



empowering  
minds

RESOURCE CENTER

**PERFORMANCE MEASUREMENT  
& MANAGEMENT SYSTEM  
Fiscal Year 2018**

# Table of Contents

Introduction .....	3
Definition .....	3
Performance Measures and Management System Description .....	4
Plan Approach and Methods .....	4
Selecting an Indicator Framework .....	4
Performance Management Cycle .....	5
Implementation .....	41
Step One: Set and Identify Strategic Goals and Objectives .....	41
Step Two: Establish Indicators and Targets .....	42
Step Three: Monitor Performance .....	42
Step Four: Report Information and Identify Required Action to Address Performance Gaps .....	42
Step Five: Realign Goals, Objectives and Strategies .....	42
Organizational Capacity .....	42
General Principles of Reporting .....	43
Sources of Audit Data .....	43
Data Collection .....	43
Reliability of Data .....	43
Validity of Data.....	44
Completeness of Data .....	44
Accuracy of Data .....	44
Business and Service Delivery Performance Measures .....	44
Administrative or Program-Specific Measures.....	44
Review and Analysis Process.....	45

## **Introduction**

This document is prepared by Empowering Minds Resource Center (EMRC) Management Team and is intended to provide performance indicators to facilitate ongoing accountability and evaluation of behavioral health services and supports.

The Empowering Minds Resource Center will maintain a Performance Measurement and Management System (PMMS) that supports outcomes assessment, performance improvement and management decision-making. This system supports improvement of the organizations operations and its service delivery system in order to ensure that it is meeting its mission, strategic goals and program objectives. This plan defines the PMMS used to collect data; sets the organization's business and service delivery performance goals and defines quality indicators for the purpose of reviewing and analyzing data on a periodic basis depending upon the program.

Indicators will be presented for six domains of performance. Domains will include acceptability, accessibility, effectiveness, efficiency, financial risk and health and safety. Input, process, and outcome indicators will include performance at the system, program, and client level.

## **Definition**

EMRC's Performance Measurement and Management System consists of all Administrative, Program and Service Measures used to manage the achievement of performance outcomes through its various databases and software systems. Some of these performance outcomes are reported through systems required by funding sources and others are developed internally. These performance outcomes for the delivery of services to consumers are monitored on a continual weekly, monthly, quarterly and/or annual basis depending upon the program to ensure that they agency meets the outcomes associated with its mission, contractual obligations and/or internally defined performance goals.

## **POLICY:**

It is policy of Empowering Minds Resource Center to develop a performance measurement and management system based on evaluative input from stakeholders, including persons served, their family members, employees, and referral sources.

## **PURPOSE AND MISSION:**

Empowering Minds Resource Center is committed to continually improving its organization and service delivery to the persons served and to its other stakeholders. Data is collected periodically, analyzed and used to manage and improve service delivery. The Mission of the Empowering Minds Resource Center Performance Measurement and Management Program is to continually monitor and evaluate the full extent of services and organizational practices provided by the organization ensuring that high quality client care is being provided in an effective, efficient manner. The program evaluates the quality and appropriateness of services, identifies performance improvement opportunities, provides recommendations for improvements, resolves identified problems, and improves the quality of programs and service delivery.

The Program Administrator or his designee will be responsible for the collection of and analysis of performance measurement and management of data and the creation of an annual report.

The purpose of the PMMS Program is to assure the best quality of care and safety by objectively, systematically and continuously:

1. **Evaluating** how EMRC is performing based upon its mission, vision, values and strategic goals.
2. **Monitoring** the breadth of care and services;
3. **Assessing** important process and outcomes of care;
4. **Measuring** behavior and performance of staff and departments in order to compare their
  1. performance against program requirements;
5. **Identifying** areas in need of improvement;
6. **Facilitating** budgeting and allocating limited resources where needed.
7. **Motivating** and focus staff, volunteers and partners significant to achieve goals and performance
  2. measures and then use performance measures.
8. **Celebrating and commemorating** the accomplishments of staff and promote programs and
  3. services to key stakeholders to convince them of community needs, the importance of program
  4. interventions, and the need for resources or policy change.
9. **Foster learning** through the analysis data to improve performance by identifying what needs to
  5. improve and what processes need to be put into place to accomplish performance improvement.
10. **Achieving** improvements in the quality of care and systems; and
11. **Evaluating** the effectiveness of improvements in care and systems.

### **Performance Measures and Management System Description**

EMRC will maintain a Program Quality Committee that will meet at least quarterly to monitor the quality of programs and services basis. The committee will:

- Utilize established program outcomes as the basis for establishing accountability for results rather than just requiring a level of effort. Desired outcomes will also be used by the agency for the evaluation and meaningful performance appraisal. Departmental staff will define performance in terms of desired results to make their work assignments operational.
- Performance reporting and variance analyses reviewed at least quarterly in alignment with program reporting to support corrective action based upon program and funding source requirements. Departments may monitor performance indicators periodically with a mandated annual review to insure better management control.

### **Plan Approach and Methods**

#### **Selecting an Indicator Framework**

In an effort to maintain consistency, EMRC will utilize a Behavioral Health Indicators Framework.

Acceptability	Service provided meets expectations of community, providers and paying organizations
Accessibility	Ability of clients to obtain the right type of service at the right place and right time, based on needs
Effectiveness	Service intervention or action achieves desired results
Efficiency	Achieving desired results with most cost-effective use of resources
Risk – Financial	Achieving desire results will create and maintain an organization that is financially viable and stable
Risk – Health & Safety	Achieving desired results will create and maintain a safe environment for clients, staff and visitors

Performance indicators have been identified as follows:

**Acceptability:**

CARF requires that objective judgment be used to determine if a service is applicable to the person’s needs and desired outcomes. Empowering Minds staff plans to implement processes that ensure fair access for all applicants who are referred. Acceptability will be measured by:

Quality assurance surveys will be conducted quarterly to survey client satisfaction with the delivered services. Empowering Minds randomly surveys 25-30% of active clients each quarter.

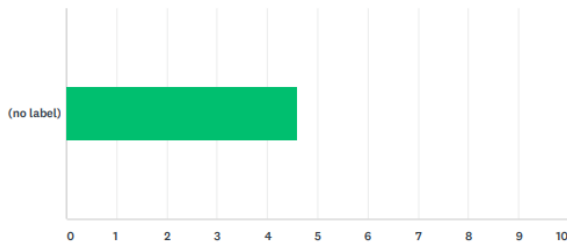
**Quarter 1 2018**

**Baltimore City/County**

29 adult clients and 17 minor clients/caregivers were surveyed between January 1, 2018 and March 31, 2018 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 29 Skipped: 0

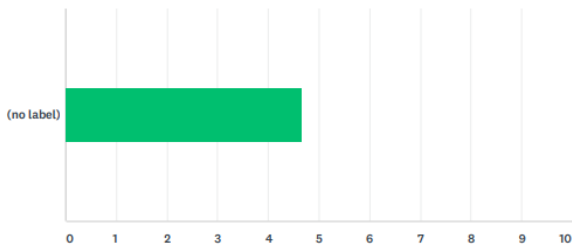


79.31% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 20.69% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	20.69%	0.00%	79.31%	29	4.59
	0	0	6	0	23		

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 29 Skipped: 0

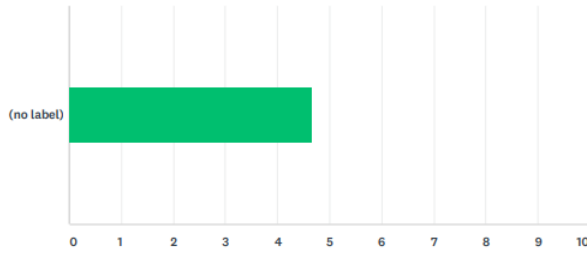


82.76% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 17.24% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	17.24%	0.00%	82.76%	29	4.66
	0	0	5	0	24		

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 29 Skipped: 0

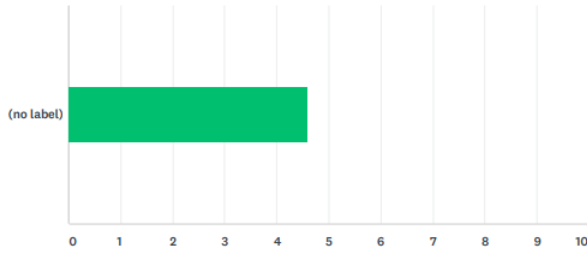


82.76% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 17.24% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	17.24%	0.00%	82.76%	29	4.66
	0	0	5	0	24		

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 29 Skipped: 0

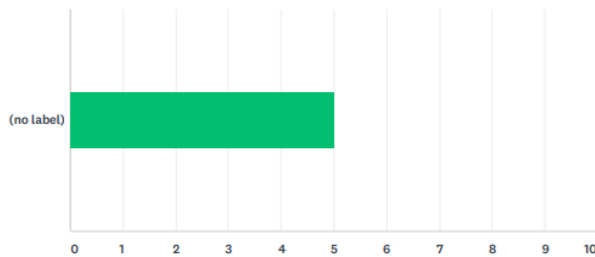


79.31% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 20.69% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	20.69%	0.00%	79.31%	29	4.59
	0	0	6	0	23		

Q7 I like the services that I received.

Answered: 17 Skipped: 0

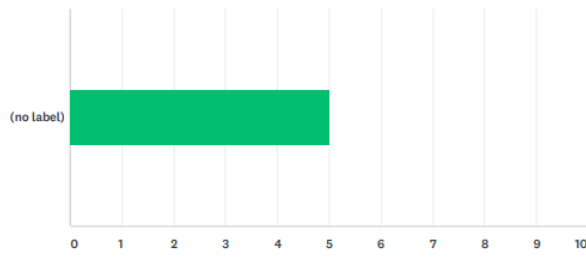


100% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive from Empowering Minds.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	17	5.00
	0	0	0	0	17		

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 17 Skipped: 0

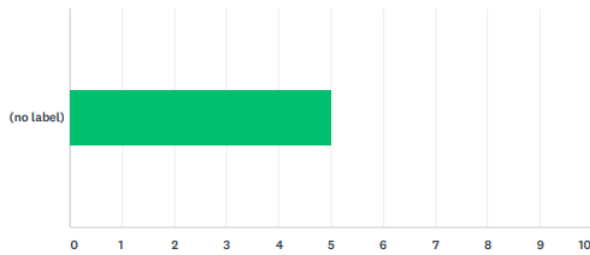


100% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 17	17	5.00

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 17 Skipped: 0

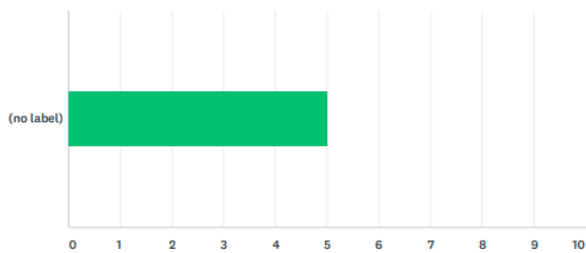


100% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 17	17	5.00

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 17 Skipped: 0



100% of minor clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals.

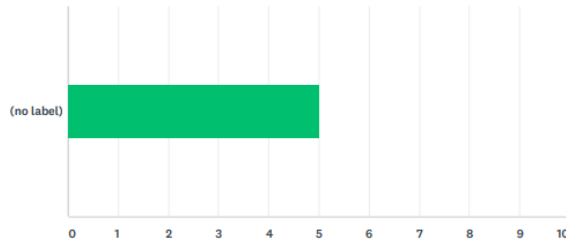
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 17	17	5.00

**Anne Arundel County**

5 adult clients and 1 minor clients/caregiver were surveyed between January 1, 2018 and March 31, 2018 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 5 Skipped: 0

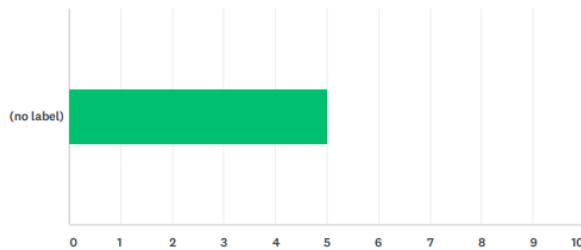


100% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	5	5.00
	0	0	0	0	5	5	

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 5 Skipped: 0

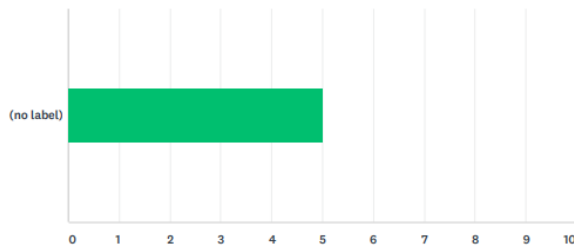


100% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	5	5.00
	0	0	0	0	5	5	

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 5 Skipped: 0



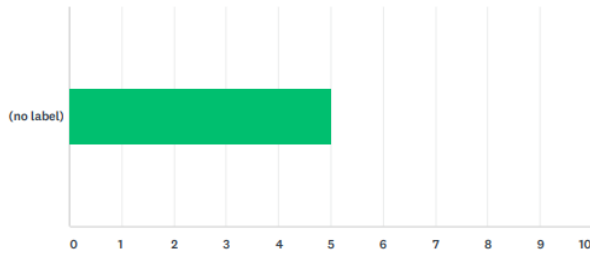
100% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	5	5.00
	0	0	0	0	5	5	



Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 5 Skipped: 0

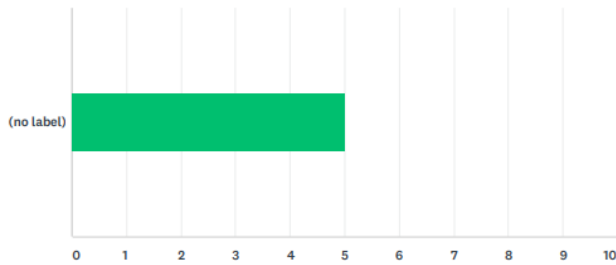


100% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 5	5	5.00

Q7 I like the services that I received.

Answered: 1 Skipped: 0

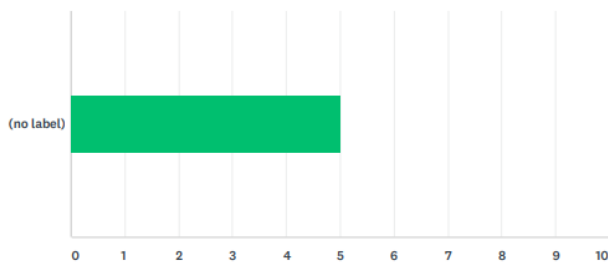


100% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive from Empowering Minds.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1	5.00

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 1 Skipped: 0

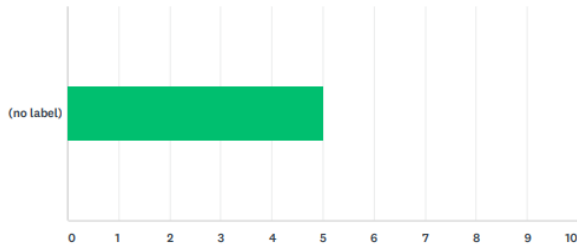


100% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1	5.00

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 1 Skipped: 0

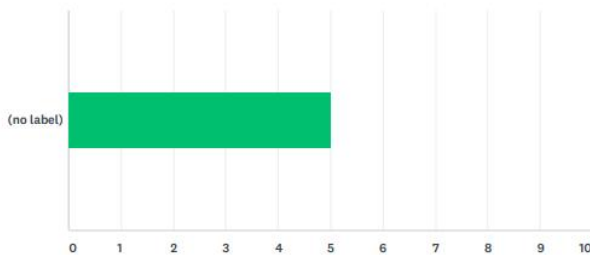


100% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1	5.00

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 1 Skipped: 0



100% of minor clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals.

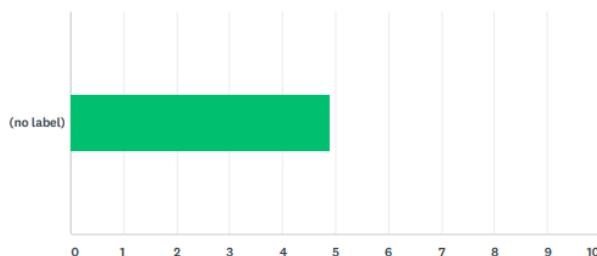
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1	5.00

**Harford County**

20 adult clients and 2 minor clients/caregiver were surveyed between January 1, 2018 and March 31, 2018 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 18 Skipped: 2

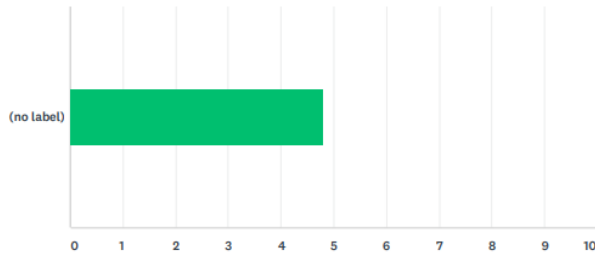


88.89% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 11.11% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	11.11% 2	88.89% 16	18	4.89

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 19 Skipped: 1

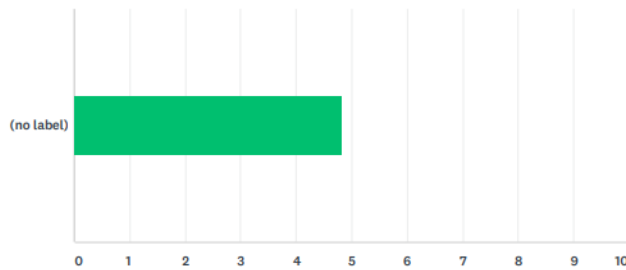


78.95% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 21.0% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	21.05% 4	78.95% 15	19	4.79

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 19 Skipped: 1

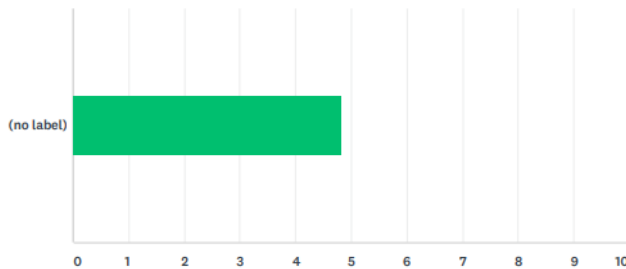


89.47% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 5.26% Agree with this statement; 5.26% are Neutral.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	5.26% 1	5.26% 1	89.47% 17	19	4.84

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 19 Skipped: 1

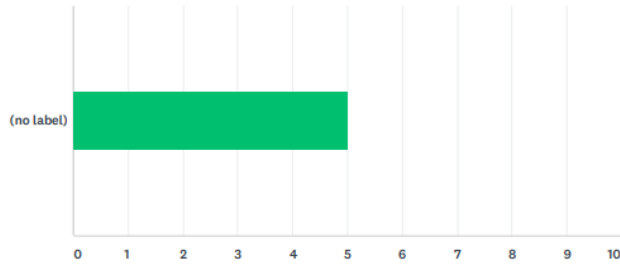


84.21% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 15.79% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	15.79% 3	84.21% 16	19	4.84

Q7 I like the services that I received.

Answered: 2 Skipped: 0

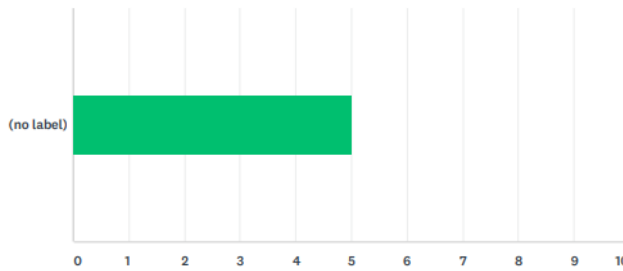


100% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive from Empowering Minds.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 2	2	5.00

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 2 Skipped: 0

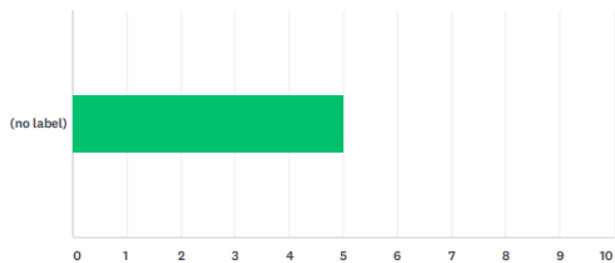


100% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 2	2	5.00

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 2 Skipped: 0

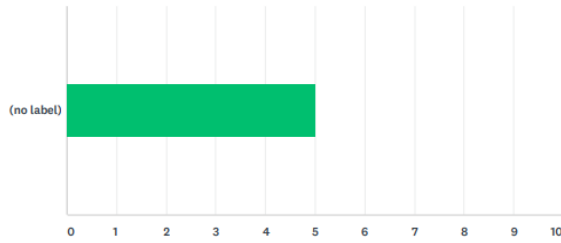


100% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 2	2	5.00

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 2 Skipped: 0



100% of minor clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	2	5.00
	0	0	0	0			

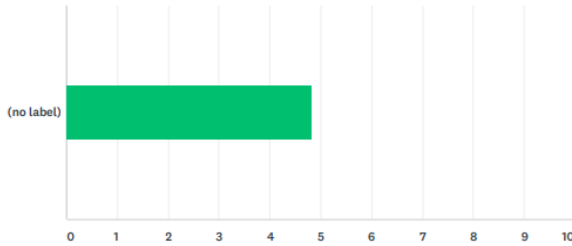
## Quarter 2 2018

### Baltimore City/County

36 adult clients and 27 minor clients/caregivers were surveyed between April 1, 2018 and June 30, 2018 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 36 Skipped: 0

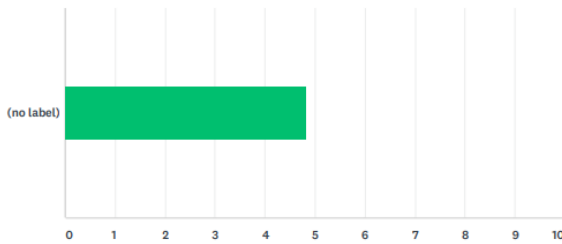


91.67% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 8.33% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	8.33%	0.00%	91.67%	36	4.83
	0	0	3	0	33		

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 36 Skipped: 0

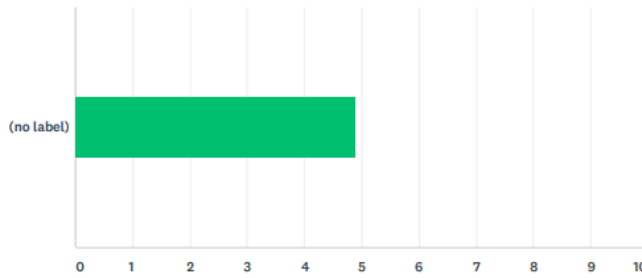


91.67% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 8.33% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	8.33%	0.00%	91.67%	36	4.83
	0	0	3	0	33		

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 36 Skipped: 0

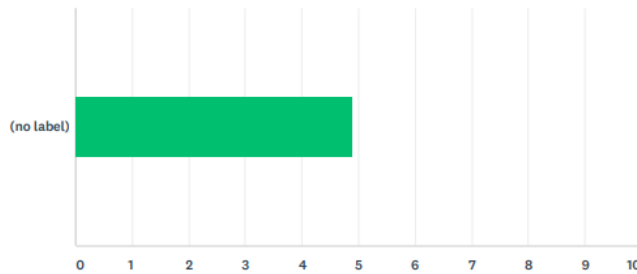


94.44% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 5.56% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	5.56%	0.00%	94.44%	36	4.89
	0	0	2	0	34		

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 36 Skipped: 0

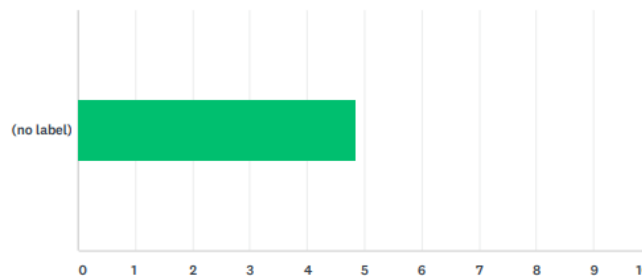


94.44% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 5.56% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	5.56%	0.00%	94.44%	36	4.89
	0	0	2	0	34		

Q7 I like the services that I received.

