



# BENCHMARKING FOR ORGANIZATIONAL EXCELLENCE IN ADDICTION TREATMENT INITIATIVE

The State Associations of Addiction Services (SAAS), Behavioral Pathway Systems (BPS), and NIATx have partnered to establish a ground-breaking national benchmarking initiative designed to illuminate and impact the delivery of addiction treatment services throughout the United States.

## WHY BENCHMARKING?

A fever thermometer would be of limited value as a measure of one's health without knowing that 98.6 is "normal." Similarly, measures of organizational performance require a context in order to be meaningful. Benchmarking provides that vital context. Yet affordable and readily accessible comparative benchmark data specifically targeted to the needs of community-based addiction treatment providers currently does not exist. The Benchmarking for Organizational Excellence in Addiction Treatment Initiative will make a broad range of relevant and timely benchmark data available.

## DATA SUBMISSION

Data will be submitted via a user-friendly on-line survey. Operational definitions for each item will be included as part of the survey. Sophisticated on-line help messages and automated error controls will be provided to support the validity of the data that is entered. The frequency of data submission will be determined by the Steering Committee.

## CONFIDENTIALITY

All data will be treated as strictly confidential. No identifiable client information will be entered—only aggregated data. An organization's individual data will not be released to any entity including SAAS, its affiliates or NIATx. Data will be submitted directly to BPS, an organization that specializes in benchmarking and human services research.

## BENCHMARKS INCLUDED

### Operational Benchmarks

1. Initial Access
2. Subsequent Access
3. Length of Stay/Utilization, by Level of Care
4. Average Caseload Size of Clinician, by Level of Care
5. Outpatient Productivity
6. Average Group Size

### Clinical Benchmarks

7. Engagement/Retention, by Level of Care
8. Outpatient No-Show/Cancellation Rates
9. Client Satisfaction/Perceptions of Care
10. Degree of Engagement with Recovery Support Services
11. Involvement of Significant Others

### Organizational Climate Benchmarks

12. Staff Retention/Turn-Over
13. Staff Morale/Satisfaction
14. Percent of Staff Position Vacancies (Counselors)

### Financial Benchmarks

15. Cost per Unit of Service, by Level of Care
16. Salaries, by Role
17. Administrative Overhead as a Percent of Total Expenses
18. Payer Mix
19. Current Ratio (Assets Divided by Liabilities)
20. Net Days in Accounts Receivable
21. Days of Cash on Hand

## BENCHMARKING REPORTS

Benchmarking reports will provide easy to understand comparisons between your organization's measured performance and that of other addiction treatment providers throughout the country. State norms will also be provided if the sample size is adequate. In addition, peer group comparisons with organizations similar to yours will be provided. Another special feature is that separate reports can be generated at no additional cost for an unlimited number of programs or locations within your organization.

## IDENTIFYING BEST PRACTICES AND LEARNING FROM TOP PERFORMERS

A community of mutual support and shared learning underscores the mission of this initiative.

Many opportunities will be made available to learn about best practices and hear from top performers. Both NIATx and BPS have developed well-regarded procedures for the identification of best practices and you will learn about the strategies and methods that work! Process benchmarking workshops that will use the benchmarking data we gather to identify potential best practices will be conducted.

## ORGANIZATIONAL IMPROVEMENT

The title of this initiative makes clear that its ultimate objective is to support the pursuit of organizational excellence. The pioneering work of NIATx in advancing a model of performance improvement will guide participants in using benchmark data to achieve that ideal.

## USER SUPPORT

Individualized training and user support will be provided to all participants. Telephonic and e-mail help will also be available as needed. A monthly newsletter will be distributed to offer updates and helpful information about benchmarking, the NIATx model, and performance management. In addition, a monthly audio-conference series will be provided that will cover topics of importance and provide opportunities for mutual sharing, questions, and support.

**ANNUAL SUBSCRIPTION FEE: \$1,000**



## PARTICIPATION FORM

Please sign us up to participate in the Benchmarking for Organizational Excellence in Addiction Treatment Initiative!

PLEASE PRINT

Organization \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Contact Person \_\_\_\_\_

Title \_\_\_\_\_

Phone \_\_\_\_\_

E-Mail \_\_\_\_\_

Print Name \_\_\_\_\_

Authorized Signature \_\_\_\_\_

Date \_\_\_\_\_

Please mail completed participation form, along with check for payment in full, payable to "BPS" to:

Behavioral Pathway Systems

P.O. Box 3121

Indianapolis, IN 46206-3121

**For Credit Card Payment, Call Number Below**

Questions?

Call 877-330-9870 or write to [info@bpsys.org](mailto:info@bpsys.org).