

Speech, Language, and Learning Services 2023 Program Evaluation Report

Executive Summary

The Department of Speech, Language, and Learning Services had a successful year characterized by growth, client satisfaction, and strategic planning. In 2023, the department experienced growth in both the number of unique clients and students served and the hours of service provided. Gains were seen in efficiency, effectiveness, and accessibility, which we expect to only improve in 2024 based on new goals set. By focusing on continuous improvement, we demonstrated that we are dedicated to delivering even greater value and impact to those we serve. Customer satisfaction remained high, and our clients' positive experiences affirmed our dedication to delivering exceptional care and support. The department's team of speech-language pathologists has been instrumental in driving this progress. Their dedication, expertise, and commitment to excellence have been key factors in our ability to achieve positive outcomes for our clients and students. All this underscores the department's commitment to meeting the needs of our community and enhancing access to speech and language services. With a dedicated team and clear targets in place, we are poised to build upon our achievements and drive continued success in the coming year and beyond.

Staffing

January 2023 Clinical FTE by Location

Location	FTE
University Circle	6.5
Lyndhurst	1.3
Broadview Heights	.95
Westlake	1.3
Contracts	5.2
Total	15.3

December 2023 Clinical FTE by Location

Location	FTE
University Circle	4.1
Lyndhurst	1.5
Broadview Heights	1.2
Westlake	1.6
Contracts	6.8
Total	15.2

At the end of 2023, the department employed 16 staff SLPs (12 fulltime [12.0 FTE], 4 part-time [3.2 FTE]), for a total of 15.2 FTE dedicated to clinical service. Additionally, the department employed 1 director (1.0 FTE) and 2 community health workers (2.0 FTE).

Visits and Clients Served

Efficiency: Clinic visits from 2022 to 2023 increased every month except December, up by as much as 67% in May. December showed a 25% decrease; the Center was closed for an extended winter break, and many clinicians took additional paid time off. Clinician productivity averaged 55%.

- **Analysis:** Staff will be increased to address our waitlist in the later quarters of 2024. The goal is for an average of a 10% increase from 2023. Productivity expectations will also be increased to 65% to improve the number of clients we are able to serve.

Visits Year Over Year

Year	Month	Visits	Visits PY	Visits YoY
2023	Jan	810	625	30%
2023	Feb	804	734	10%
2023	Mar	873	729	20%
2023	Apr	883	593	49%
2023	May	858	514	67%
2023	Jun	847	643	32%
2023	Jul	664	608	9%
2023	Aug	792	679	17%
2023	Sep	749	709	6%
2023	Oct	941	730	29%
2023	Nov	804	765	5%
2023	Dec	437	583	-25%

Visit Breakdown by Office

Office	# Visits	# Clients
BH	915	70
LH	1828	97
SL	957	63
UC	4483	269
WL	1279	78
Total	9462	530

Progress on Goals

Treatment plans are set as 10-visit periods, which usually take place over 10 weeks depending on how the client is scheduled (e.g., every other week, twice a week) and if the client attends all scheduled sessions (i.e., no no-shows, cancellations, or holidays). At the end of each treatment plan the treating SLP records if the goals set for that treatment plan were met, showed progress, or did not show progress.

Effectiveness: The goal is for 85% of children to make progress on their goals or meet their goals. In 2023, the percentage of children who met or showed progress on their 10-visit treatment plan goals was 99%:

- Analysis: The goal of 85% was met, and the outcome of 99% demonstrates that the SLPs are providing effective service. For 2024, there will now be 4 options for goal status instead of 3; the target will remain at 85% for significant progress on goals or goals met.

Articulation	97.6%
Carryover	94.3%
Expressive Lang.	94.9%
Fluency	98.1%
Literacy	100.0%
Other	94.6%
Parent Implementation	96.3%
Phonological Awareness	84.4%
Pragmatic	94.7%
Receptive Lang.	93.0%
TOTAL	99.1%

No-Shows and Cancellations

Appointments which the client does not attend are considered no-shows if the client does not call to cancel the appointment before the beginning of the appointment time. Appointments which the client does not attend are considered cancels if the client or clinician cancels the appointment before the appointment start time.

Accessibility: No shows and cancellations speak to if our services provided in-clinic are accessible to the community. Our no-show goal was 5%, which was met and was an improvement from 6% last year. Our cancel rate was 19%, not meeting the goal of 15%. Clients receive reminder texts and/or emails for each appointment, and are able to indicate if they are coming or not through a response. This helps with reminding parents that they need to cancel instead of forgetting about the appointment and no showing.