Answered: 27 Skipped: 0

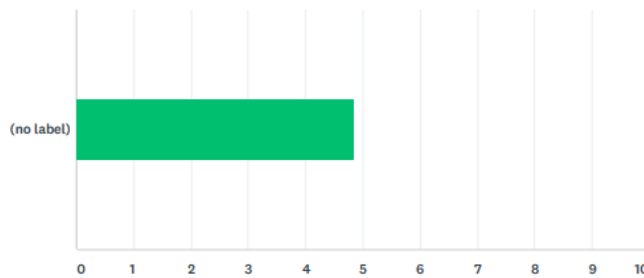


92.59% of minor clients/caregivers Strongly Agree surveyed that they like the services they receive from Empowering Minds; 7.41% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	7.41%	0.00%	92.59%	27	4.85
	0	0	2	0	25		

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 27 Skipped: 0

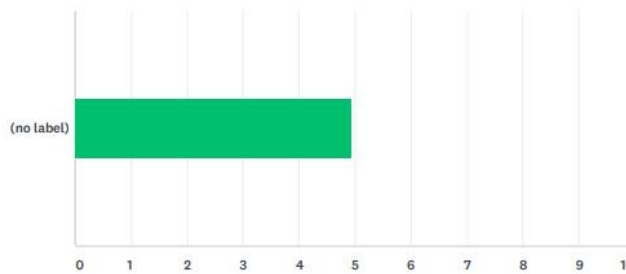


92.59% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 7.41% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	7.41%	0.00%	92.59%	27	4.85
	0	0	2	0	25		

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 27 Skipped: 0

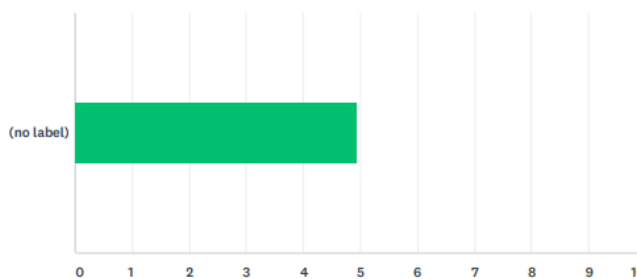


96.30% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 3.70% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	3.70%	0.00%	96.30%	27	4.93
	0	0	1	0	26		

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 27 Skipped: 0



96.30% of minors clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 3.70% are Neutral on this statement.

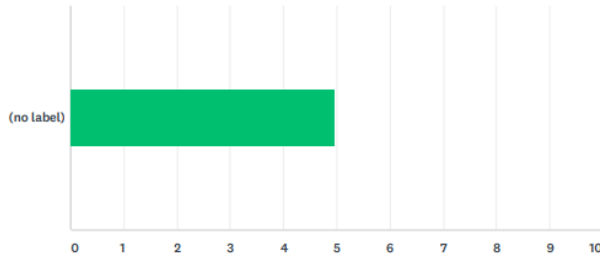
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	3.70%	0.00%	96.30%	27	4.93
	0	0	1	0	26		

**Anne Arundel County**

20 adult clients and 13 minor clients/caregivers were surveyed between April 1, 2018 and June 30, 2018 regarding their satisfaction with Empowering Minds.

**Q7 I like the services that I received.**

Answered: 20 Skipped: 0

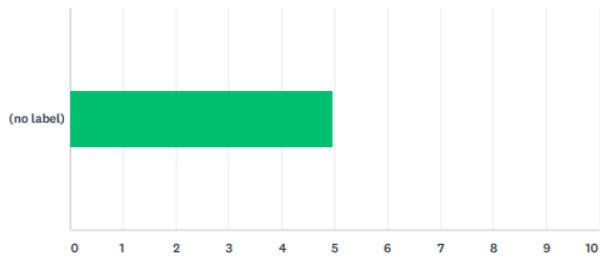


95% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 5% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	5.00% 1	95.00% 19	20	4.95

**Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.**

Answered: 20 Skipped: 0

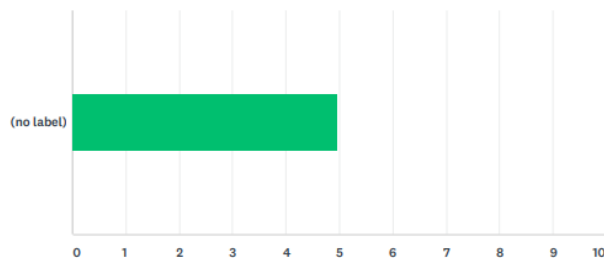


95% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 5% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	5.00% 1	95.00% 19	20	4.95

**Q13 I feel comfortable to express whether I am satisfied with services.**

Answered: 20 Skipped: 0



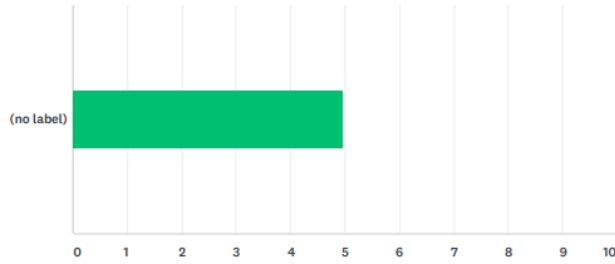
95% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 5% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	5.00% 1	95.00% 19	20	4.95



Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 20 Skipped: 0

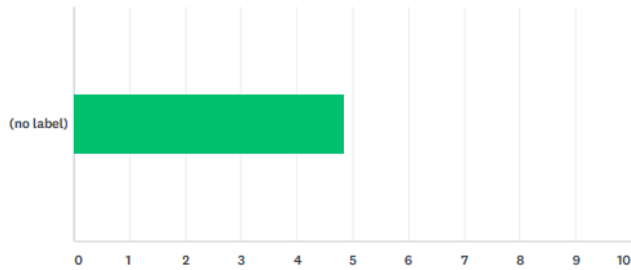


95% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 5% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	5.00%	95.00%	20	4.95
	0	0	0	1	19		

Q7 I like the services that I received.

Answered: 13 Skipped: 0

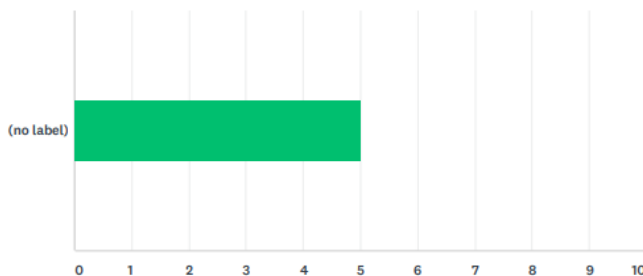


92.31% of minor clients/caregivers Strongly Agree surveyed that they like the services they receive from Empowering Minds; 7.69% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	7.69%	0.00%	92.31%	13	4.85
	0	0	1	0	12		

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 13 Skipped: 0

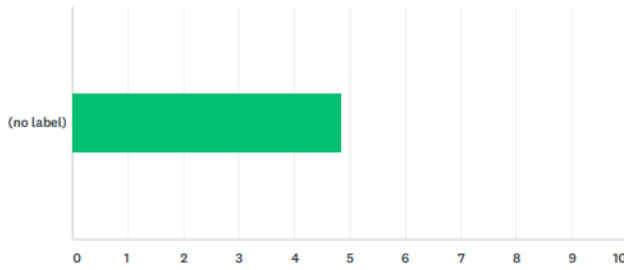


100% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	13	5.00
	0	0	0	0	13		

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 13 Skipped: 0

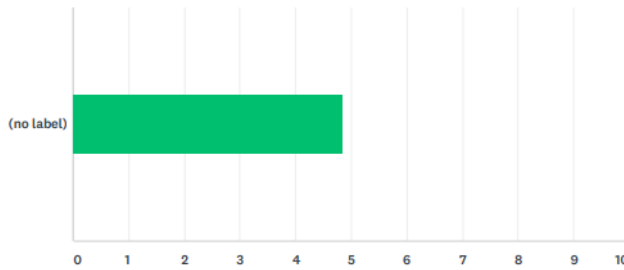


92.31% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 7.69% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	7.69%	0.00%	92.31%	13	4.85
	0	0	1	0	12		

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 13 Skipped: 0



92.31% of minors clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 7.69% are Neutral on this statement.

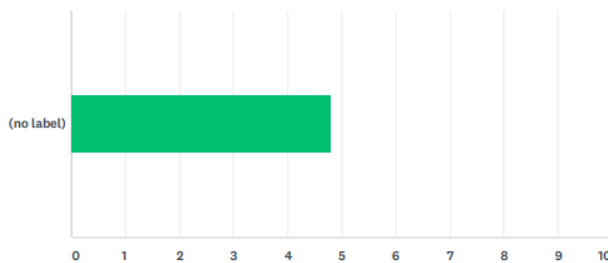
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	7.69%	0.00%	92.31%	13	4.85
	0	0	1	0	12		

**Harford County**

10 adult clients and 9 minor clients/caregivers were surveyed between April 1, 2018 and June 30, 2018 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 10 Skipped: 0

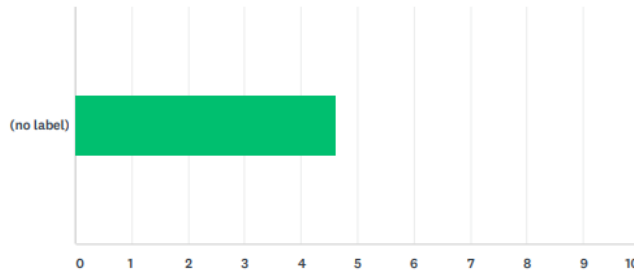


80% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 20% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	20.00%	80.00%	10	4.80
	0	0	0	2	8		

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 10 Skipped: 0

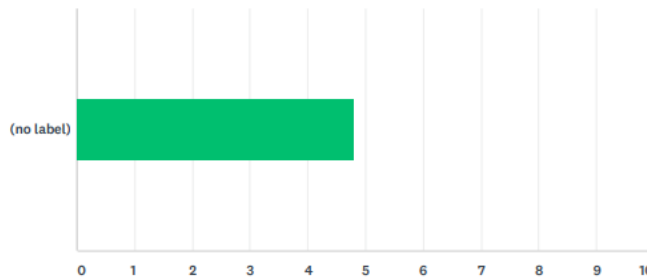


70% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 20% Agree with this statement; 10% are Neutral.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	10.00% 1	20.00% 2	70.00% 7	10	4.60

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 10 Skipped: 0

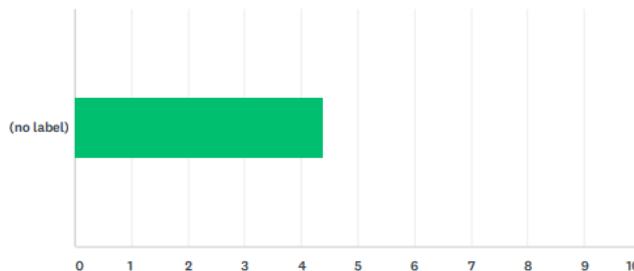


80% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 20% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	20.00% 2	80.00% 8	10	4.80

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 10 Skipped: 0

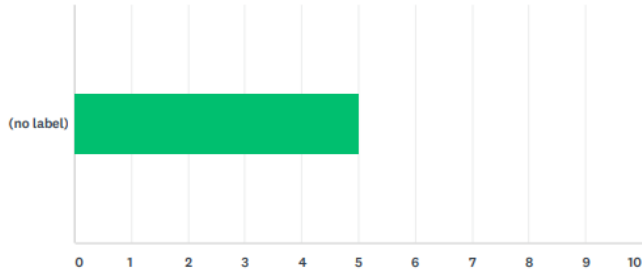


70% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 20% Agree with this statement; 10% Strongly Disagree.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	10.00% 1	0.00% 0	0.00% 0	20.00% 2	70.00% 7	10	4.40

Q7 I like the services that I received.

Answered: 9 Skipped: 0

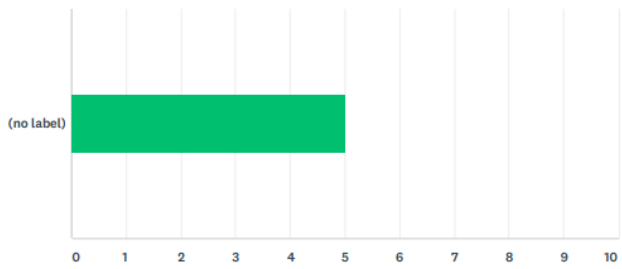


100% of minor clients/caregivers Strongly Agree surveyed that they like the services they receive from Empowering Minds.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 9	9	5.00

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 9 Skipped: 0

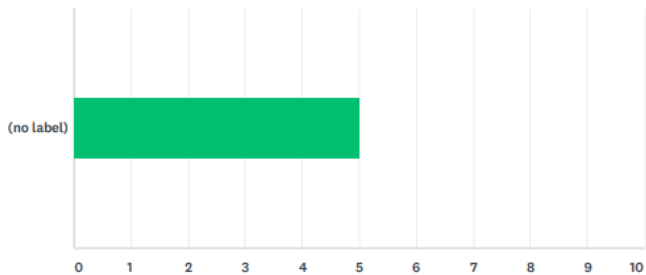


100% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 9	9	5.00

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 9 Skipped: 0

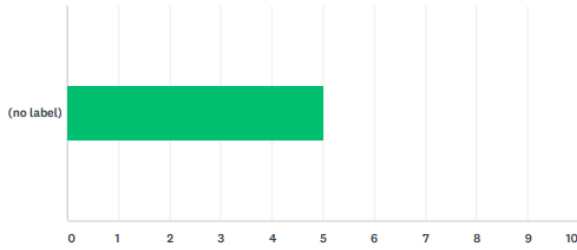


100% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 9	9	5.00

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 9 Skipped: 0



100% of minors clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	9	5.00
	0	0	0	0	9		

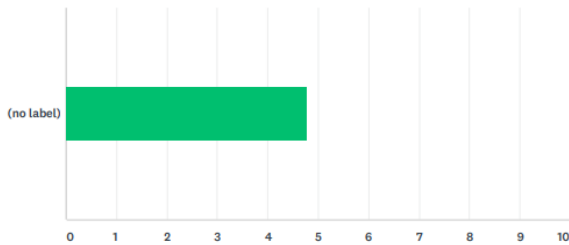
## Quarter 3 2018

### Baltimore City/County

50 adult clients and 36 minor clients/caregivers were surveyed between July 1, 2018 and September 30, 2018 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 50 Skipped: 0

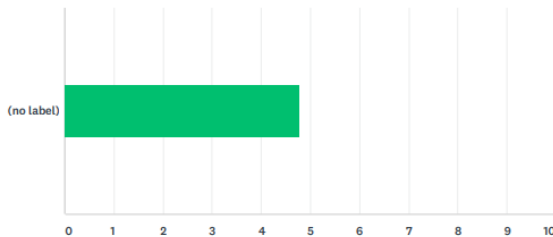


88% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 12% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	12.00%	0.00%	88.00%	50	4.76
	0	0	6	0	44		

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 50 Skipped: 0

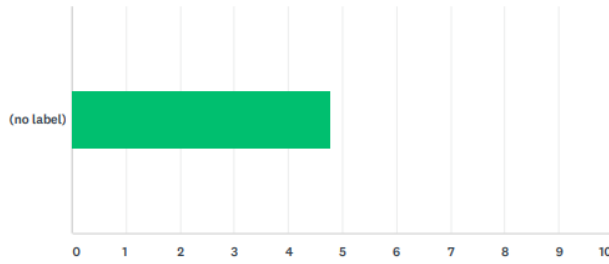


88% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 12% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	12.00%	0.00%	88.00%	50	4.76
	0	0	6	0	44		

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 50 Skipped: 0

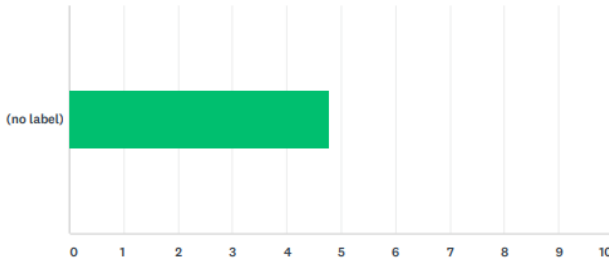


88% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 12% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	12.00% 6	0.00% 0	88.00% 44	50	4.76

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 50 Skipped: 0

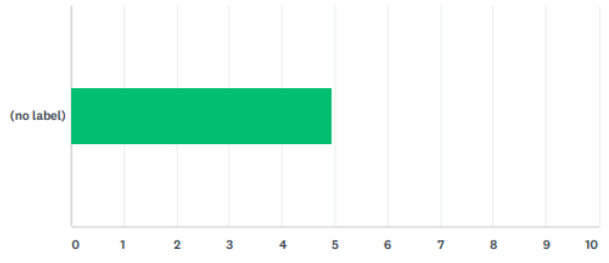


88% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 12% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	12.00% 6	0.00% 0	88.00% 44	50	4.76

Q7 I like the services that I received.

Answered: 36 Skipped: 0

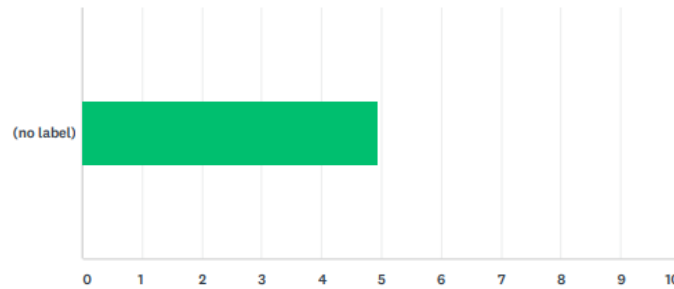


97.22% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive at Empowering Minds; 2.78% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	2.78% 1	0.00% 0	97.22% 35	36	4.94

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 36 Skipped: 0

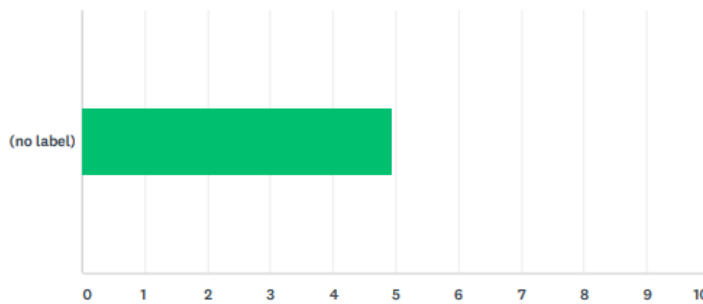


97.22% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 2.78% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	2.78% 1	0.00% 0	97.22% 35	36	4.94

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 36 Skipped: 0

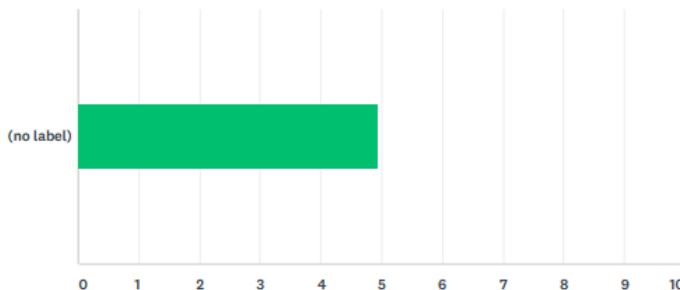


97.22% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 2.78% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	2.78% 1	0.00% 0	97.22% 35	36	4.94

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 36 Skipped: 0



97.22% of minors clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 2.78% are Neutral on this statement.

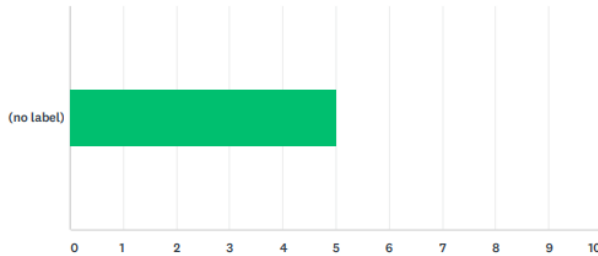
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	2.78% 1	0.00% 0	97.22% 35	36	4.94

**Anne Arundel County**

27 adult clients and 17 minor clients/caregivers were surveyed between July 1, 2018 and September 30, 2018 regarding their satisfaction with Empowering Minds.

**Q7 I like the services that I received.**

Answered: 27 Skipped: 0

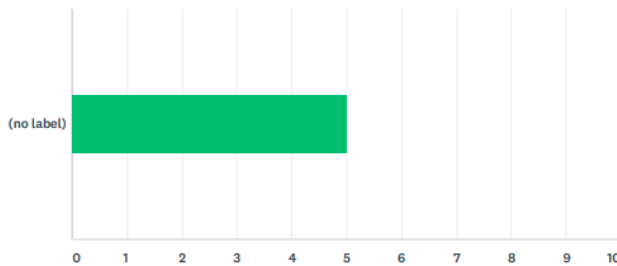


100% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	27	5.00
	0	0	0	0	27	27	

**Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.**

Answered: 27 Skipped: 0

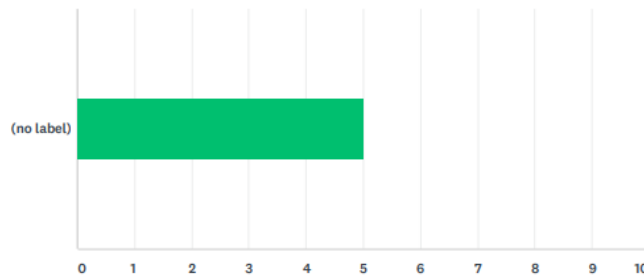


100% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	27	5.00
	0	0	0	0	27	27	

**Q13 I feel comfortable to express whether I am satisfied with services.**

Answered: 27 Skipped: 0



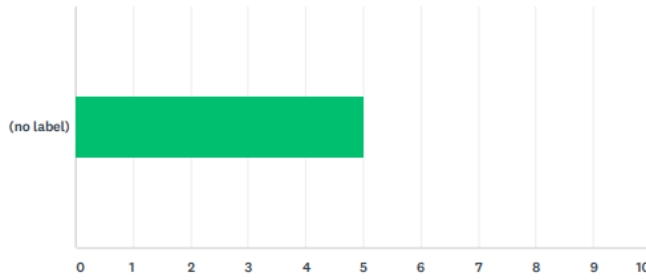
100% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	27	5.00
	0	0	0	0	27	27	



Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 27 Skipped: 0

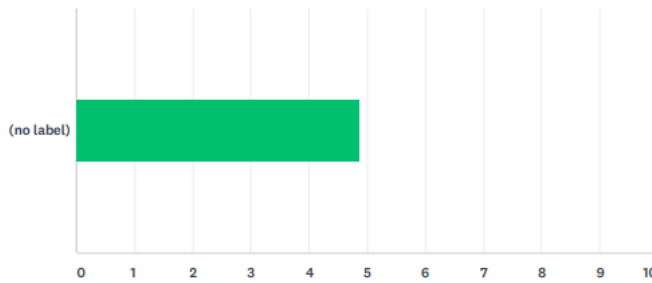


100% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	27	5.00
	0	0	0	0	27	27	

Q7 I like the services that I received.

