual and group service offerings.</p>	<p>59% of persons obtaining an evaluation were at or below the poverty level for HHS. This was down slightly from previous years and reflected an improving work environment in the communities ARC serves.</p>	<p>Hoosier Assurance, LCC grants, ATR, ARC sliding scale particularly South Bend</p>	<p>TARGET MET: All persons in need of financial aid, under 200% of poverty received opportunities for some form of financial aid.</p>
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Impact: Our Core Values of Quality, Integrity, Ethics and Compassion

It is evident that ARC is a valued member of each community in which it serves. Outcomes strongly indicate that our programming is viewed by most participants as being of good financial value, highly relevant curriculum (*quality*), and that staff members at ARC are highly concerned about the well-being of it's participants (*compassion*). Evidence also shows that clients perceive that they are treated with dignity and respect at a very high rate (*integrity*).

In 2019 highlights of the year included a continuance of a very high number of persons served from an agency historical perspective. From a programming perspective, targets were met in two of the four areas of measurement. One bright spot was the number of days of reported use of a substance declined substantially. This is a continuance of evidence that programs are assisting people obtain and then maintain sobriety as outlined by our post treatment surveys. An additional highlight was the 98% affirmative answer when participants were asked whether their counselor or facilitator were perceived to have an investment in their sobriety. ARC slightly missed the goal (-1%) pertaining to whether the

client felt the services were “worth the money paid” for them. The goal in this area is 95% affirmative, but in 2019 94% answered “yes” to this question.

While the goals for improved employment were not met, significant improvement in client employment status as measure as before and after treatment was made. One likely reason the goal was not met was that compared to prior years, employment at the beginning of services was higher due to general employment levels in the community being higher. And as far as content of programs, participants overwhelmingly stated (98%) that they felt the materials and methods used during services were effective and relevant to their obtaining sobriety.

The sum of this report is that ARC continues to assist individuals, their families, and the communities involved become healthier and with improved sobriety. There are clearly items that could be improved. ARC will continue to assess the environments in which we have a presence to identify and plan on areas of improvement.