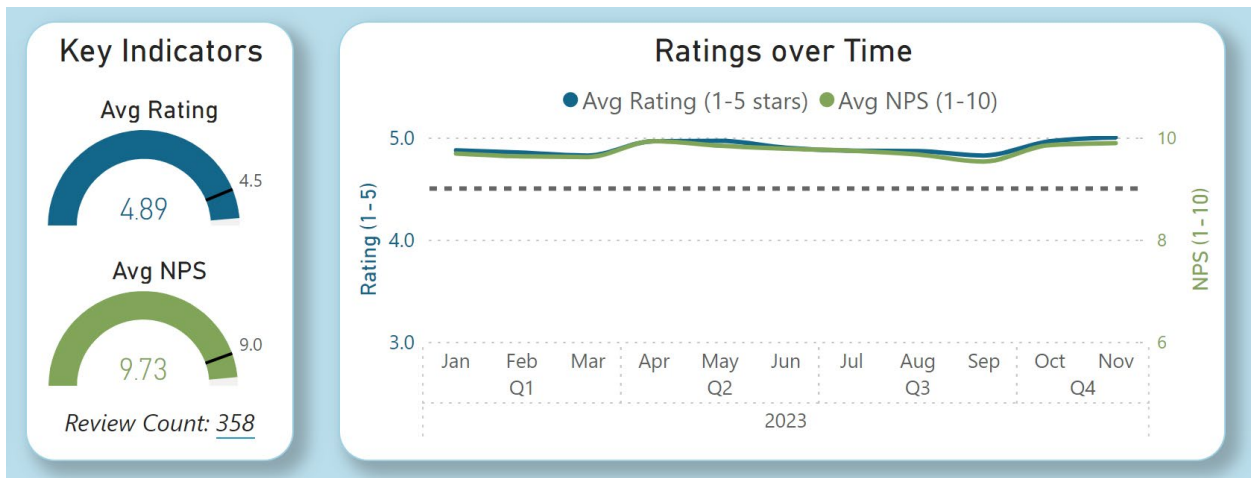
- Analysis: The no-show stays steady from 2022's average no-show rate of 5%. Our goal is to reduce no show rates to 3% for 2024. The Center was closed an extended holiday break in December, leading to the monthly high of 27% cancellations. Some of the cancellation rate across the year can be attributed to the at-risk population we serve; these families often struggle with transportation, childcare, and leave from work and need to cancel their appointments. With the addition of community health workers to the team, in 2024 we will better assess how we can help families have the resources they need to attend appointments regularly. For 2024, the goal is to bring the cancellation rate down to 15%.

Percent No Show and Cancel (client)

Year	Month	No-Show%	Cancel%
2023	Jan	6%	18%
2023	Feb	4%	18%
2023	Mar	5%	19%
2023	Apr	3%	19%
2023	May	3%	19%
2023	Jun	6%	18%
2023	Jul	7%	21%
2023	Aug	6%	18%
2023	Sep	6%	15%
2023	Oct	4%	19%
2023	Nov	5%	20%
2023	Dec	5%	27%

Client Feedback

The department sources feedback through Gather Up. Clients are emailed to rate their services out of 5 stars and asked how likely they are to recommend CHSC to a family member or friend out of 1 – 10. These requests are sent after an evaluation, then after the first treatment visit, and then every 3 months. The 1 – 10 rating is called a net promotor score (NPS), and indicates the loyalty of our client base. Clients who give a 9 or 10 are considered promotors who are loyal enthusiasts of our services and will keep coming back along with referring others to CHSC. Clients who give us 7 – 8 are considered passives who are satisfied with our services but may be vulnerable to moving to competitors. Clients who give us a 0 – 6 are detractors, who are unhappy with services with the potential to damage the brand. Any client who submits feedback that indicates they are not satisfied is contacted by the department director to attempt to rectify the situation, and client complaints are logged.



Outside Services

Along with in-clinic services, the department also provides SLP services at area charter schools and Head Starts. For 2023, charter school services were provided at 8 schools, the same as in 2022. Speech and language needs have increased among the charter school students and our hours spent at the schools have increased, from 6,110 in 2022 to 7,010 in 2023. Over the summer, we once again worked with Rocky River School District to provide extended school year services, and we expect to do the same in 2024. We continued to provide services in Lake Geauga United Head Start and Catholic Charities Head Start.

One major change in outside services was the division of the team into a school team and a clinic team. The school team now works the school schedule (i.e., approximately 9 months) and has school holidays and summers off. We are working on a clean division, and by the 2024 – 2025 school year there will be no more overlap between the school team and the clinic team.

- Analysis: Outside services are holding steady with locations and increasing the hours of service provided. Having school SLPs work 9 months has allowed us to offer more competitive wages for the position and made hiring for open positions much easier. The plan for 2024 is to remain in the same schools and Head Starts.

By the Numbers

In-Office Services	Value
Treatment Sessions	8,557
Evaluations	445
Number of Unique Clients	679
Peds	614
Adults	65
Demographics	
Gender	
Male	66%
Female	32%
Not documented	2%
Race	
Black	50%
White	37%
Asian	1%
American Indian or Alaskan Native	0%
Biracial or multiracial	3%
Not documented	9%
Ethnicity	
Hispanic/Latino	6%
Not Hispanic/Latino	55%
Not documented	39%
Age	
Pediatric	90%
Adult	10%
Outside Services	
Charter Schools Served	8
Hours of service	7,129
Scholars served	892
Private Schools Served	4
Hours of service	443
Scholars served	50
Head Start organizations served for evaluation, treatment, and screening	2
Hours of service	1018
Children screened or treated	1653
Number of Preschool Language and Literacy Classroom (PLLC) locations	15
Number of students that participated in PLLC	310
Total Number Served	3,584