Answered: 16 Skipped: 1

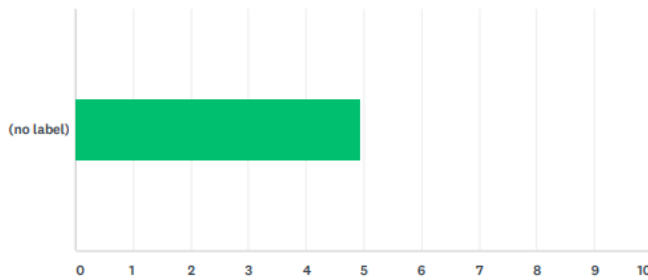


93.75% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive at Empowering Minds; 6.25% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	6.25%	0.00%	93.75%	16	4.88
	0	0	1	0	15	16	

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 16 Skipped: 1

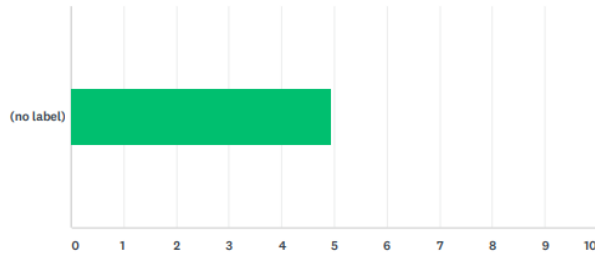


93.75% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 6.25% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	6.25%	93.75%	16	4.94
	0	0	0	1	15	16	

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 16 Skipped: 1

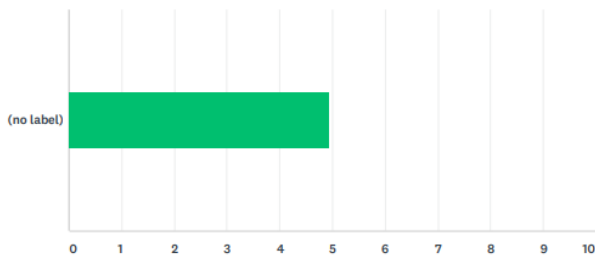


93.75% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 6.25% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	6.25%	93.75%	16	4.94
	0	0	0	1	15		

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 16 Skipped: 1



93.75% of minors clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 6.25% Agree on this statement.

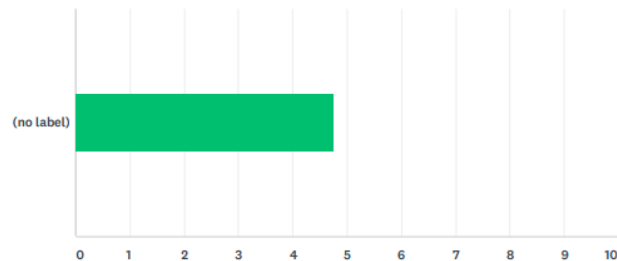
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	6.25%	93.75%	16	4.94
	0	0	0	1	15		

**Harford County**

4 adult clients and 1 minor client/caregiver were surveyed between July 1, 2018 and September 30, 2018 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 4 Skipped: 0

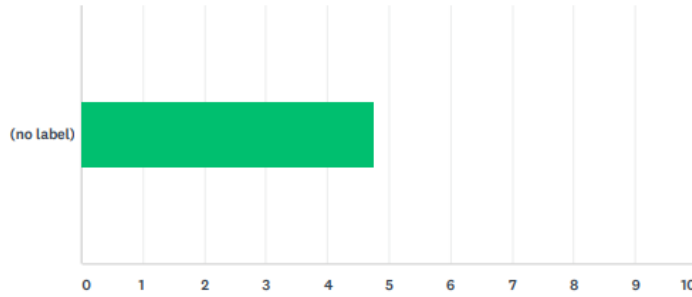


75% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 25% agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	25.00%	75.00%	4	4.75
	0	0	0	1	3		

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 4 Skipped: 0

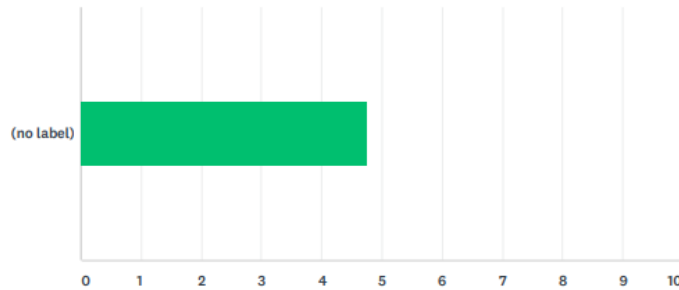


75% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 25% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	4.75

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 4 Skipped: 0

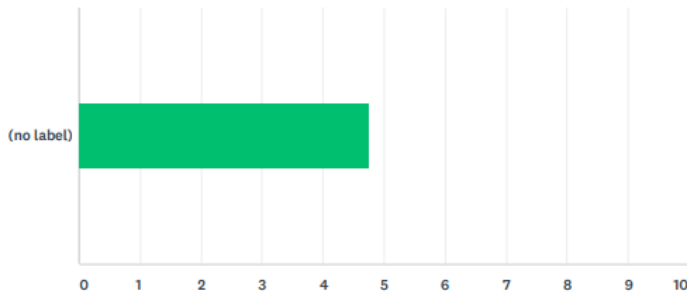


75% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 25% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	4.75

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 4 Skipped: 0

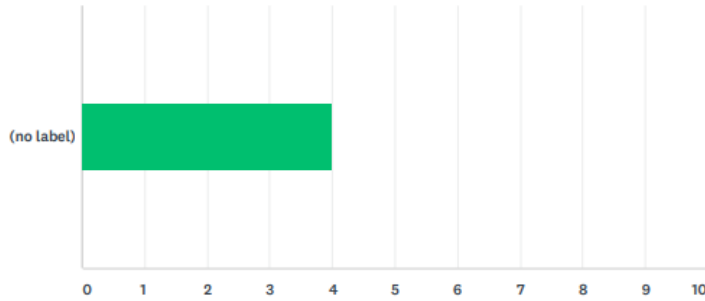


75% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 25% Agree with this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	4.75

Q7 I like the services that I received.

Answered: 1 Skipped: 0

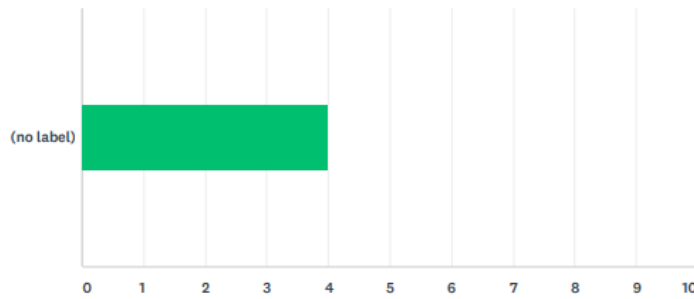


100% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive at Empowering Minds.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	100.00%	0.00%	1	4.00
	0	0	0	1	0	1	

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 1 Skipped: 0

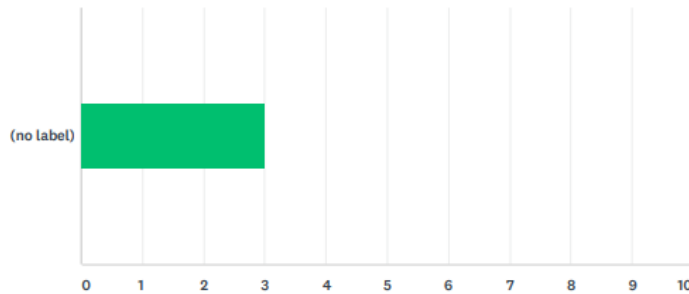


100% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	100.00%	0.00%	1	4.00
	0	0	0	1	0	1	

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 1 Skipped: 0

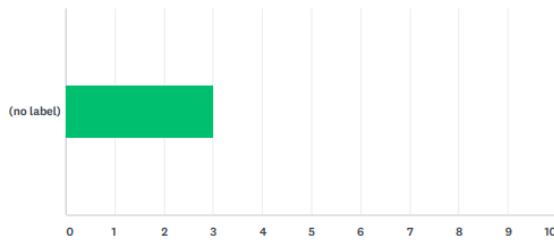


100% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	100.00%	0.00%	0.00%	1	3.00
	0	0	1	0	0	1	

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 1 Skipped: 0



100% of minors clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	100.00%	0.00%	0.00%	1	3.00
	0	0	1	0	0		

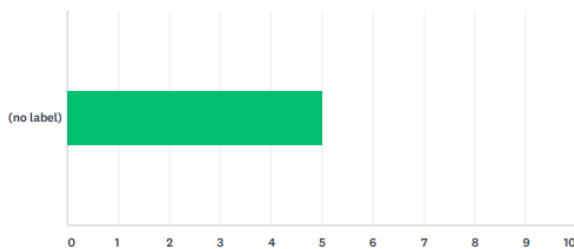
## Quarter 4 2018

### Baltimore City/County

36 adult clients and 36 minor clients/caregivers were surveyed between October 1, 2018 and December 31, 2018 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 36 Skipped: 0

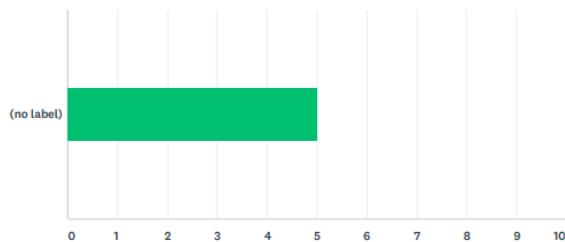


100% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	36	5.00
	0	0	0	0	36		

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 36 Skipped: 0

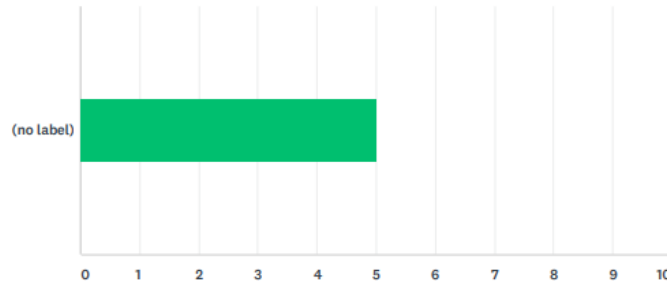


100% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	36	5.00
	0	0	0	0	36		

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 36 Skipped: 0

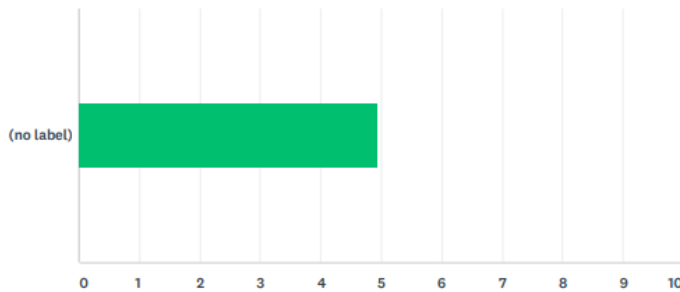


100% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	36	5.00
	0	0	0	0	36	36	

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 36 Skipped: 0

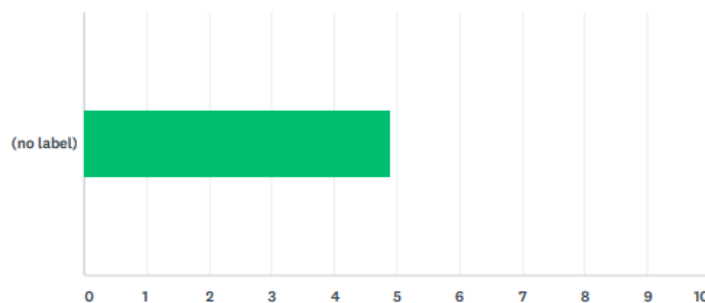


97.22% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 2.78% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	2.78%	0.00%	97.22%	36	4.94
	0	0	1	0	35	36	

Q7 I like the services that I received.

Answered: 36 Skipped: 0

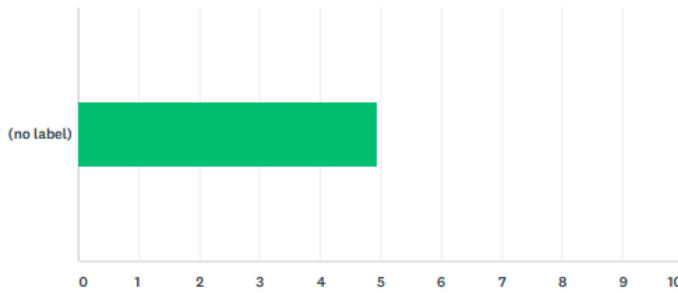


94.44% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive at Empowering Minds; 5.56% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	5.56%	0.00%	94.44%	36	4.89
	0	0	2	0	34	36	

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 36 Skipped: 0

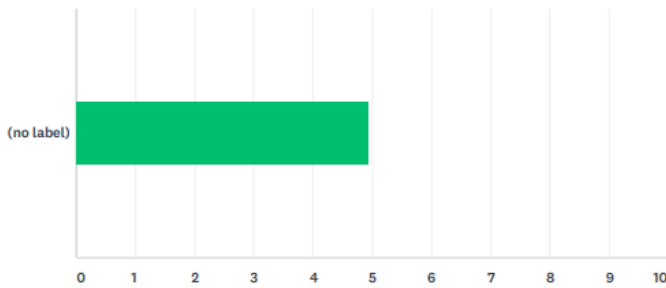


97.22% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 2.78% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	2.78%	0.00%	97.22%	36	4.94
	0	0	1	0	35		

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 36 Skipped: 0

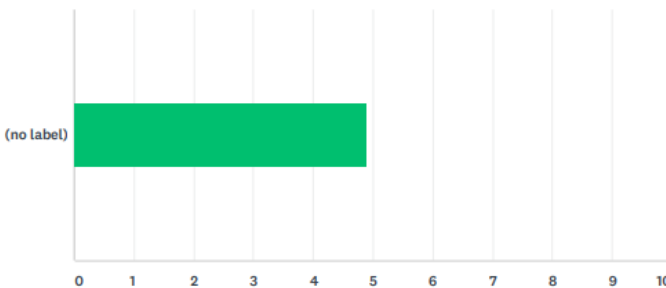


97.22% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 2.78% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	2.78%	0.00%	97.22%	36	4.94
	0	0	1	0	35		

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 36 Skipped: 0



94.44% of minors clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 5.56% are Neutral on this statement.

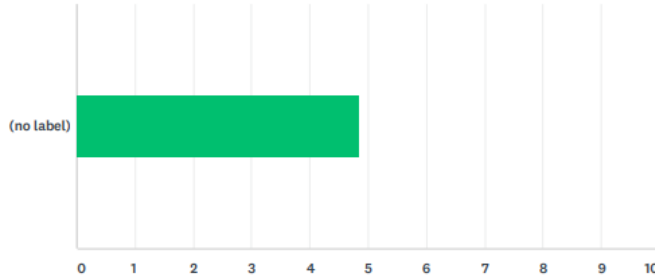
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	5.56%	0.00%	94.44%	36	4.89
	0	0	2	0	34		

**Anne Arundel County**

36 adult clients and 19 minor clients/caregivers were surveyed between October 1, 2018 and December 31, 2018 regarding their satisfaction with Empowering Minds.

**Q7 I like the services that I received.**

Answered: 36 Skipped: 0

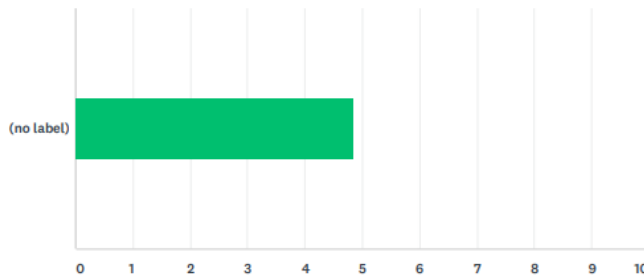


91.67% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 22.78% Agree; 5.56% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	5.56% 2	2.78% 1	91.67% 33	36	4.86

**Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.**

Answered: 36 Skipped: 0

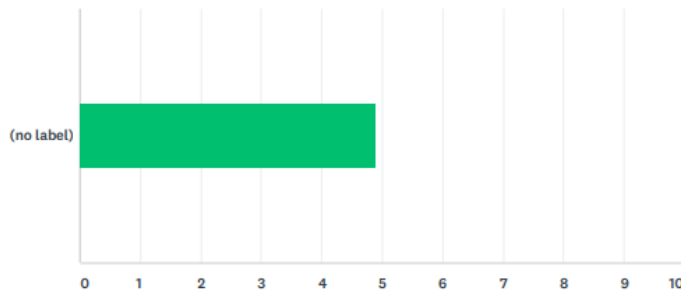


91.67% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 22.78% Agree; 5.56% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	5.56% 2	2.78% 1	91.67% 33	36	4.86

**Q13 I feel comfortable to express whether I am satisfied with services.**

Answered: 36 Skipped: 0



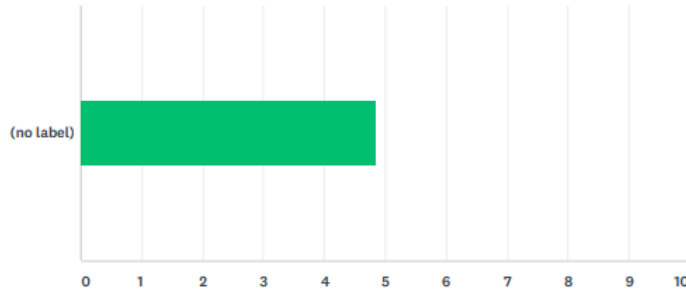
94.44% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 5.56% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	5.56% 2	0.00% 0	94.44% 34	36	4.89



Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 36 Skipped: 0

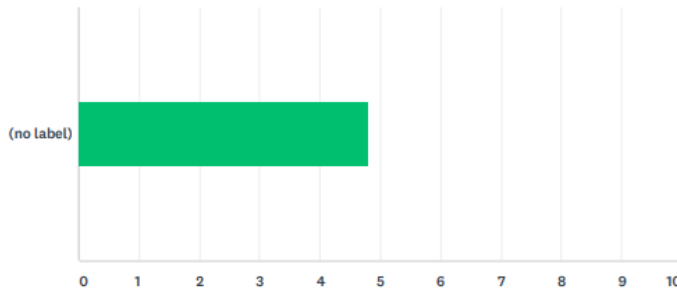


91.67% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 22.78% Agree; 5.56% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	5.56%	2.78%	91.67%	36	4.86
	0	0	2	1	33		

Q7 I like the services that I received.

Answered: 19 Skipped: 0

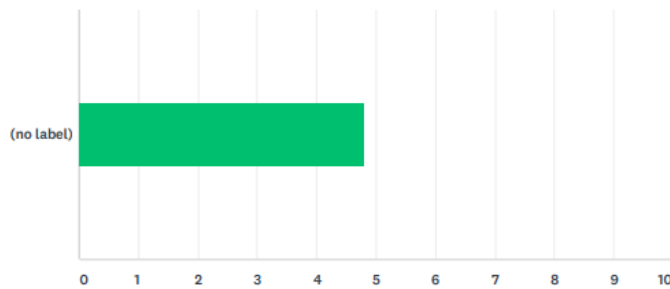


89.47% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive at Empowering Minds; 10.53% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	10.53%	0.00%	89.47%	19	4.79
	0	0	2	0	17		

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 19 Skipped: 0

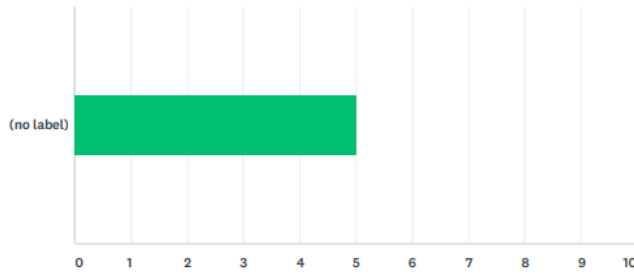


89.47% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 10.53% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	10.53%	0.00%	89.47%	19	4.79
	0	0	2	0	17		

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 19 Skipped: 0

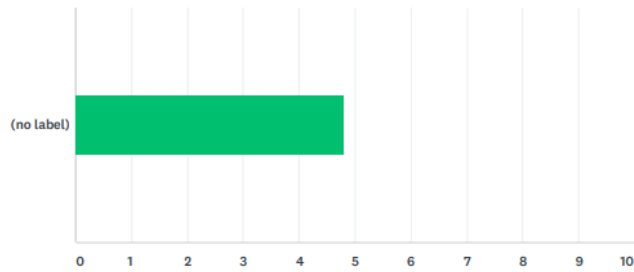


100% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	0.00%	0.00%	100.00%	19	5.00
	0	0	0	0	19	19	

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 19 Skipped: 0



89.47% of minors clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 10.53% are Neutral on this statement.

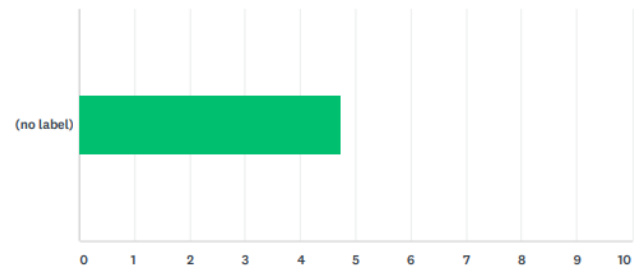
	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	10.53%	0.00%	89.47%	19	4.79
	0	0	2	0	17	19	

**Harford County**

15 adult clients and 19 minor clients/caregivers were surveyed between October 1, 2018 and December 31, 2018 regarding their satisfaction with Empowering Minds.

Q7 I like the services that I received.

Answered: 15 Skipped: 0

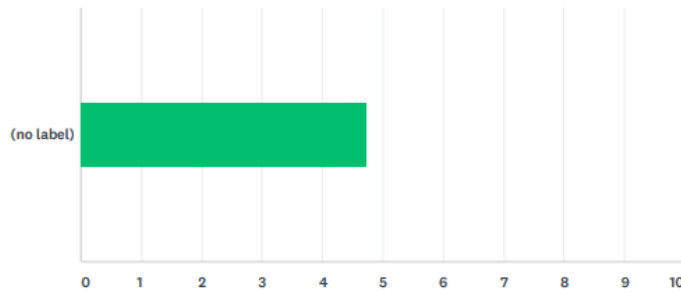


86.67% of adult clients surveyed Strongly Agree that they like the services they receive at Empowering Minds; 13.33% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	13.33%	0.00%	86.67%	15	4.73
	0	0	2	0	13	15	

Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.

Answered: 15 Skipped: 0

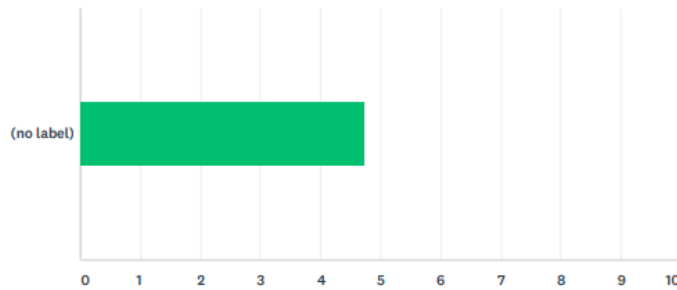


86.67% of adult clients surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 13.33% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	13.33%	0.00%	86.67%	15	4.73
	0	0	2	0	13		

Q13 I feel comfortable to express whether I am satisfied with services.

Answered: 15 Skipped: 0

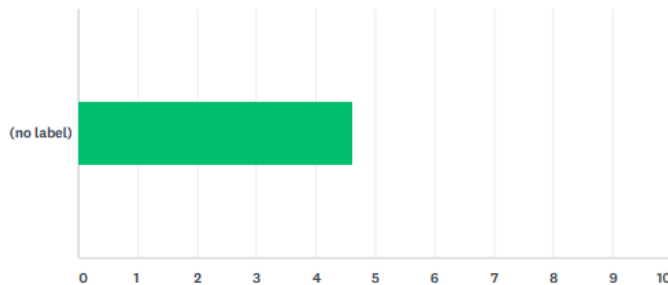


86.67% of adult clients surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 13.33% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	13.33%	0.00%	86.67%	15	4.73
	0	0	2	0	13		

Q16 I feel that I played an active role in deciding my rehabilitation goals.

Answered: 15 Skipped: 0

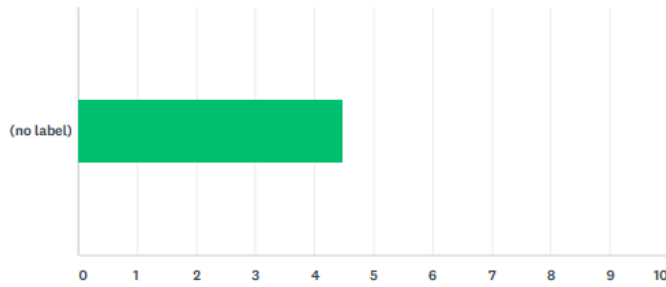


80% of adult clients surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 20% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	20.00%	0.00%	80.00%	15	4.60
	0	0	3	0	12		

**Q7 I like the services that I received.**

Answered: 19 Skipped: 0

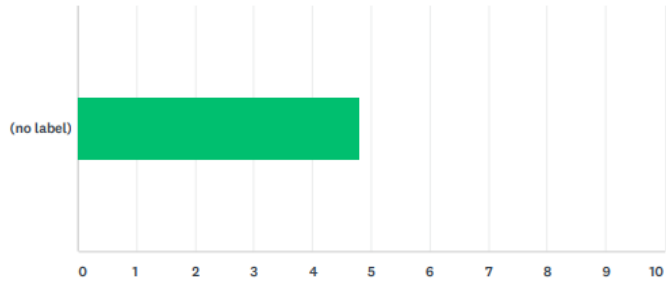


78.95% of minor clients/caregivers surveyed Strongly Agree that they like the services they receive at Empowering Minds; 5.26% Strongly Disagree; 15.79% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.26% 1	0.00% 0	15.79% 3	0.00% 0	78.95% 15	19	4.47

**Q8 Although there are other agencies from which I could receive services, I would still choose to get services from EMRC.**

Answered: 19 Skipped: 0

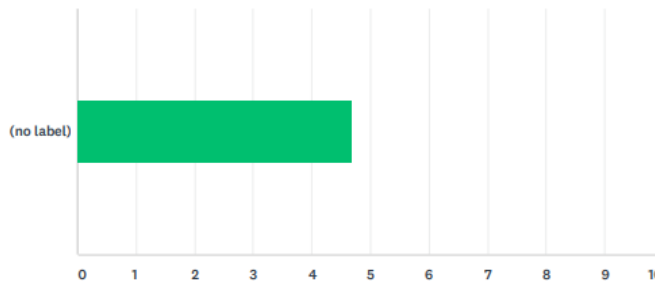


89.47% of minor clients/caregivers surveyed Strongly Agree that they would continue to choose Empowering Minds rather than other agencies; 10.53% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	10.53% 2	0.00% 0	89.47% 17	19	4.79

**Q13 I feel comfortable to express whether I am satisfied with services.**

Answered: 19 Skipped: 0

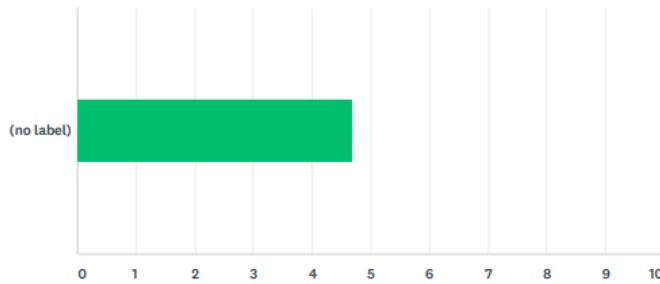


84.21% of minor clients/caregivers surveyed Strongly Agree that they feel comfortable expressing satisfaction or dissatisfaction with services; 15.79% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	15.79% 3	0.00% 0	84.21% 16	19	4.68

**Q16 I feel that I played an active role in deciding my rehabilitation goals.**

Answered: 19 Skipped: 0



84.21% of minors clients/caregivers surveyed Strongly Agree that they feel they played an active role in deciding their rehabilitation goals; 15.79% are Neutral on this statement.

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	15.79% 3	0.00% 0	84.21% 16	19	4.68

**Effectiveness:**

According to CARF, effectiveness measures how well treatment provides desired change in the opinion of the consumer, consumer’s family members, consumer’s teachers and clinicians.

Empowering Minds will gather findings quarterly on the number of suspensions/expulsions, incarcerations, and homeless episodes each client encounters. Empowering Minds randomly surveys 25-30% of active clients each quarter.

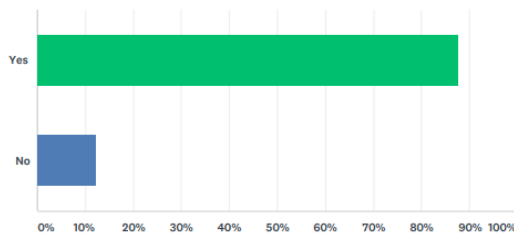
**Quarter 1 2018**

**Baltimore City/County**

83 adult clients and 89 minor clients/caregivers were surveyed between January 1, 2018 and March 31, 2018 regarding effectiveness of services.

**Q8 Do you currently live in stable housing?**

Answered: 73 Skipped: 10

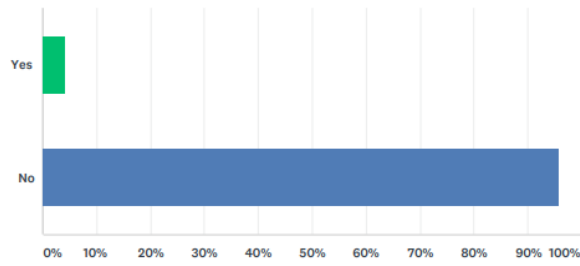


12.33% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	87.67%	64
No	12.33%	9
TOTAL		73

Q17 Have you been arrested in the last 6 months?

Answered: 72 Skipped: 11

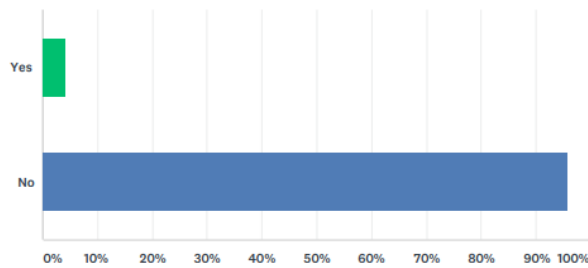


ANSWER CHOICES	RESPONSES	
Yes	4.17%	3
No	95.83%	69
TOTAL		72

4.17% of adult clients surveyed were arrested during the quarter; 4.23% were incarcerated.

Q18 Have you been in jail or prison in the past 6 months?

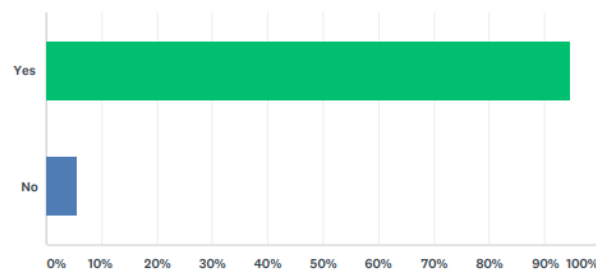
Answered: 71 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes	4.23%	3
No	95.77%	68
TOTAL		71

Q8 Do you/your child currently live in stable housing?

Answered: 74 Skipped: 5

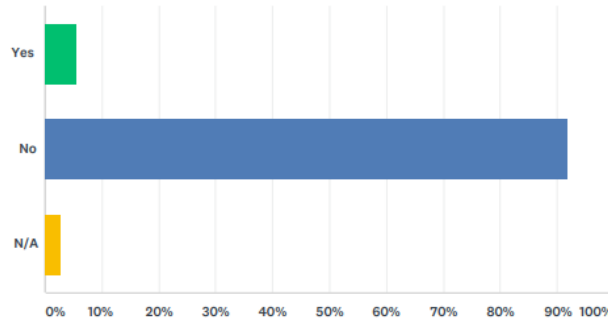


2.82% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	94.59%	70
No	5.41%	4
TOTAL		74

Q15 In the past month have you/your child been suspended from school?

Answered: 73 Skipped: 6

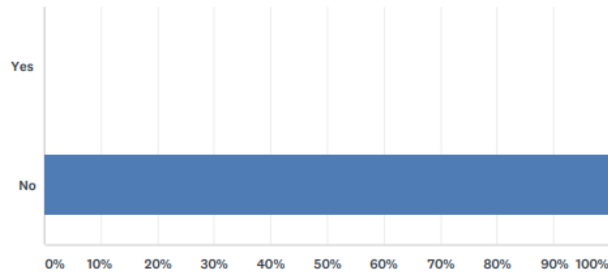


5.48% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	5.48%	4
No	91.78%	67
N/A	2.74%	2
TOTAL		73

Q17 Have you/your child been arrested in the last 6 months?

Answered: 72 Skipped: 7

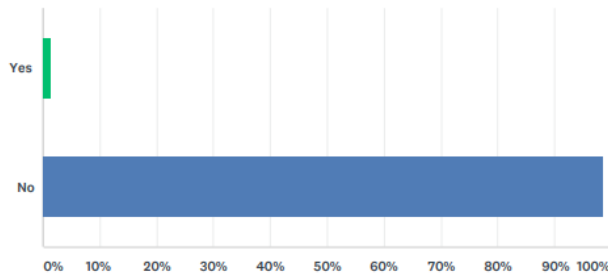


ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	72
TOTAL		72

0.00% of minor clients surveyed were arrested during the quarter; 1.37% were incarcerated.

Q18 Have you/your child been in jail or prison in the past 6 months?

Answered: 73 Skipped: 6

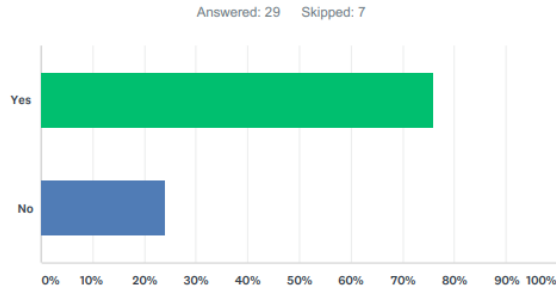


ANSWER CHOICES	RESPONSES	
Yes	1.37%	1
No	98.63%	72
TOTAL		73

**Anne Arundel County**

36 adult clients and 11 minor clients/caregivers were surveyed between January 1, 2018 and March 31, 2018 regarding effectiveness of services.

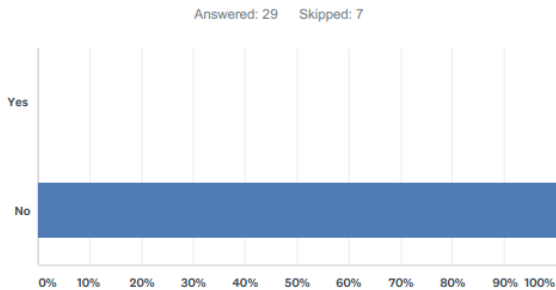
**Q8 Do you currently live in stable housing?**



24.14% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	75.86%	22
No	24.14%	7
TOTAL		29

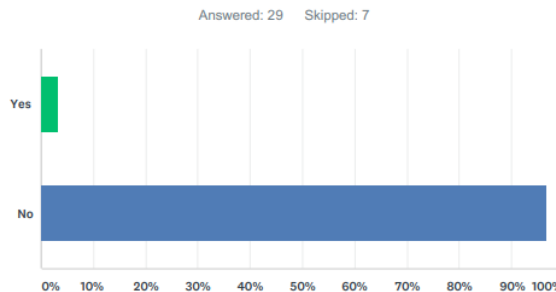
**Q17 Have you been arrested in the last 6 months?**



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	29
TOTAL		29

0.00% of adult clients surveyed were arrested during the quarter; 3.45% were incarcerated.

**Q18 Have you been in jail or prison in the past 6 months?**

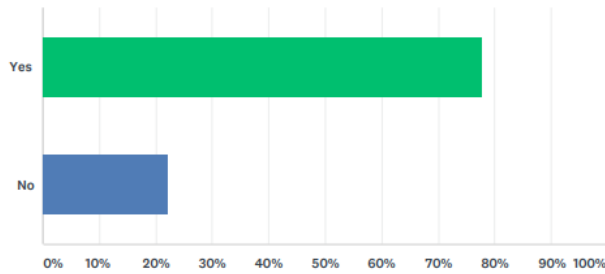


ANSWER CHOICES	RESPONSES	
Yes	3.45%	1
No	96.55%	28
TOTAL		29



Q8 Do you/your child currently live in stable housing?

Answered: 9 Skipped: 2

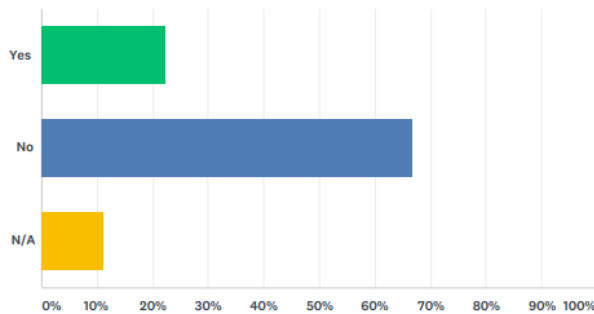


22.22% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	77.78%	7
No	22.22%	2
TOTAL		9

Q15 In the past month have you/your child been suspended from school?

Answered: 9 Skipped: 2

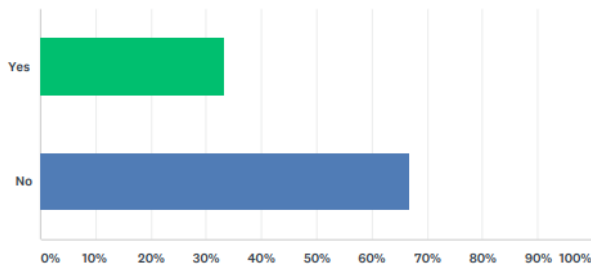


22.22% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	22.22%	2
No	66.67%	6
N/A	11.11%	1
TOTAL		9

Q17 Have you/your child been arrested in the last 6 months?

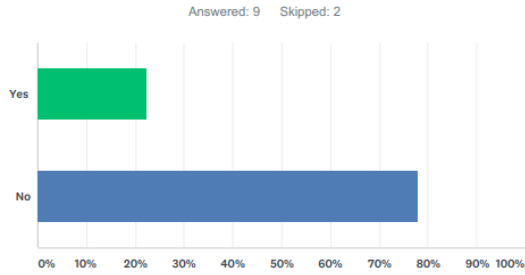
Answered: 9 Skipped: 2



33.33% of minor clients/caregivers surveyed were arrested

ANSWER CHOICES	RESPONSES	
Yes	33.33%	3
No	66.67%	6
TOTAL		9

Q18 Have you/your child been in jail or prison in the past 6 months?



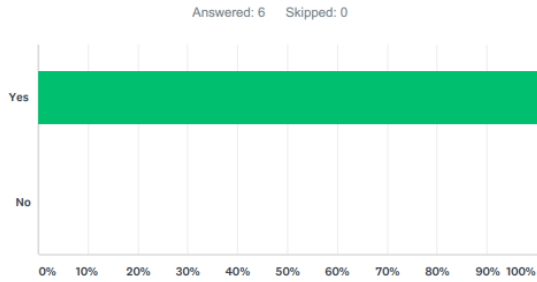
22.22% of minor clients/caregivers surveyed were incarcerated.

ANSWER CHOICES	RESPONSES
Yes	22.22% 2
No	77.78% 7
TOTAL	9

**Harford County**

6 adult clients and 3 minor clients/caregivers were surveyed between January 1, 2018 and March 31, 2018 regarding effectiveness of services.

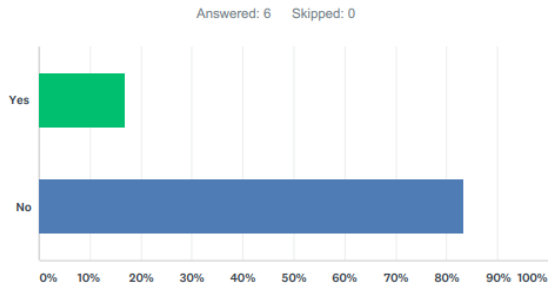
Q8 Do you currently live in stable housing?



100% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES
Yes	100.00% 6
No	0.00% 0
TOTAL	6

Q17 Have you been arrested in the last 6 months?

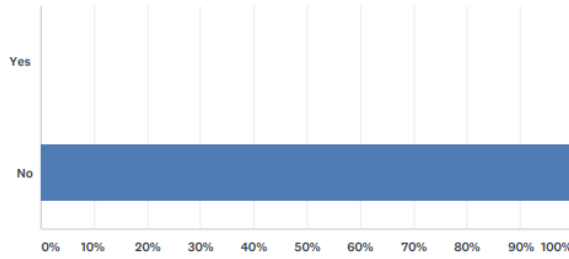


16.67% of adult clients surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES
Yes	16.67% 1
No	83.33% 5
TOTAL	6

Q18 Have you been in jail or prison in the past 6 months?

Answered: 6 Skipped: 0

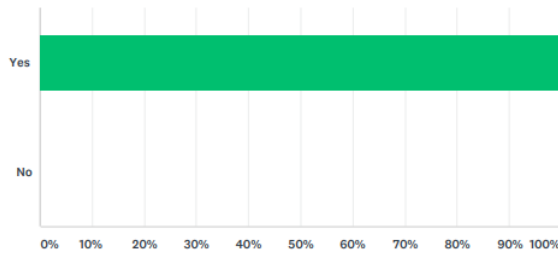


0.00% of adult clients surveyed were incarcerated during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	6
TOTAL		6

Q8 Do you/your child currently live in stable housing?

Answered: 3 Skipped: 0

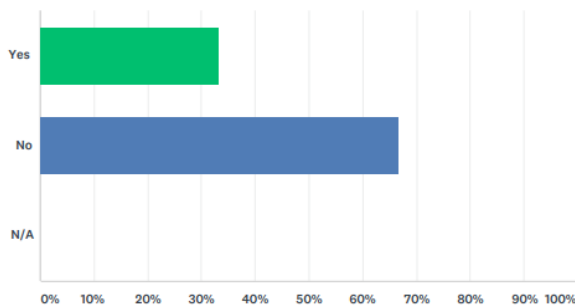


0.00% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	100.00%	3
No	0.00%	0
TOTAL		3

Q15 In the past month have you/your child been suspended from school?

Answered: 3 Skipped: 0

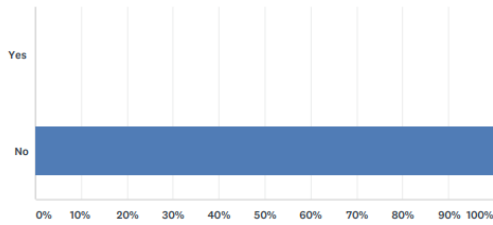


33.33% of minor clients/caregivers surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	33.33%	1
No	66.67%	2
N/A	0.00%	0
TOTAL		3

Q17 Have you/your child been arrested in the last 6 months?

Answered: 3 Skipped: 0

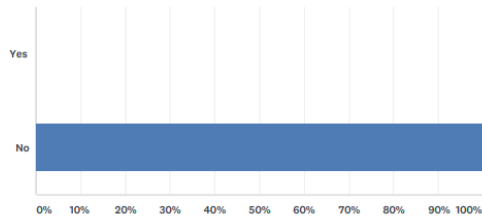


ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	3
TOTAL		3

0.00% of minor clients/caregivers surveyed were arrested during the quarter; 0.00% were incarcerated.

Q18 Have you/your child been in jail or prison in the past 6 months?

Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	3
TOTAL		3

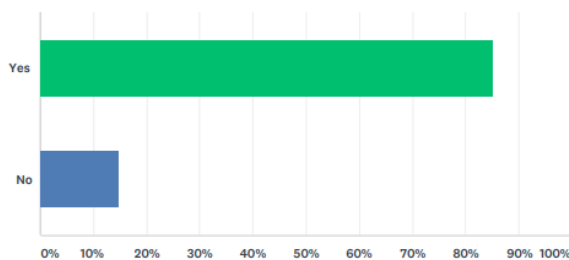
**Quarter 2 2018**

**Baltimore City/County**

123 adult clients and 104 minor clients/caregivers were surveyed between April 1, 2018 and June 30, 2018 regarding effectiveness of services.

Q8 Do you currently live in stable housing?

Answered: 108 Skipped: 15

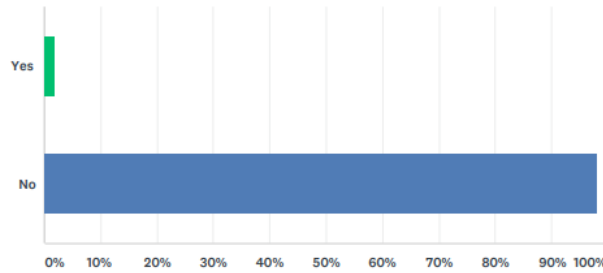


14.81% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	85.19%	92
No	14.81%	16
TOTAL		108

**Q17 Have you been arrested in the last 6 months?**

Answered: 108 Skipped: 15

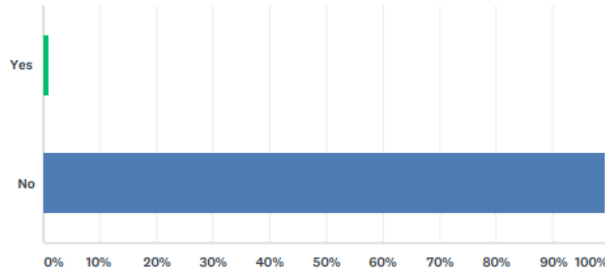


1.85% of adult clients surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	1.85%	2
No	98.15%	106
TOTAL		108

**Q18 Have you been in jail or prison in the past 6 months?**

Answered: 108 Skipped: 15

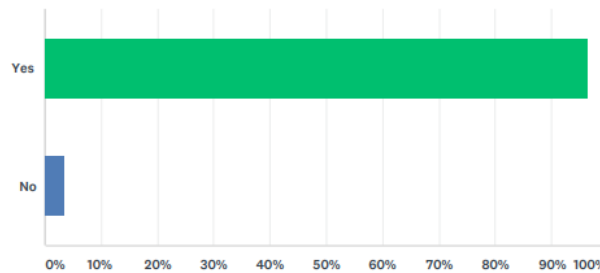


0.93% of adult clients surveyed were incarcerated during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.93%	1
No	99.07%	107
TOTAL		108

**Q8 Do you/your child currently live in stable housing?**

Answered: 85 Skipped: 19

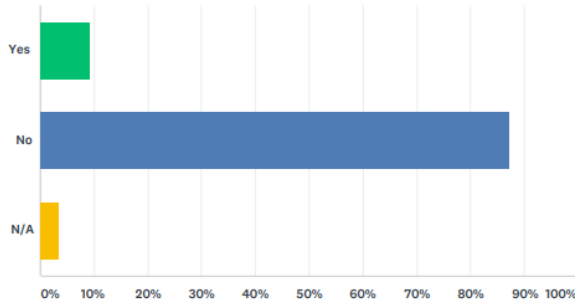


3.53% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	96.47%	82
No	3.53%	3
TOTAL		85

Q15 In the past month have you/your child been suspended from school?

Answered: 86 Skipped: 18

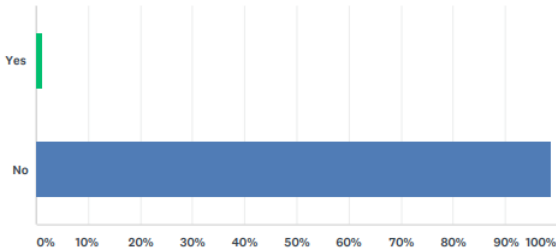


9.30% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	9.30%	8
No	87.21%	75
N/A	3.49%	3
TOTAL		86

Q17 Have you/your child been arrested in the last 6 months?

Answered: 85 Skipped: 19

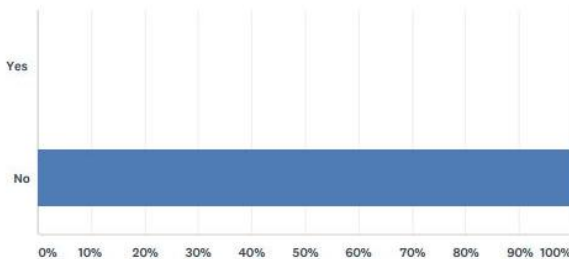


1.18% of minor clients/caregivers surveyed were arrested during the quarter; 0.00% were incarcerated.

ANSWER CHOICES	RESPONSES	
Yes	1.18%	1
No	98.82%	84
TOTAL		85

Q17 Have you/your child been in jail or prison in the past 6 months?

Answered: 15 Skipped: 2



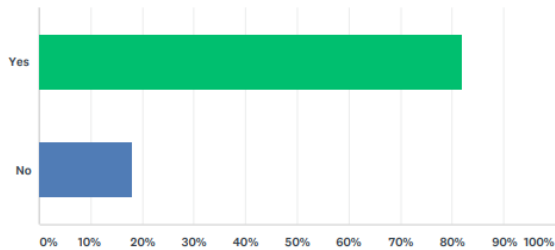
ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	15
TOTAL		15

**Anne Arundel County**

56 adult clients and 21 minor clients/caregivers were surveyed between April 1, 2018 and June 30, 2018 regarding effectiveness of services.

**Q8 Do you currently live in stable housing?**

Answered: 50 Skipped: 6

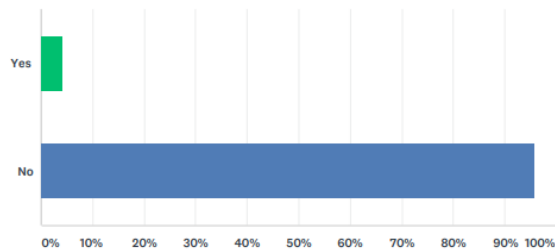


18% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	82.00%	41
No	18.00%	9
TOTAL		50

**Q17 Have you been arrested in the last 6 months?**

Answered: 49 Skipped: 7

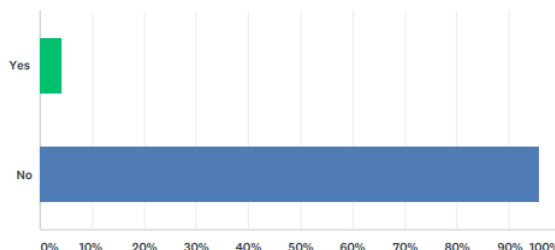


ANSWER CHOICES	RESPONSES	
Yes	4.08%	2
No	95.92%	47
TOTAL		49

4.06% of adult clients surveyed were arrested during the quarter; 4.08% were incarcerated.

**Q18 Have you been in jail or prison in the past 6 months?**

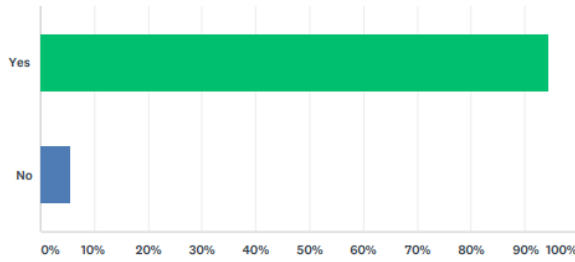
Answered: 49 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	4.08%	2
No	95.92%	47
TOTAL		49

Q8 Do you/your child currently live in stable housing?

Answered: 18 Skipped: 3

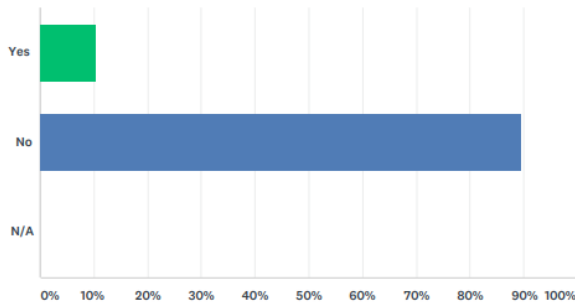


5.56% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	94.44%	17
No	5.56%	1
TOTAL		18

Q15 In the past month have you/your child been suspended from school?

Answered: 19 Skipped: 2

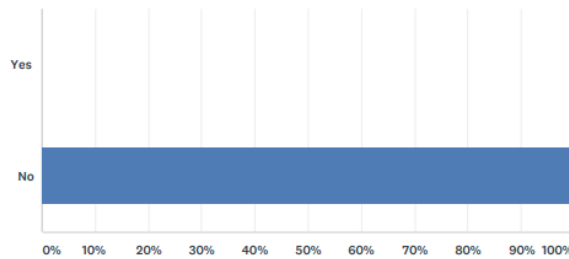


10.53% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	10.53%	2
No	89.47%	17
N/A	0.00%	0
TOTAL		19

Q17 Have you/your child been arrested in the last 6 months?

Answered: 19 Skipped: 2



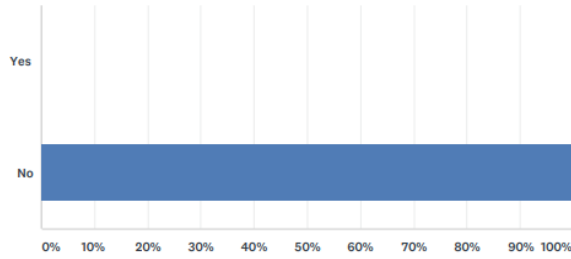
0.00% of minor clients/caregivers surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	19
TOTAL		19



**Q18 Have you/your child been in jail or prison in the past 6 months?**

Answered: 19 Skipped: 2



0.00% of minor clients/caregivers surveyed were incarcerated.

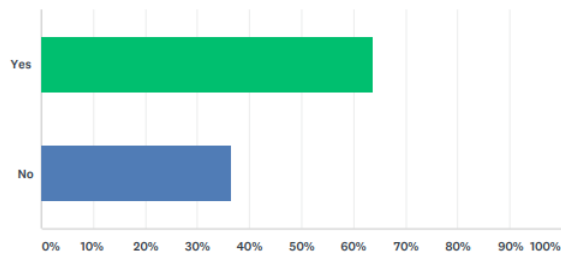
ANSWER CHOICES	RESPONSES
Yes	0.00% 0
No	100.00% 19
TOTAL	19

**Harford County**

15 adult clients and 3 minor clients/caregivers were surveyed between April 1, 2018 and June 30, 2018 regarding effectiveness of services.

**Q8 Do you currently live in stable housing?**

Answered: 11 Skipped: 4

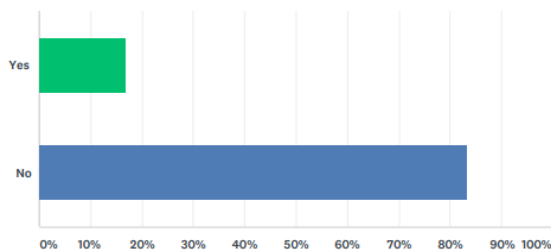


36.36% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES
Yes	63.64% 7
No	36.36% 4
TOTAL	11

**Q17 Have you been arrested in the last 6 months?**

Answered: 12 Skipped: 3

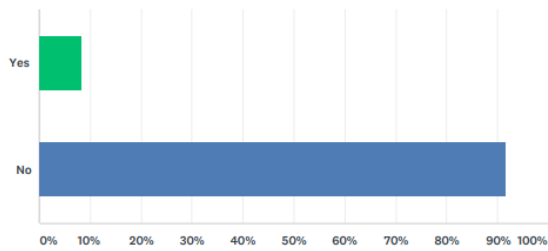


16.67% of adult clients surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES
Yes	16.67% 2
No	83.33% 10
TOTAL	12

Q18 Have you been in jail or prison in the past 6 months?

Answered: 12 Skipped: 3

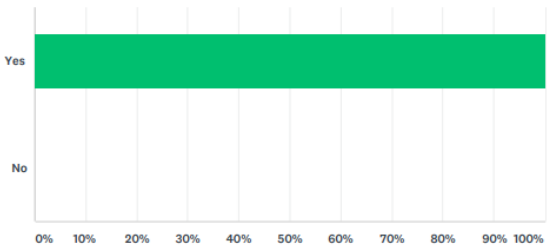


8.33% of adult clients surveyed were incarcerated during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	8.33%	1
No	91.67%	11
TOTAL		12

Q8 Do you/your child currently live in stable housing?

Answered: 3 Skipped: 0

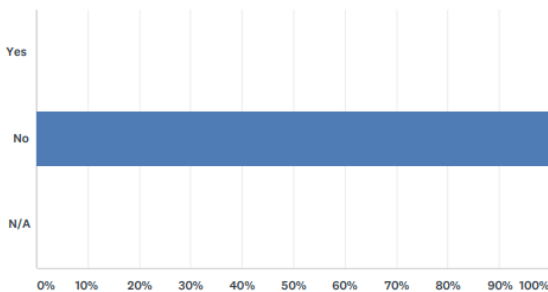


0.00% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	100.00%	3
No	0.00%	0
TOTAL		3

Q15 In the past month have you/your child been suspended from school?

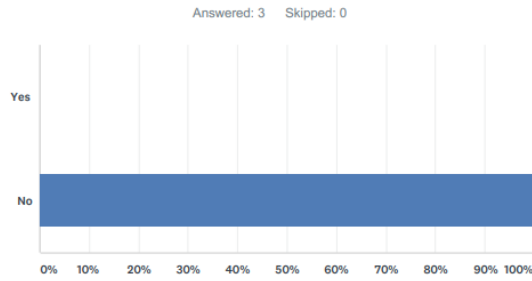
Answered: 3 Skipped: 0



0.00% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	3
N/A	0.00%	0
TOTAL		3

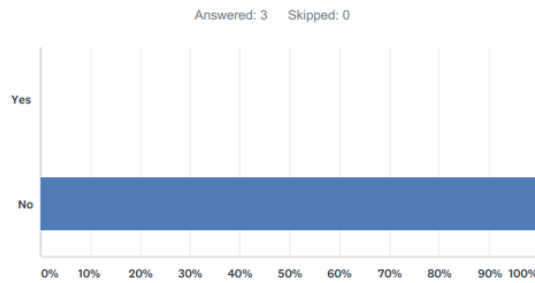
Q17 Have you/your child been arrested in the last 6 months?



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	3
TOTAL		3

0.00% of minor clients/caregivers surveyed were arrested during the quarter; 0.00% were incarcerated.

Q18 Have you/your child been in jail or prison in the past 6 months?



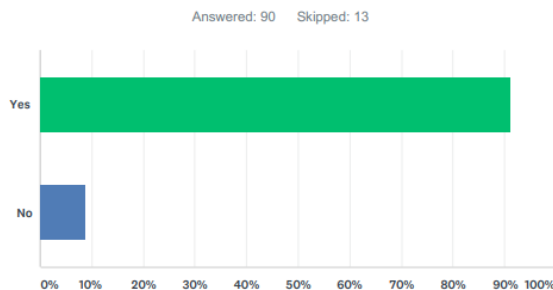
ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	3
TOTAL		3

**Quarter 3 2018**

**Baltimore City/County**

103 adult clients and 92 minor clients/caregivers were surveyed between July 1, 2018 and September 30, 2018 regarding effectiveness of services.

Q8 Do you currently live in stable housing?

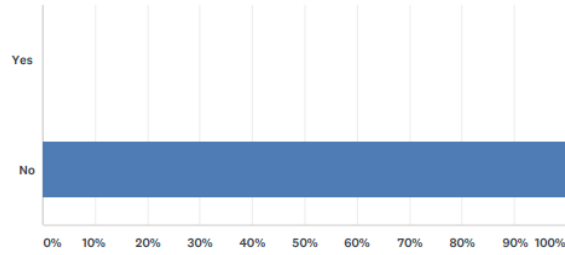


8.89% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	91.11%	82
No	8.89%	8
TOTAL		90

Q17 Have you been arrested in the last 6 months?

Answered: 89 Skipped: 14

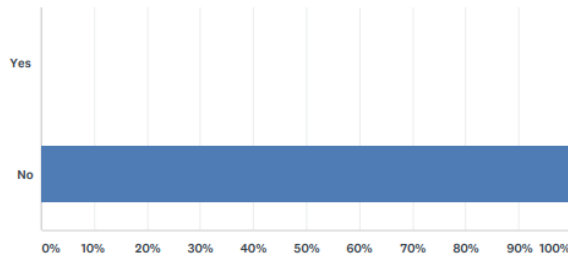


ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	89
TOTAL		89

0.00% of adult clients surveyed were arrested during the quarter; 0.00% were incarcerated.

Q18 Have you been in jail or prison in the past 6 months?

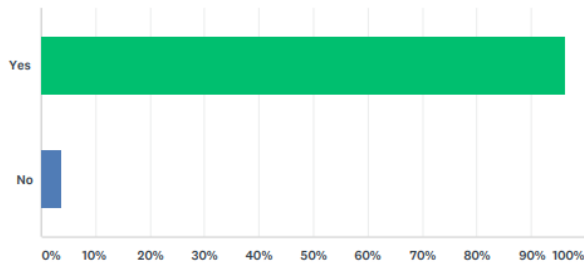
Answered: 87 Skipped: 16



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	87
TOTAL		87

Q8 Do you/your child currently live in stable housing?

Answered: 81 Skipped: 11

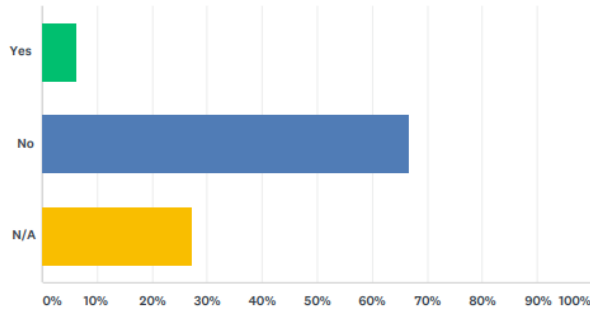


ANSWER CHOICES	RESPONSES	
Yes	96.30%	78
No	3.70%	3
TOTAL		81

3.70% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

Q15 In the past month have you/your child been suspended from school?

Answered: 81 Skipped: 11

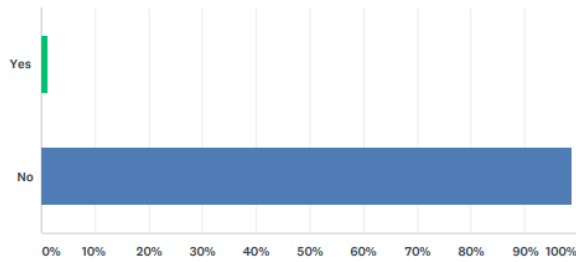


6.17% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	6.17%	5
No	66.67%	54
N/A	27.16%	22
TOTAL		81

Q17 Have you/your child been arrested in the last 6 months?

Answered: 83 Skipped: 9

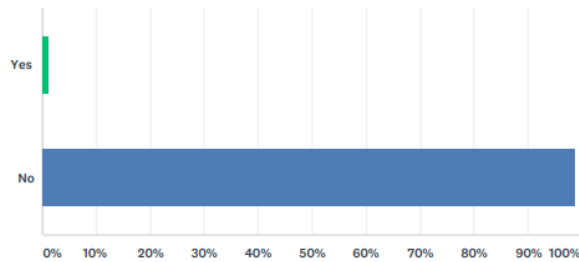


ANSWER CHOICES	RESPONSES	
Yes	1.20%	1
No	98.80%	82
TOTAL		83

1.20% of minor clients/caregivers surveyed were arrested during the quarter; 1.20% were incarcerated.

Q18 Have you/your child been in jail or prison in the past 6 months?

Answered: 82 Skipped: 10



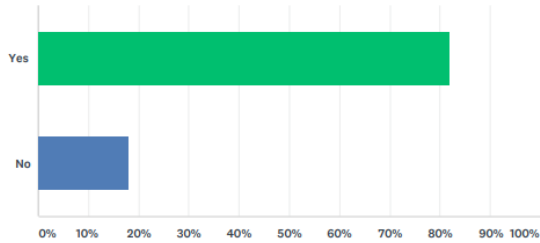
ANSWER CHOICES	RESPONSES	
Yes	1.22%	1
No	98.78%	81
TOTAL		82

**Anne Arundel County**

59 adult clients and 18 minor clients/caregivers were surveyed between July 1, 2018 and September 30, 2018 regarding effectiveness of services.

**Q8 Do you currently live in stable housing?**

Answered: 50 Skipped: 9

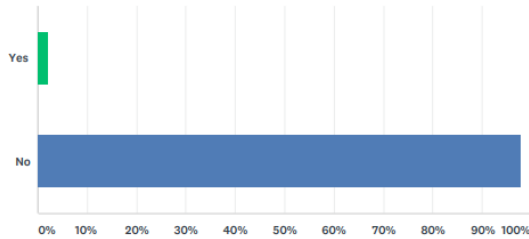


18% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	82.00%	41
No	18.00%	9
TOTAL		50

**Q17 Have you been arrested in the last 6 months?**

Answered: 50 Skipped: 9

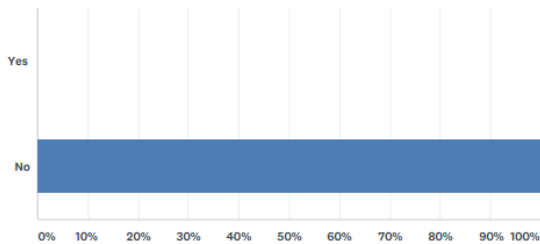


ANSWER CHOICES	RESPONSES	
Yes	2.00%	1
No	98.00%	49
TOTAL		50

2% of adult clients surveyed were arrested during the quarter; 0.00% were incarcerated.

**Q18 Have you been in jail or prison in the past 6 months?**

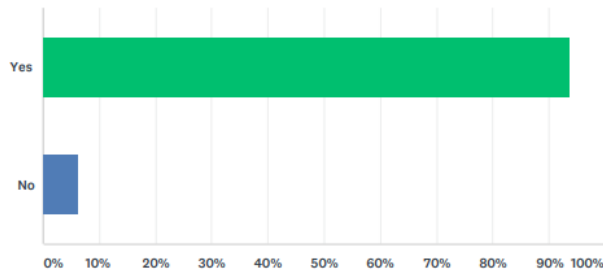
Answered: 49 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	49
TOTAL		49

Q8 Do you/your child currently live in stable housing?

Answered: 16 Skipped: 2

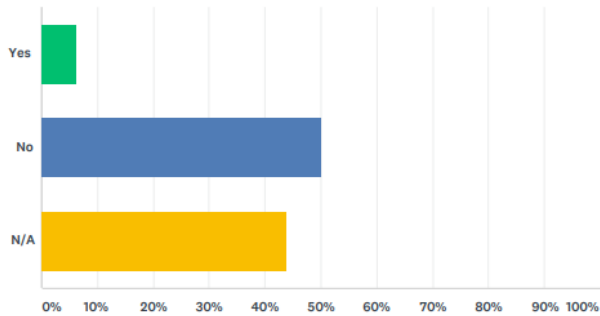


6.25% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES
Yes	93.75% 15
No	6.25% 1
<b>TOTAL</b>	<b>16</b>

Q15 In the past month have you/your child been suspended from school?

Answered: 16 Skipped: 2

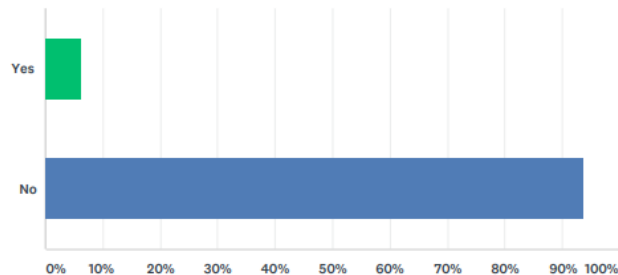


6.25% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES
Yes	6.25% 1
No	50.00% 8
N/A	43.75% 7
<b>TOTAL</b>	<b>16</b>

Q17 Have you/your child been arrested in the last 6 months?

Answered: 16 Skipped: 2

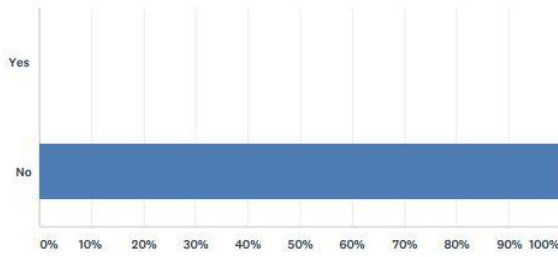


6.25% of minor clients/caregivers surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES
Yes	6.25% 1
No	93.75% 15
<b>TOTAL</b>	<b>16</b>

Q17 Have you/your child been in jail or prison in the past 6 months?

Answered: 2 Skipped: 0



0.00% of minor clients/caregivers surveyed were incarcerated during the quarter.

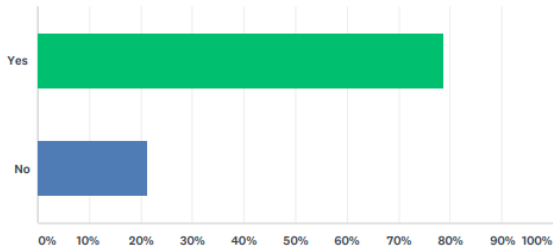
ANSWER CHOICES	RESPONSES
Yes	0.00% 0
No	100.00% 2
TOTAL	2

**Harford County**

15 adult clients and 5 minor clients/caregivers were surveyed between July 1, 2018 and September 30, 2018 regarding effectiveness of services.

Q8 Do you currently live in stable housing?

Answered: 14 Skipped: 1

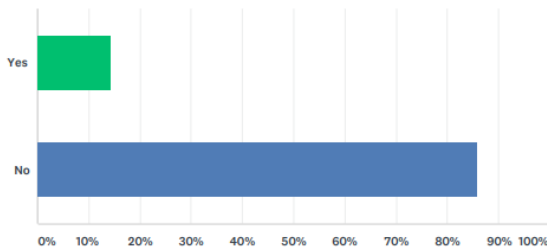


21.43% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES
Yes	78.57% 11
No	21.43% 3
TOTAL	14

Q17 Have you been arrested in the last 6 months?

Answered: 14 Skipped: 1



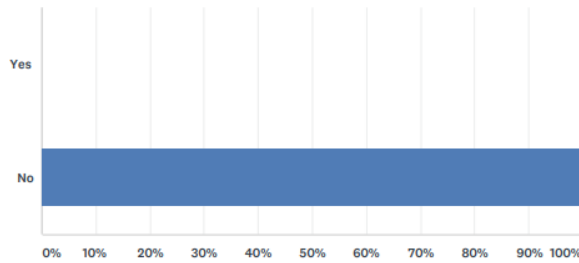
14.29% of adult clients surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES
Yes	14.29% 2
No	85.71% 12
TOTAL	14



Q18 Have you been in jail or prison in the past 6 months?

Answered: 14 Skipped: 1

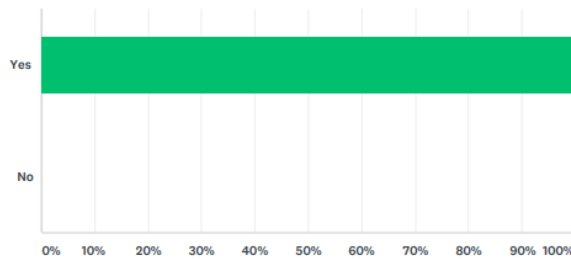


0.00% of adult clients surveyed were incarcerated during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	14
TOTAL		14

Q8 Do you/your child currently live in stable housing?

Answered: 4 Skipped: 1

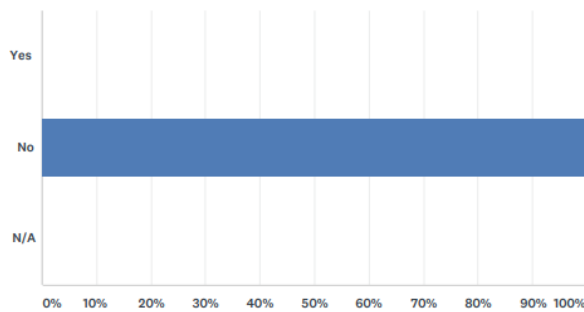


0.00% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	100.00%	4
No	0.00%	0
TOTAL		4

Q15 In the past month have you/your child been suspended from school?

Answered: 4 Skipped: 1

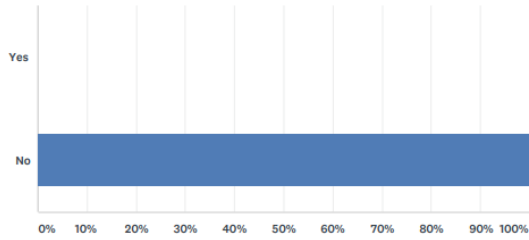


0.00% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	4
N/A	0.00%	0
TOTAL		4

Q17 Have you/your child been arrested in the last 6 months?

Answered: 4 Skipped: 1

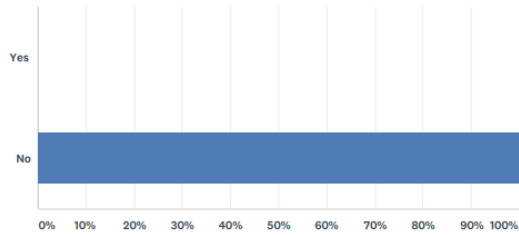


ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	4
TOTAL		4

0.00% of minor clients/caregivers surveyed were arrested during the quarter; 0.00% were incarcerated.

Q18 Have you/your child been in jail or prison in the past 6 months?

Answered: 4 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	4
TOTAL		4

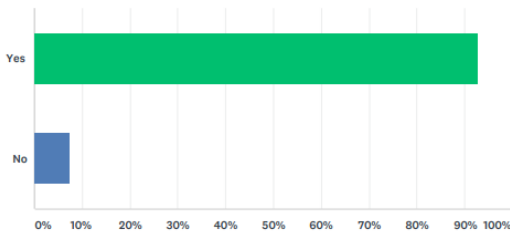
Quarter 4 2018

**Baltimore City/County**

110 adult clients and 61 minor clients/caregivers were surveyed between October 1, 2018 and December 31, 2018 regarding effectiveness of services.

Q8 Do you currently live in stable housing?

Answered: 96 Skipped: 14

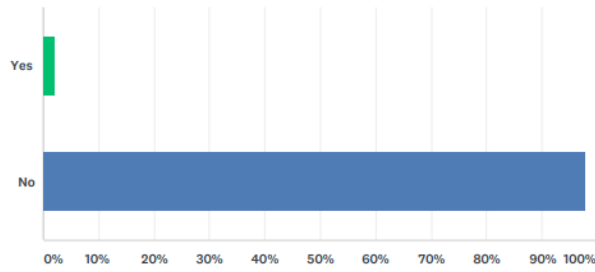


7.29% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	92.71%	89
No	7.29%	7
TOTAL		96

### Q17 Have you been arrested in the last 6 months?

Answered: 96 Skipped: 14

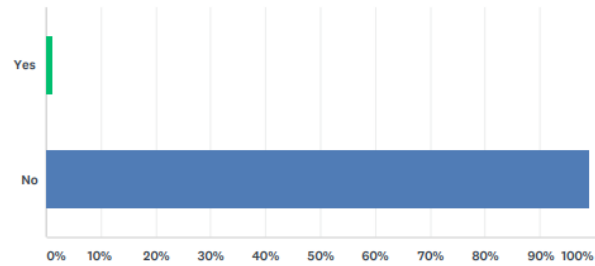


ANSWER CHOICES	RESPONSES	
Yes	2.08%	2
No	97.92%	94
TOTAL		96

2.08% of adult clients surveyed were arrested during the quarter; 1.05% were incarcerated.

### Q18 Have you been in jail or prison in the past 6 months?

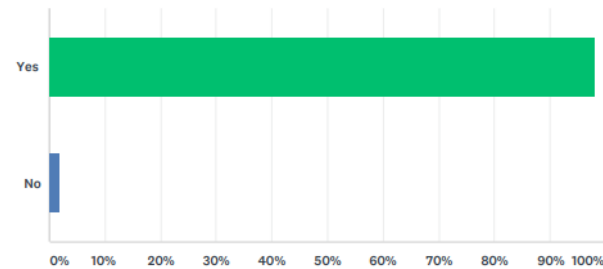
Answered: 95 Skipped: 15



ANSWER CHOICES	RESPONSES	
Yes	1.05%	1
No	98.95%	94
TOTAL		95

### Q8 Do you/your child currently live in stable housing?

Answered: 54 Skipped: 7

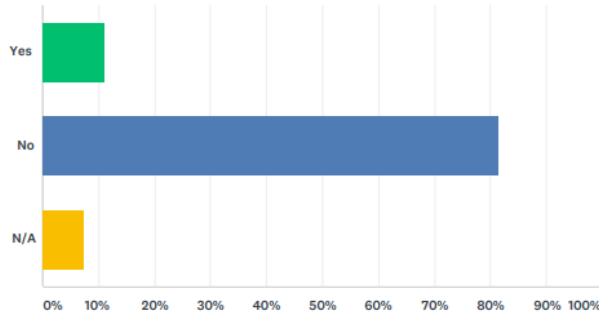


1.85% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	98.15%	53
No	1.85%	1
TOTAL		54

Q15 In the past month have you/your child been suspended from school?

Answered: 54 Skipped: 7

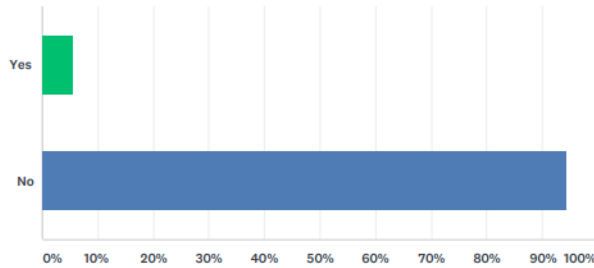


11.11% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	11.11%	6
No	81.48%	44
N/A	7.41%	4
TOTAL		54

Q17 Have you/your child been arrested in the last 6 months?

Answered: 54 Skipped: 7

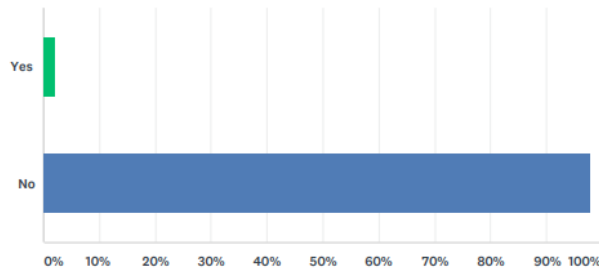


ANSWER CHOICES	RESPONSES	
Yes	5.56%	3
No	94.44%	51
TOTAL		54

5.56% of minor clients/caregivers surveyed were arrested during the quarter; 2.00% were incarcerated.

Q18 Have you/your child been in jail or prison in the past 6 months?

Answered: 50 Skipped: 11



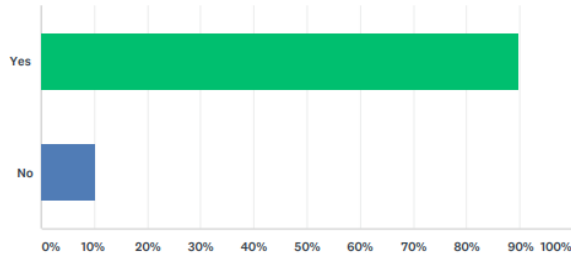
ANSWER CHOICES	RESPONSES	
Yes	2.00%	1
No	98.00%	49
TOTAL		50

**Anne Arundel County**

42 adult clients and 12 minor clients/caregivers were surveyed between October 1, 2018 and December 31, 2018 regarding effectiveness of services.

**Q8 Do you currently live in stable housing?**

Answered: 39 Skipped: 3

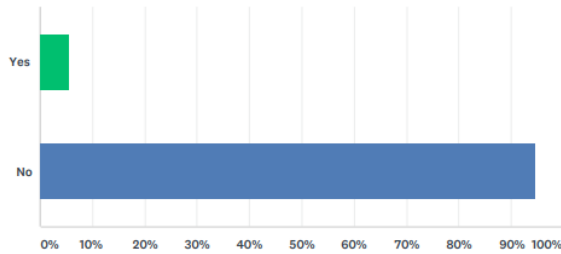


10.26% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	89.74%	35
No	10.26%	4
<b>TOTAL</b>		<b>39</b>

**Q17 Have you been arrested in the last 6 months?**

Answered: 37 Skipped: 5

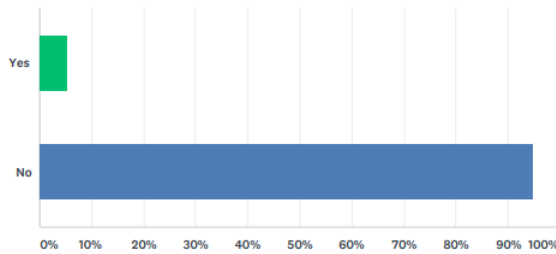


ANSWER CHOICES	RESPONSES	
Yes	5.41%	2
No	94.59%	35
<b>TOTAL</b>		<b>37</b>

5.41% of adult clients surveyed were arrested during the quarter; 5.26% were incarcerated.

**Q18 Have you been in jail or prison in the past 6 months?**

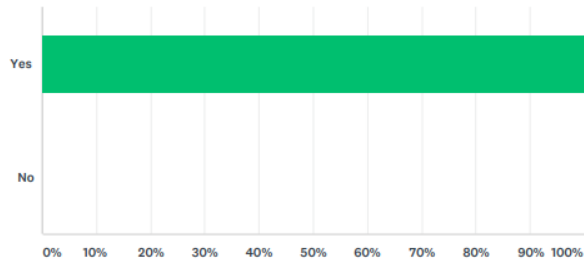
Answered: 38 Skipped: 4



ANSWER CHOICES	RESPONSES	
Yes	5.26%	2
No	94.74%	36
<b>TOTAL</b>		<b>38</b>

Q8 Do you/your child currently live in stable housing?

Answered: 9 Skipped: 3

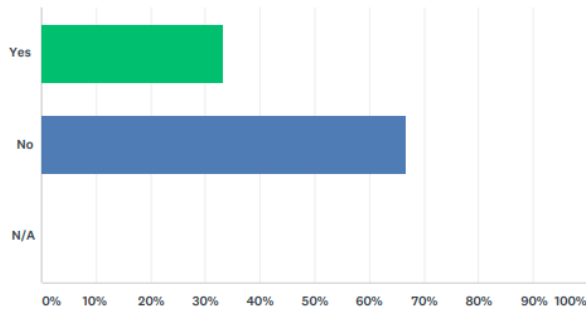


0.00% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES
Yes	100.00% 9
No	0.00% 0
TOTAL	9

Q15 In the past month have you/your child been suspended from school?

Answered: 9 Skipped: 3

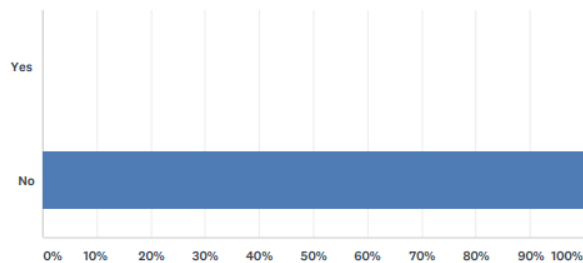


33.33% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES
Yes	33.33% 3
No	66.67% 6
N/A	0.00% 0
TOTAL	9

Q17 Have you/your child been arrested in the last 6 months?

Answered: 8 Skipped: 4

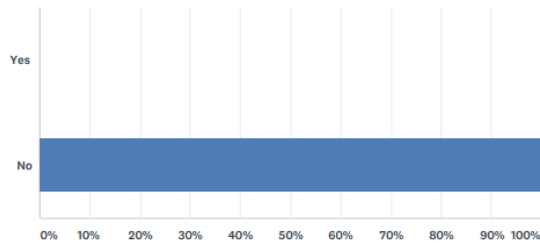


0.00% of minor clients/caregivers surveyed were arrested

ANSWER CHOICES	RESPONSES
Yes	0.00% 0
No	100.00% 8
TOTAL	8

Q18 Have you/your child been in jail or prison in the past 6 months?

Answered: 9 Skipped: 3



0.00% of minor clients/caregivers surveyed were incarcerated during

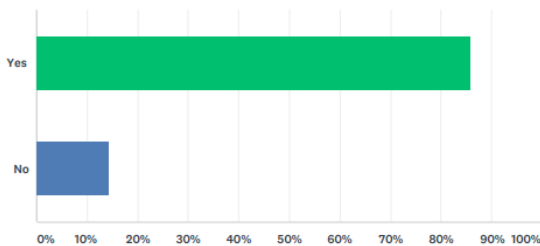
ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	9
TOTAL		9

**Harford County**

16 adult clients and 4 minor clients/caregivers were surveyed between January 1, 2018 and March 31, 2018 regarding effectiveness of services.

Q8 Do you currently live in stable housing?

Answered: 14 Skipped: 2

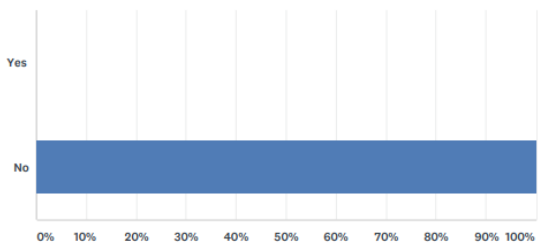


14.29% of adult clients surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	85.71%	12
No	14.29%	2
TOTAL		14

Q17 Have you been arrested in the last 6 months?

Answered: 14 Skipped: 2

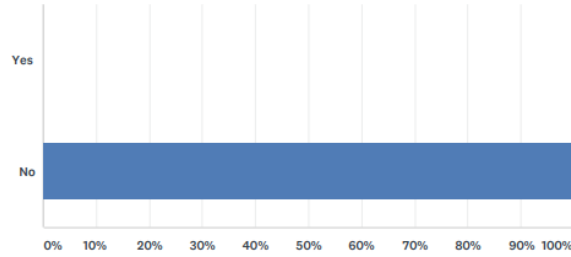


0.00% of adult clients surveyed were arrested during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	14
TOTAL		14

Q18 Have you been in jail or prison in the past 6 months?

Answered: 14 Skipped: 2

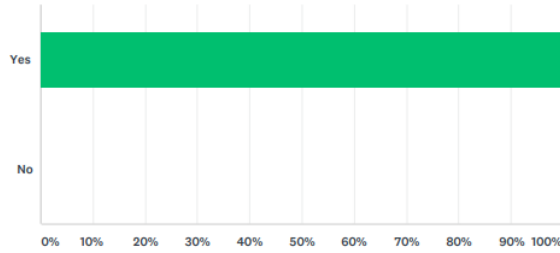


0.00% of adult clients surveyed were incarcerated during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	14
TOTAL		14

Q8 Do you/your child currently live in stable housing?

Answered: 2 Skipped: 0

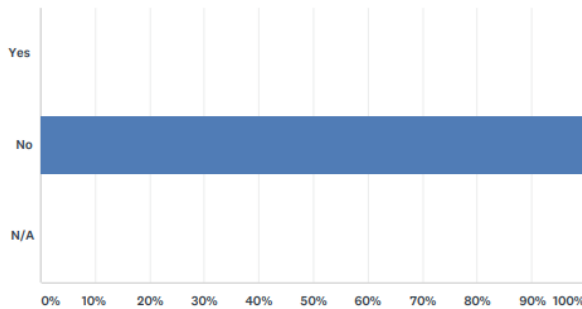


0.00% of minor clients/caregivers surveyed experienced homelessness/housing instability during this quarter.

ANSWER CHOICES	RESPONSES	
Yes	100.00%	2
No	0.00%	0
TOTAL		2

Q15 In the past month have you/your child been suspended from school?

Answered: 2 Skipped: 0



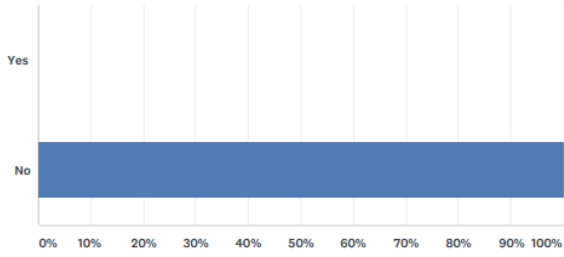
0.00% of minor clients surveyed were suspended from school during the quarter.

ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	2
N/A	0.00%	0
TOTAL		2



Q17 Have you/your child been arrested in the last 6 months?

Answered: 2 Skipped: 0

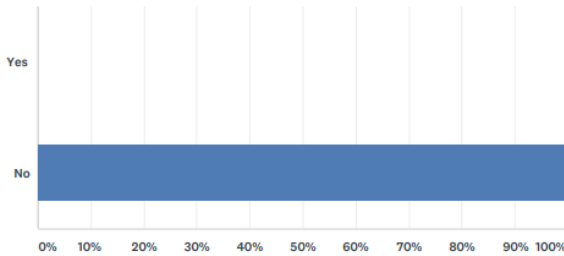


ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	2
TOTAL		2

0.00% of minor clients/caregivers surveyed were arrested during the quarter; 0.00% were incarcerated.

Q18 Have you/your child been in jail or prison in the past 6 months?

Answered: 2 Skipped: 0



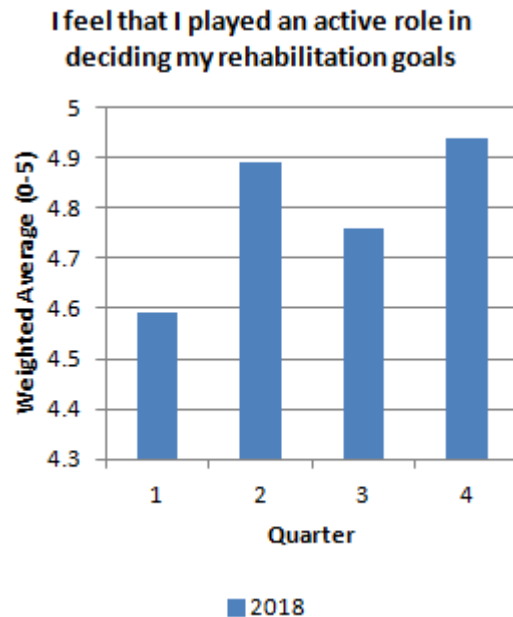
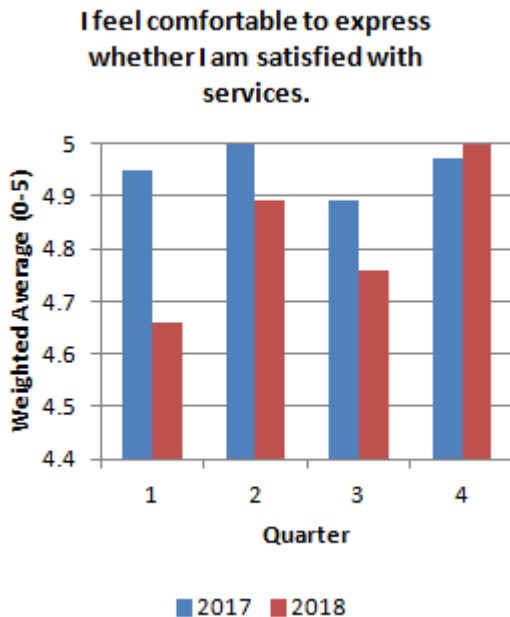
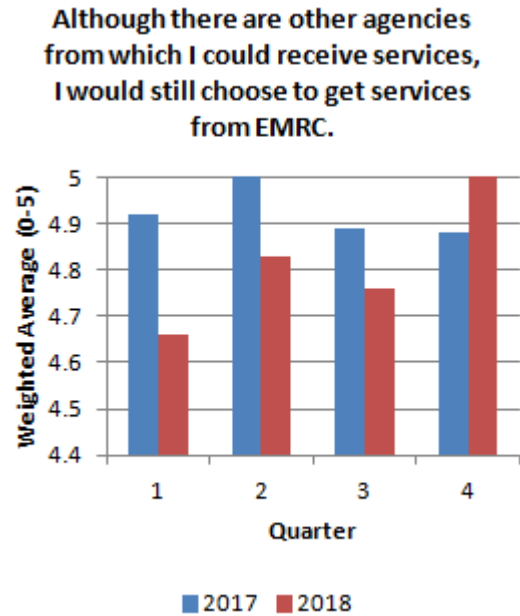
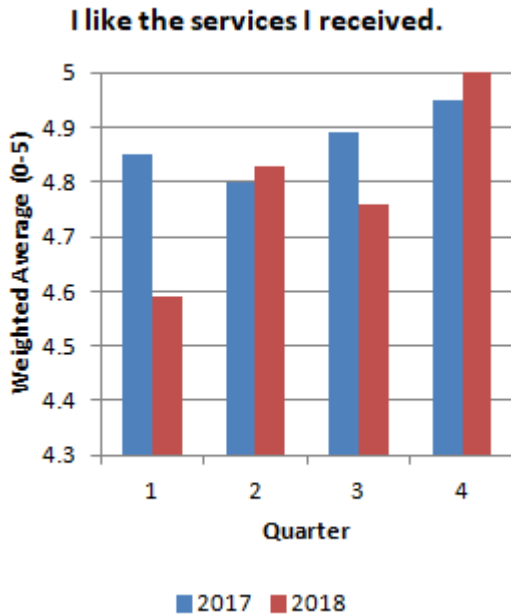
ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	2
TOTAL		2

## 2017/2018 Acceptability Comparison

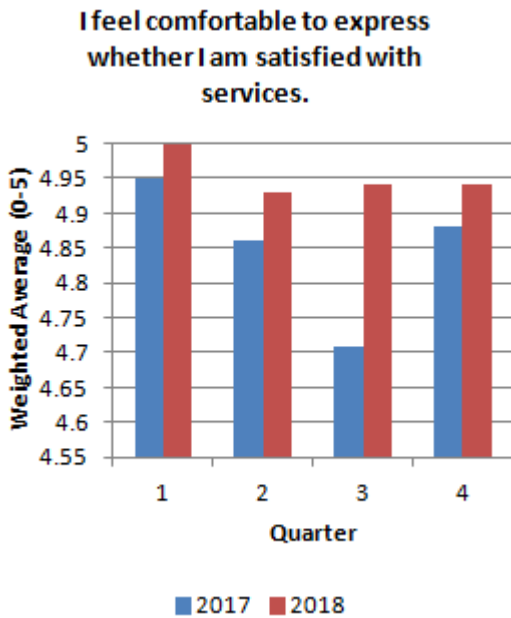
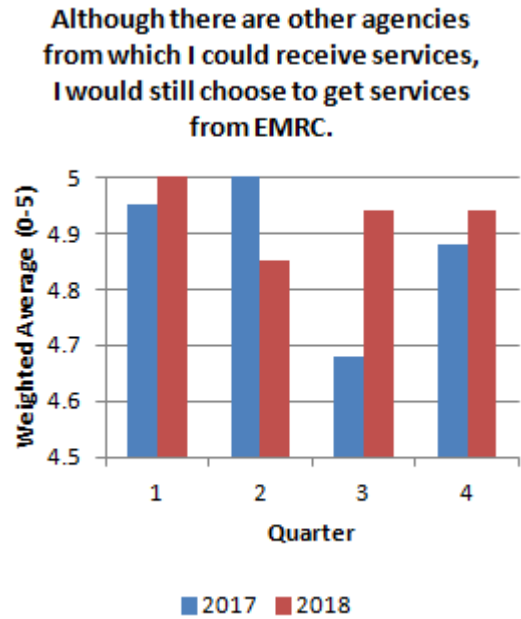
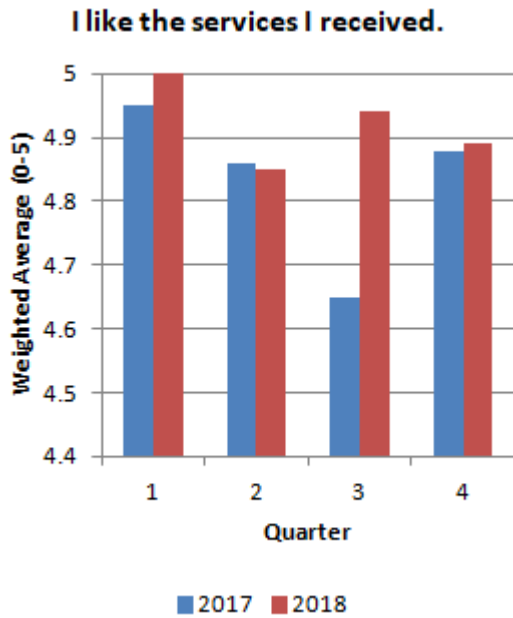
### Baltimore City/County

Empowering Minds staff compared survey results from 2017 and 2018 regarding client satisfaction. Empowering Minds also compared survey results concerning the statement, “I feel that I played an active role in deciding my rehabilitation goals” for the year 2018, as there was not survey data for the year 2017.

### Adult Client Satisfaction



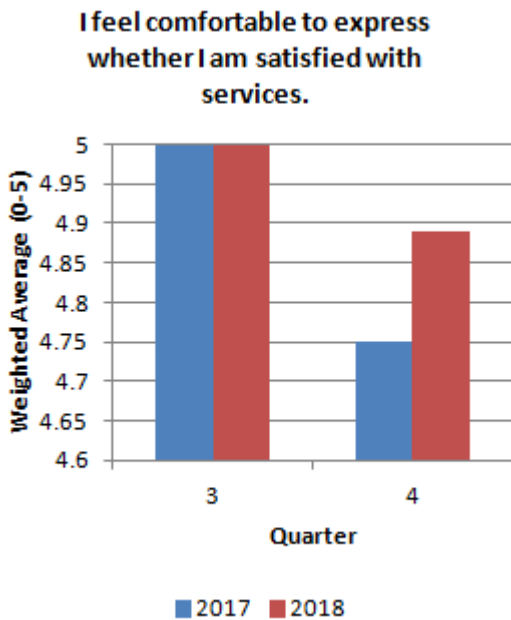
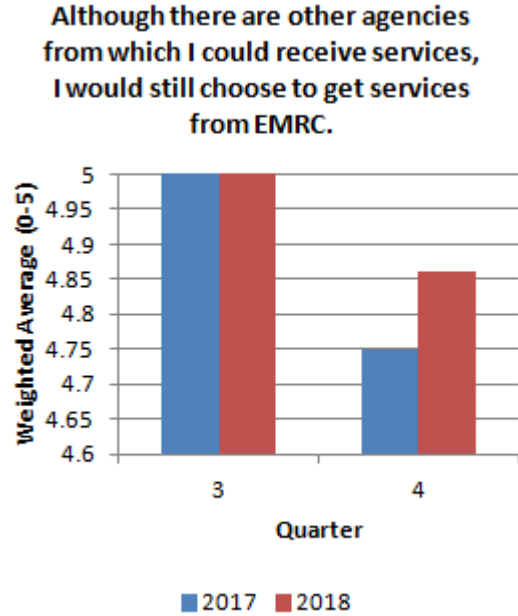
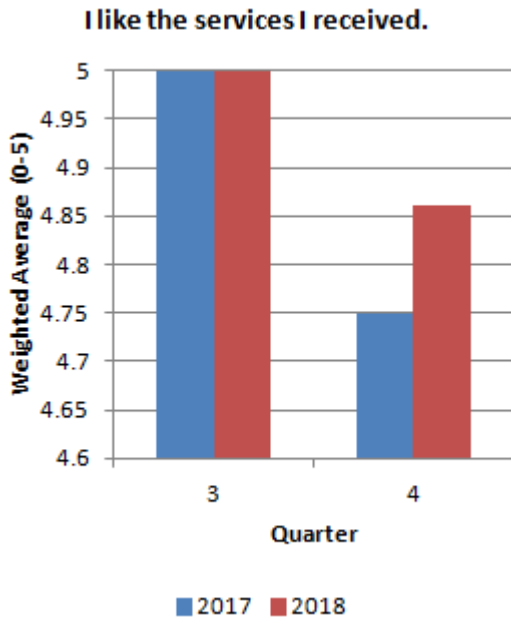
Minor Client Satisfaction



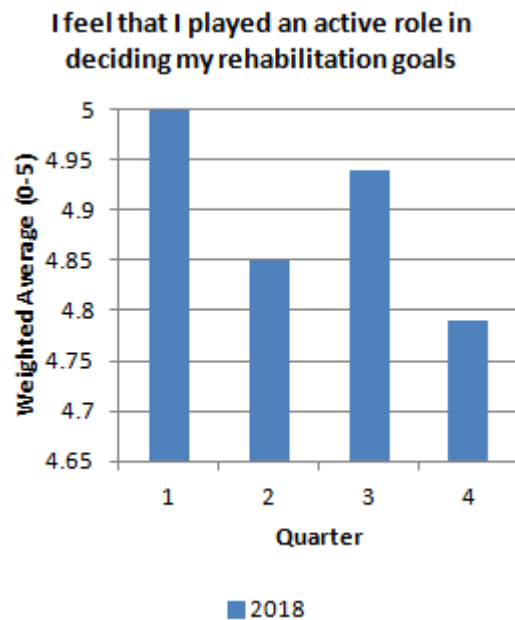
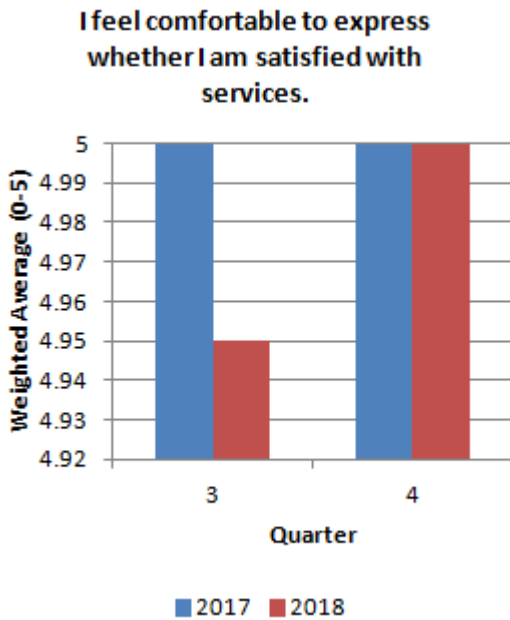
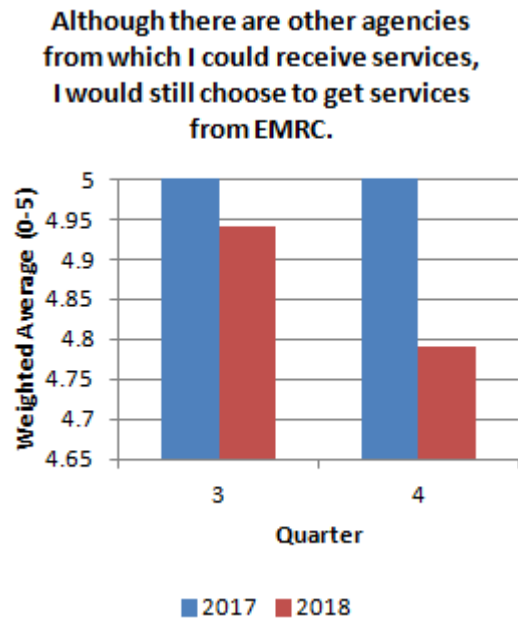
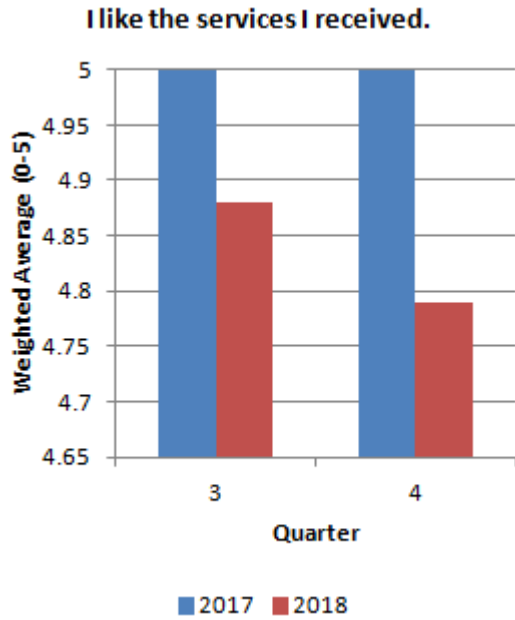
**Anne Arundel County**

Empowering Minds compared survey results for two quarters of 2017 and 2018 regarding client satisfaction. There is not enough survey data to compare results from the other two quarters. Empowering Minds also compared survey results concerning the statement, “I feel that I played an active role in deciding my rehabilitation goals” for the year 2018, as there was not survey data for the year 2017.

**Adult Client Satisfaction**



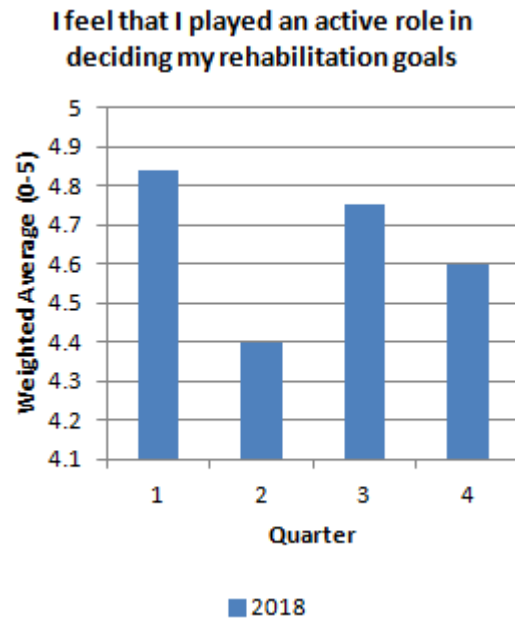
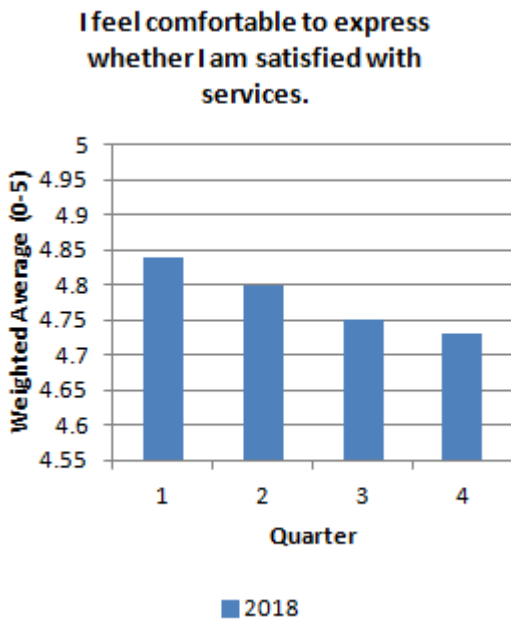
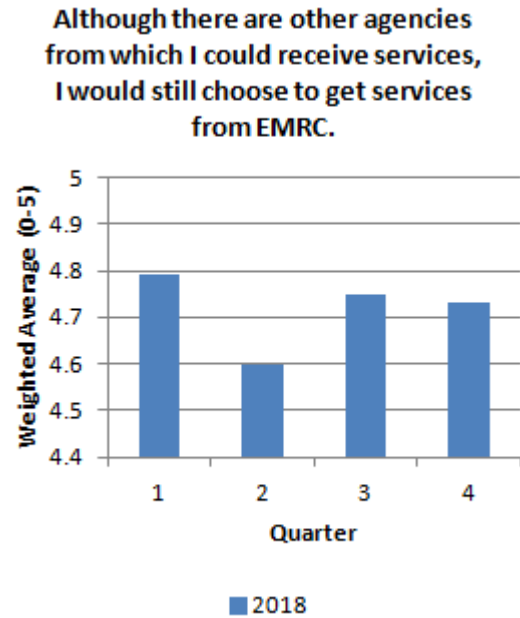
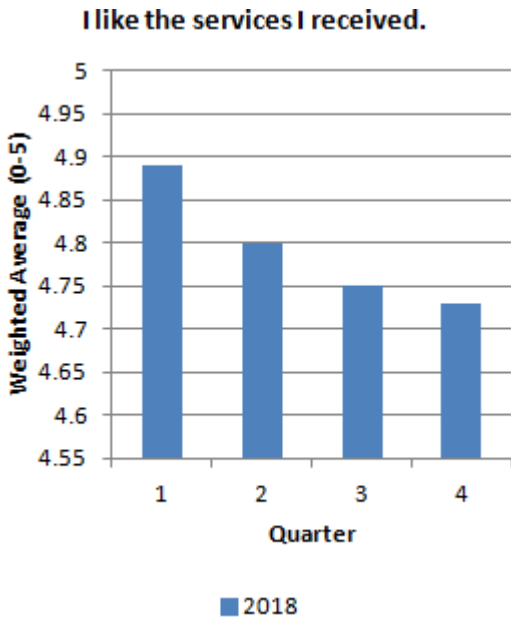
Minor Client Satisfaction



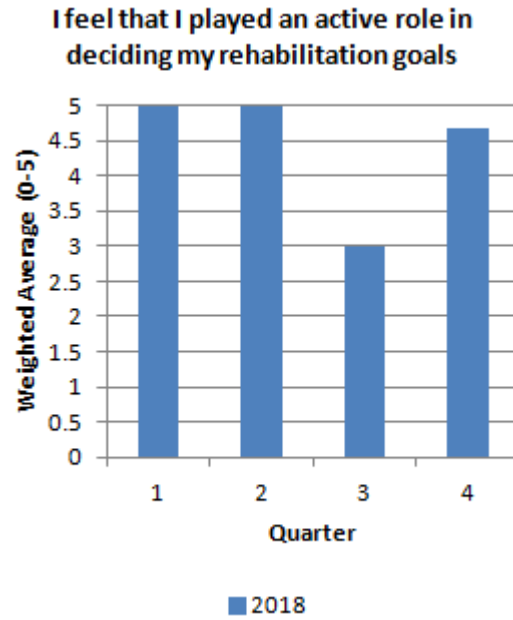
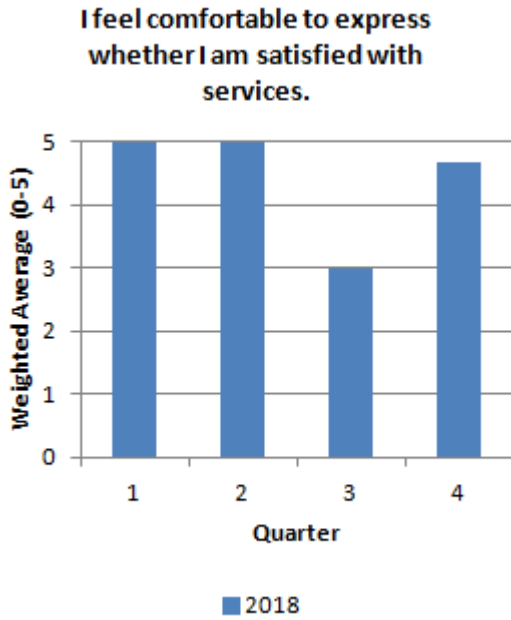
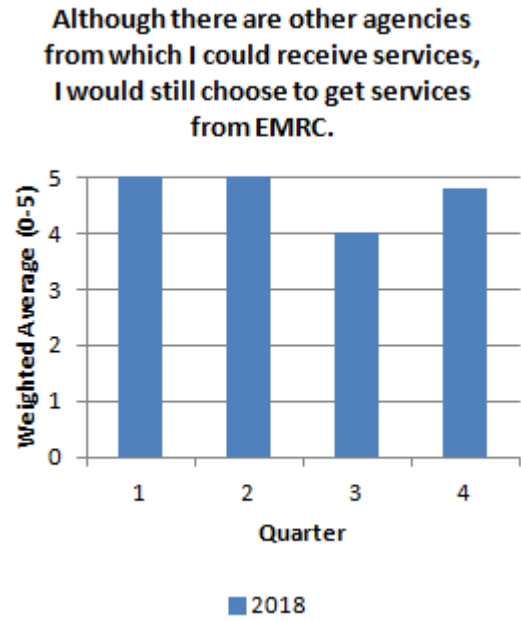
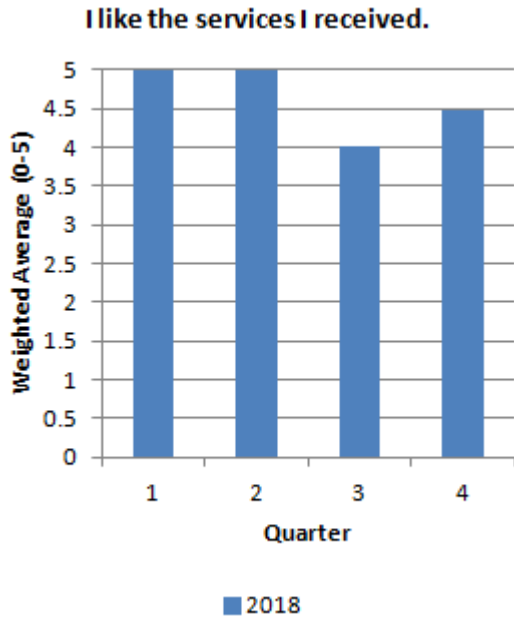
**Harford County**

Empowering Minds Harford County office began accepting clients in 2018. As a result, there is no survey data from other years. Empowering Minds compared results for the quarters of 2018.

Adult Client Satisfaction



Minor Client Satisfaction

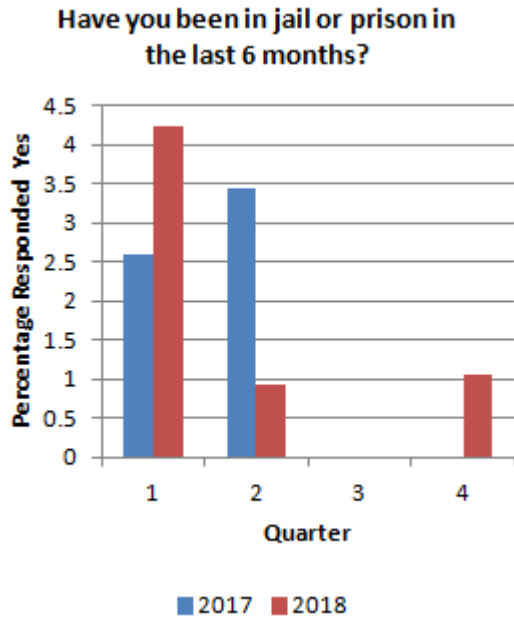
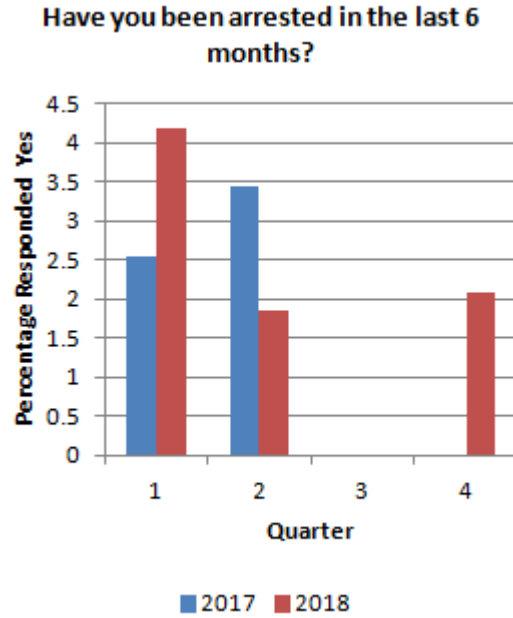
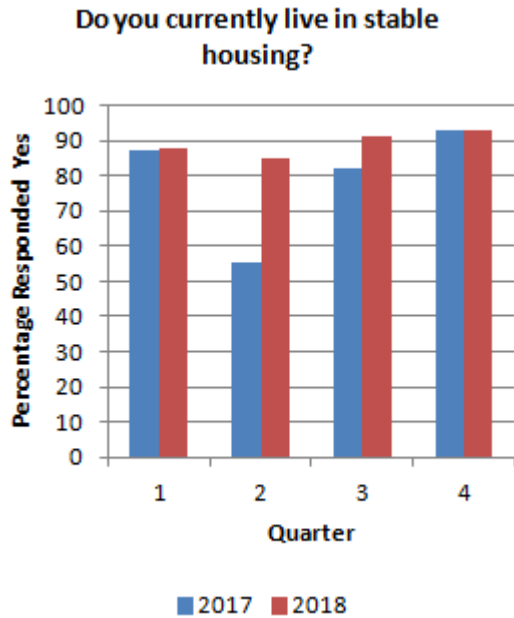


## 2017/2018 Effectiveness Comparison

### Baltimore City/County

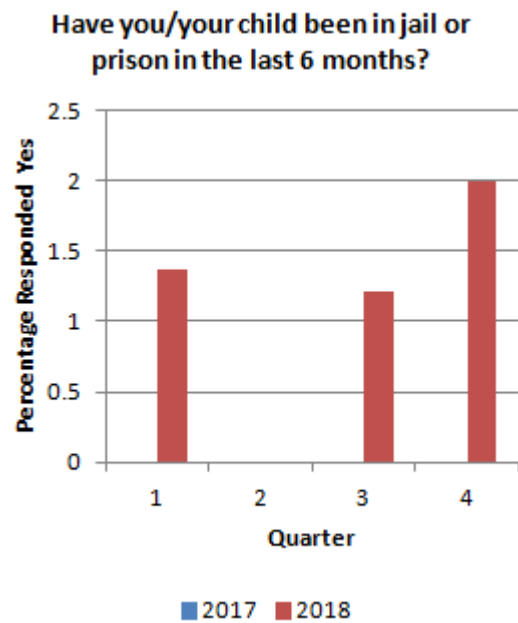
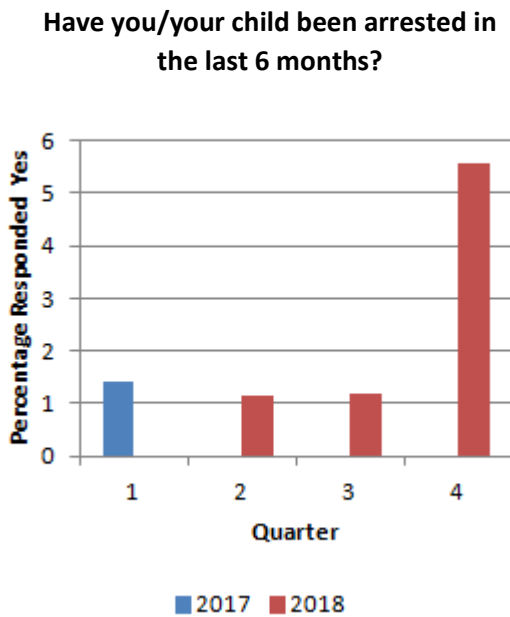
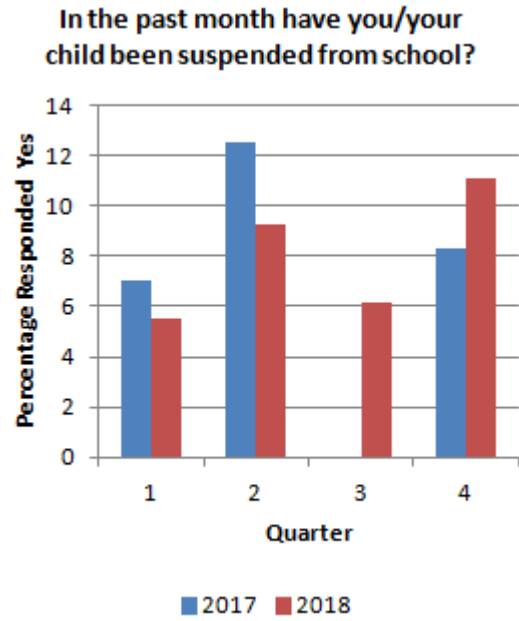
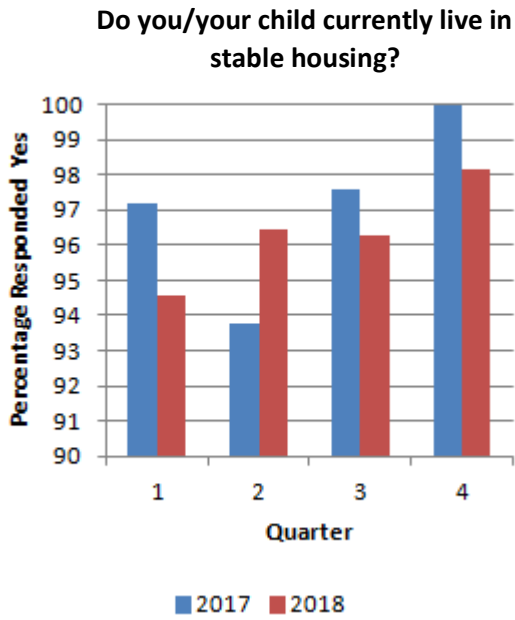
Empowering Minds staff compared survey results for the four quarters of 2017 and 2018 regarding client effectiveness.

### Adult Client Effectiveness





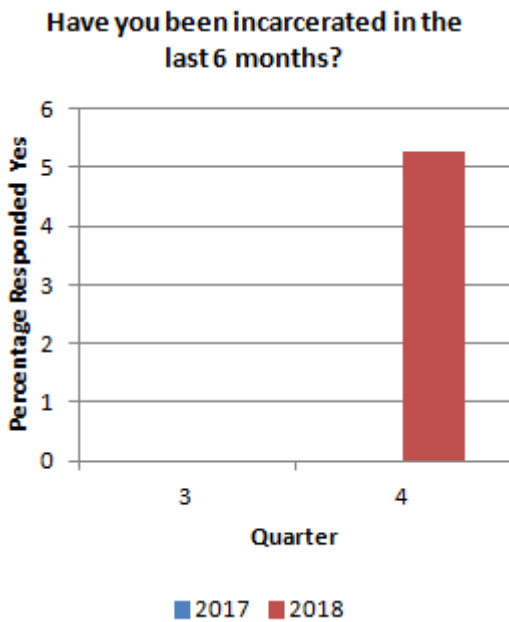
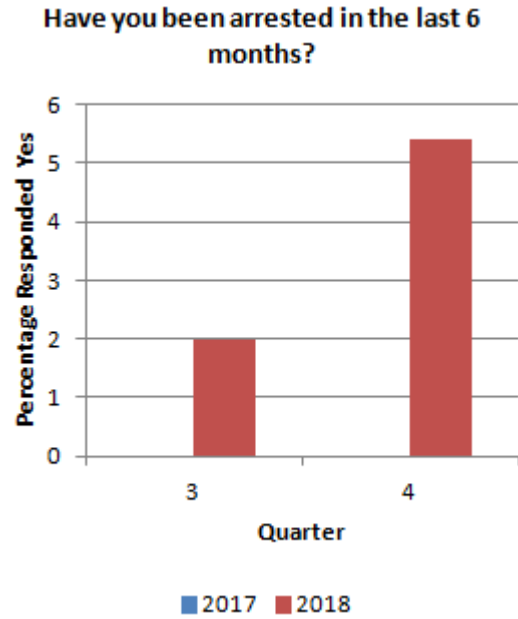
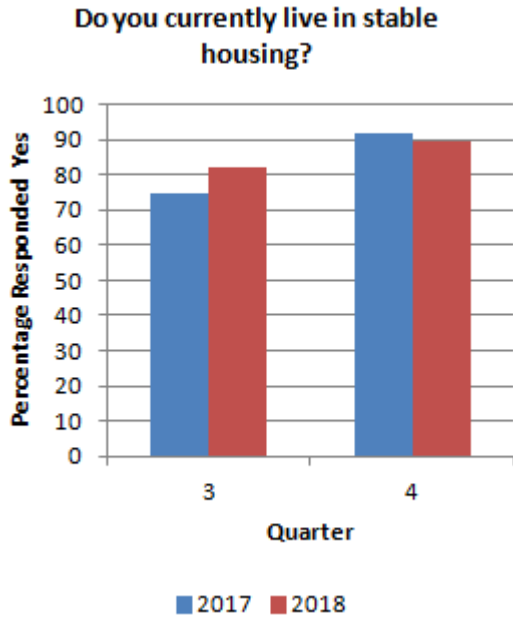
Minor Client Effectiveness



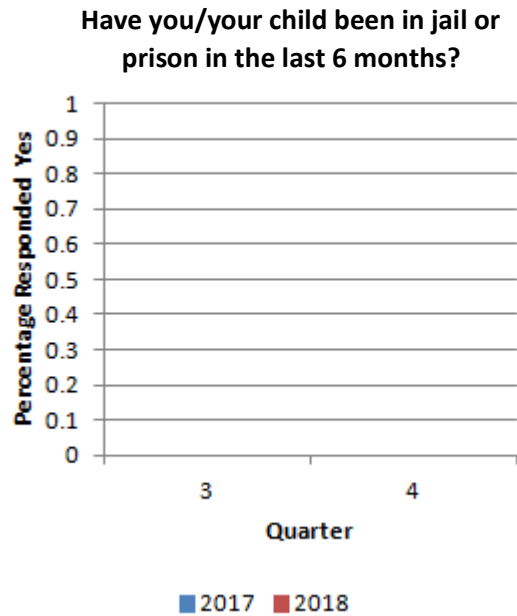
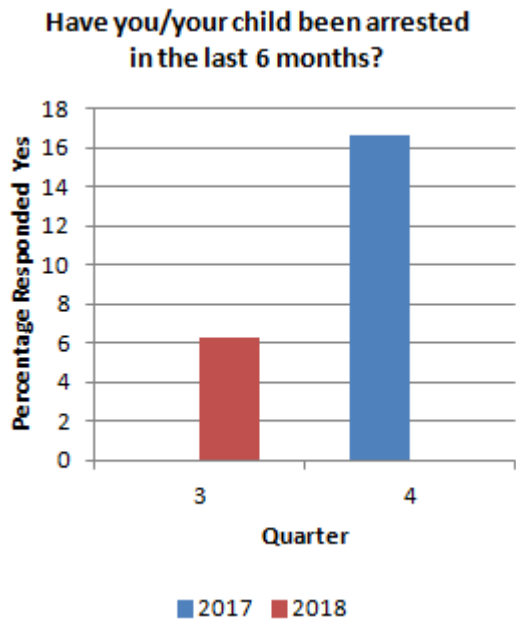
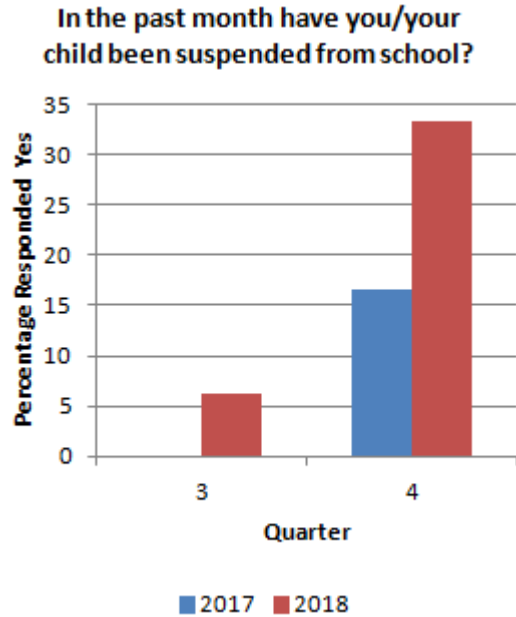
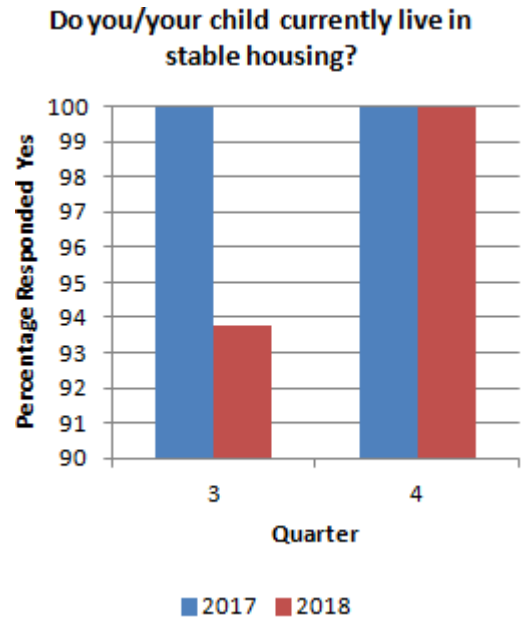
**Anne Arundel County**

Empowering Minds compared survey results for two quarters of 2017 and 2018 regarding effectiveness. There is not enough survey data to compare results from other quarters.

**Adult Client Effectiveness**



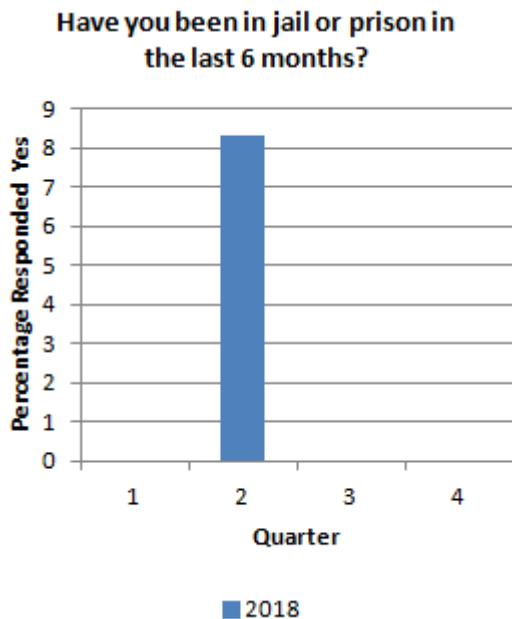
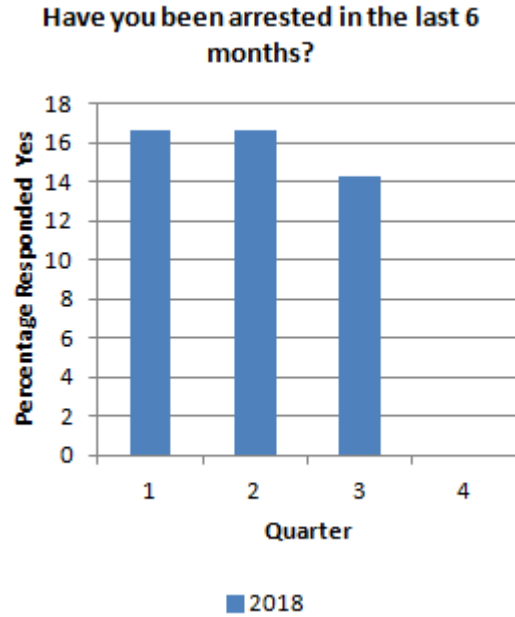
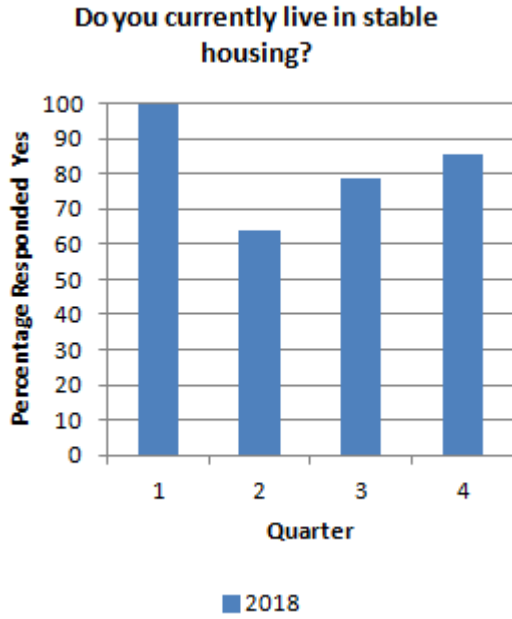
Minor Client Effectiveness



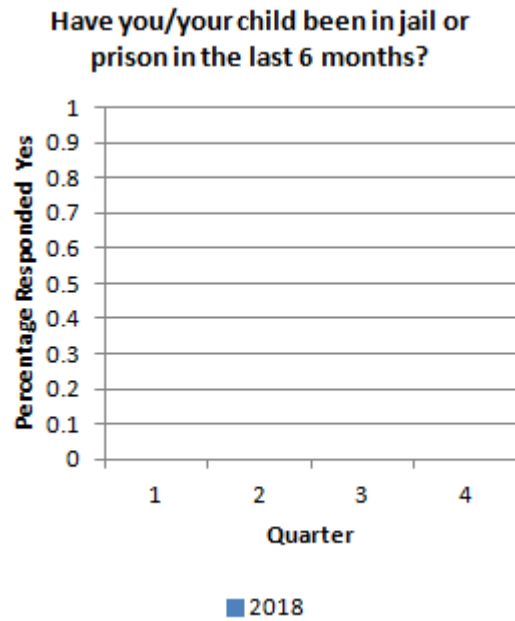
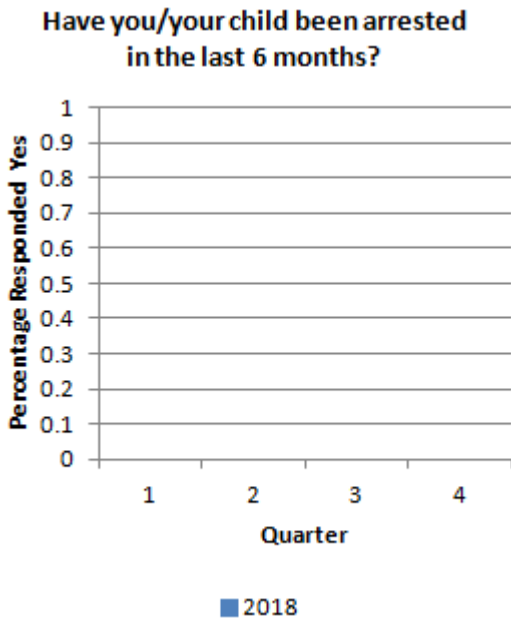
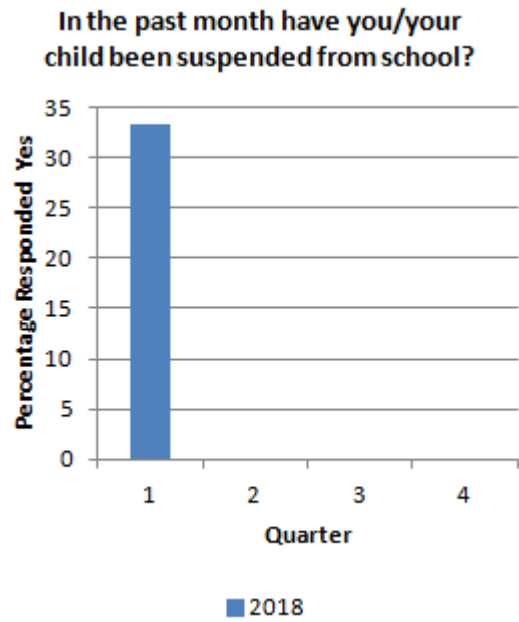
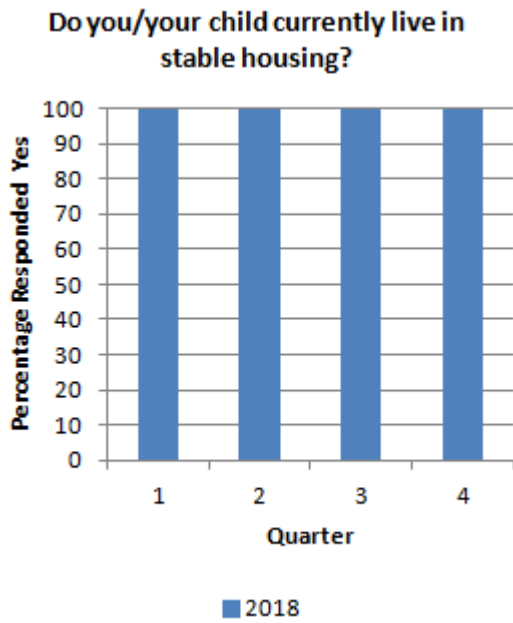
**Harford County**

Empowering Minds Harford County office began accepting clients in 2018. As a result, there is no survey data from other years. Empowering Minds compared results for the quarters of 2018.

Adult Client Effectiveness



Minor Client Effectiveness



## **Efficiency**

CARF's definition of efficiency includes a measure of how well the resources are used to accomplish the agency's goals.

- a. The number of encounters each client receives monthly will be measured to determine if agency goals were met.

## **Risk-Financial**

- A. The number of consumer with active Medicaid Insurance who are referred to Empowering Minds will be determined.
- B. We will track the number of individuals receiving pro-bono services due to Medicaid uninsured status.

## **Risk-Health & Safety**

We will track the number of injuries, accidents, and illnesses reported by consumers and staff.

## **Performance Management Cycle**

EMRC will utilize a performance measurement and management system (PMMS) that will operate cyclically. When followed sequentially, steps to conducting a performance review will result in a return to the starting point of clarifying organizational goals and the strategies to achieve them. The advantage of this cyclical approach will be that every recalibration of goals and objectives will better advance behavioral health services through addressing performance gaps in the delivery of services and supports. The approach will be consistent with continuous performance improvement initiatives



EMRC will use the above performance management cycle to help provide an overview of the cycle and the flow from one step to the next. Each step will be important in reviewing the organization's performance, therefore it will be vital for all stakeholders to understand the cyclic steps.

## **Implementation/effectiveness**

- Clarify the strategic direction of the organization, articulate major policy goals, and derive specific measurable objectives against which performance will be gauged.
- Identify the set of activities which will need to be implemented to successfully meet goals and objectives.
- Assure that a logical connection will exist between strategies and intended outcomes.
- Review the soundness of objectives in light of the available means to achieve them.

## **Step Two: Establish Indicators and Targets**

- Select a set of indicators that will represent progress towards identified objectives. The indicator set will be large enough to address the most important objectives but small enough to permit meaningful interpretation.
- Target settings will be based on past performance information, reflect the input of stakeholders, including clients, employees, and referral sources and challenge the organization to strive for higher performance.

## **Step Three: Monitor Performance**

- Collect and aggregate indicator data for the purpose of assessing achievement of objectives. Routinely collected administrative data will be the most readily available sources of performance data. Resources will be devoted to collection of new data to address key objectives when no other source of information exists.

## **Step Four: Report Information and Identify Required Action to Address Performance Gaps**

- Organize performance information into a meaningful summary that will be disseminated to stakeholders for an external accounting of the degree to which progress will be made towards stated goals and objectives.
- Identify major performance gaps and subsequent corrective action that will improve performance.
- Performance reports will be followed by a process to address and analyze the reasons for poor performance and to consider incentives to improve future performance.

## **Step Five: Realign Goals, Objectives and Strategies**

- Determine whether goals and objectives will remain appropriate for the next performance cycle.
- Realignment of the performance framework may be required in both situations of high and low performance.
- Poor performance resulting from unrealistic objectives and/or ineffective strategies may necessitate more reasonable targets or renewed efforts that will reach those targets.
- Successful performance, on the other hand, may require setting higher standards for the organization's performance.

## **Organizational Capacity**

Sufficient resources are required in setting up the capacity to conduct meaningful performance reviews. Management commitment to performance monitoring will be assessed by the presence of the following:

- An identified organizational person responsible for performance monitoring;
- Support for a good management information system;
- Sufficient resources devoted to retrieve, clean and analyze performance data;
- Support for regular external reporting of performance results; and
- Mechanism for integrating performance data with the operational framework of programs.

### **General Principles of Reporting**

Irrespective of the intended audience for performance information, some general principles of reporting will apply:

- a regular reporting frequency will be established annually; various methods of reporting will be used – such as quarterly and annual reports; and
- the report itself will be clear, straightforward and highlight information relevant to the intended target audience.

### **Sources of Audit Data**

Audit and data collection may be directed at problems areas identified by but not limited to:

- Clinical record and peer reviews
- Needs assessment data
- Clinic logs
- Licensing and funding standards
- Ad Hoc statistical reports relevant to the question or problem that is the focus of the audit
- Billing data
- Scheduling and staffing plans
- Incidence reports
- Satisfaction surveys
- Grievance complaints by client, public or employee

### **Data Collection**

EMRC programs and services will define the system of data collection prior to the implementation of programs and services. The system of data collection for the PMMS will be based upon the agency's mission, legal and/or regulatory requirements, contractual requirements and expectations of grantors, program staff, collaborative partners and consumers. Data collection systems for the PMS may include the following:

- **Microsoft Suite and related software** – Data collection systems in MS Word, MS Access, MS Excel.
- **ADP HR Management** – Performance evaluation and management information system for staff appraisals
- **Essential Learning, CE Quick or other training systems**– Training and data collection system for the educational component of EMRC staff
- **Survey Monkey** – Data collection system for satisfaction surveys for clients, referral sources, and employees as well as client quality of life / wellness surveys
- **Office Therapy**- Client database for collecting client data.



- Other information systems.

### **Reliability of Data**

To ensure the reliability of data in the PMMS, EMRC will put processes in place to ensure that data is collected consistently in a way that it can be reproduced at another time or by other users with the same result. To ensure reliability of data, EMRC has instituted the following:

- Train new and existing employees, students, trainees, and volunteers on recording administrative and clinical data.
- Utilize administrative and program managers to perform reliability assessments among staff that record measures and data entry.
- Select random samples of stakeholders for client satisfaction surveys.

### **Validity of Data**

EMRC will ensure that quality indicators, measures and data elements have validity.

- Use of quality indicators that can be benchmarked against a valid standardized measure of evidenced based practice.
- Compilation of client data and insertion of a comparable measure in a client, employee and referral source satisfaction survey to obtain the stakeholder's perspective.
- Use of valid measures used by the funding source that can compare EMRC data to other competitors or partners.

### **Completeness of Data**

EMRC will ensure that data used for decision making and performance measurement is complete as possible.

- Management team includes necessary data elements for programs in the agency
- Staff training will take place to make sure all data is recorded.
- Quality Reports can be reviewed by Management team and program managers to ensure that missing data is gathered and entered on an ongoing basis.
- Business Manager will routinely review a sample number of records to determine completeness.

### **Accuracy of Data**

EMRC will take steps to ensure that data is accurate and free of errors.

- Clinical supervisors will spot check the client record to ensure that data abstracted from the record is accurate and run and review reports for accuracy.

### **Business and Service Delivery Performance Measures**

EMRC will adopt and use performance measures to improve agency operations and the delivery of services and activities to older persons, adults with disabilities, family caregivers, service providers and other groups.

### **Administrative or Program-Specific Measures**

Funding sources often require specific performance measures and outputs for funded services that are more output focused to determine performance. All EMRC programs and services aim to meet the established program-specific measures with an identified minimum goal. Data collected will include the following program areas:

- A. Financial reports — These reports include indicators related to expenses, revenues and other budgetary issues related to delivery of services
- B. Accessibility status reports — Includes indicators related to accessibility plan and progress on removal of barriers to information and service programs.
- C. Resource allocation — Includes indicators associated with funding levels, percentage of dollars spent and any service related issue impacting funding allocations.
- D. Surveys — Includes results of client satisfaction surveys for identified services, state and local surveys, community needs assessments, CARF surveys, etc.
- E. Risk management — Includes indicators related to the organization's action to reduce risk for Medicaid Waiver, NFTI and other related programs.
- F. Governance Reports — Includes reports from funding sources and governmental agencies
- G. Human Resources activities — Includes indicators such as recruitment, retention, or personnel turnover or the provision of training for staff.
- H. Technology — Include indicates and updates on computer and software purchases, computer and software training, etc.
- I. Health and Safety reports — Include indicators such as critical incidents, unannounced tests of emergency procedures, infection control activities.
- J. Field Trends including research findings — Include results of demographic trends, census data, research findings, etc.
- K. Service delivery reports - Include indicators on direct and service provider level performance on quality indicators.

### **Review and Analysis Process**

The review and analysis process is the most critical component of EMRC's Performance Measurement and Management System because it informs the agency about what programs are meeting performance measures and which ones are not at any given time. Analysis of data from the performance reports above will address the following issues:

- Needs of persons served
- Needs of other stakeholders
- The business organizational needs of the organizations
- Comparative analysis of the agency reports with other organizations

To improve business improvement strategies, periodically, EMRC will complete a standardized report that encompasses the critical issues surrounding business performance. This report should be developed at the end of the fiscal year or calendar year. The report should demonstrate knowledge of the needs and goals of its customers.