



# Addictions Recovery Centers

FINDING SOLUTIONS, TOGETHER.

## 2022 Annual Report

### **Our Mission:**

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

### **Our Vision:**

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

### **Our Core Values:**

Quality, Integrity, Ethics and Compassion

### In Review

2022 marked the 38th year in which the Addiction Recovery Centers of Indiana, Inc. (ARC) have offered substance abuse services. Begun in 1985, ARC continued to serve populations that are in need and eligible for substance related services in Goshen, Elkhart, LaGrange and South Bend, Indiana. The reach of our services extends beyond the cities in which we operate, serving consumers in surrounding counties and in some cases other states.

2022 was a year of what was hoped to be the beginnings of a return to some semblance of normalcy. It almost goes without saying, that the struggles presented by the Covid 19 virus over the prior two to three years were unprecedented, and certainly made offering services difficult on many different levels. But 2022 saw a slow progression back to the possibility of keeping ARC as a sustainable provider of needed services. In fact, there is optimism for 2023 that has not been present for a number of years. All that said, the environment continues to be a challenging one.

Our person centered philosophy saw an evolving change in the services offered. Over the past three year period, due to Covid health concerns, the offering of services that are reimbursable by Medicaid and other health insurances, and client input, ARC has turned to seeing consumers more and more on an individual counseling basis. Throughout our history up and until 2020, most services had been

offered in a group setting. In 2022, our excellent staff, continuing trends started in 2020 and 2021, saw an increased amount of people on a one on one basis. Again, this is a result of outside factors (Covid, reimbursements) but most importantly from information collected from clients indicating that this type of individualized service was liked by and found to be effective in their eyes. So the trend in that area continued.

Funding source allocation has shifted dramatically in the past 2-3 years as well. In 2022, third party payments were almost (but not quite) equal to the primary method of payment which is self pay or out of pocket payment for services by the consumer. While more detailed information will follow, the trend has been evident and is easily observed. Medicaid programs and commercial insurance now make up a larger percentage of payments than at any time in our history.

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

ARC also continued our "balanced scorecard" approach to performance measurement derived from our Strategic Plan. The "scorecard" sets a multi-year time frame in which various functional areas of our organization set goals and objectives to attain. It acknowledges the interdependence that each of these areas of the organization has in the attainment of our mission and vision, through our identified values.

A significant remainder of this report provides the results for 2022 and an assessment of our performance given the continually changing environment in our state, local and national environment. In order to gain more clarity in regards to 2022, this report now turns to data that was collected during the year. This information can then be incorporated into our performance analysis.

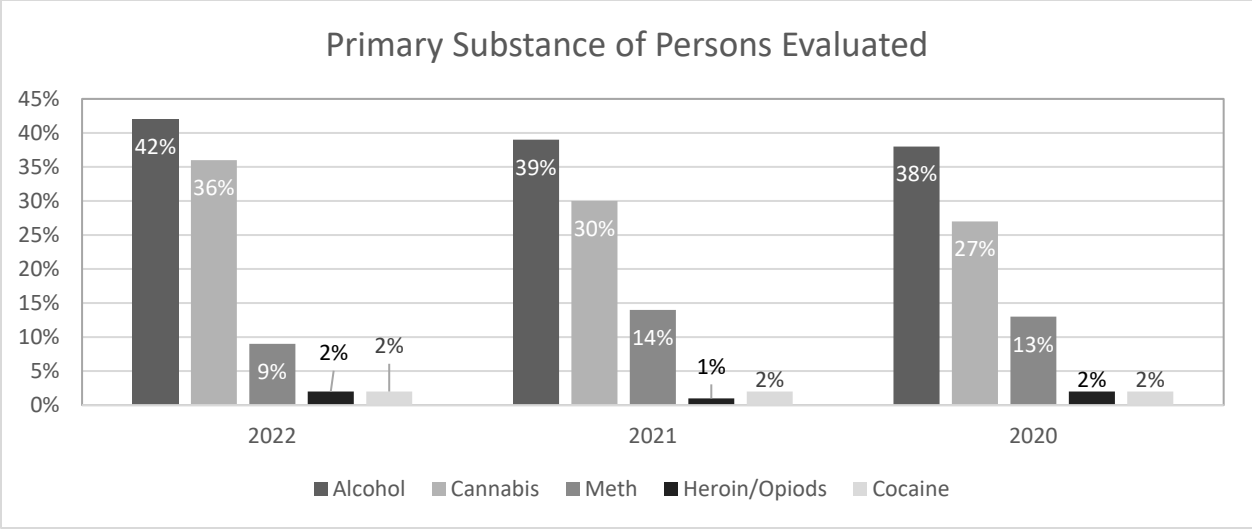
### *2022 Overview of People Served*

#### Evaluations

In 2022, 852 individuals were assessed (evaluated) at all ARC locations.

#### Substance of Choice

The chart below identifies a three-year picture of each evaluated persons primary substance of choice. As has been the case for many years, alcohol was the substance of choice for a majority of persons. However, it should be noted, that a long-term trend of cannabis becoming increasingly identified as primary substance. Methamphetamine continued to inch up in popularity, although in 2022 an apparent decline took place. These trends will be followed closely but they do appear to have stabilized over the past number of years. .



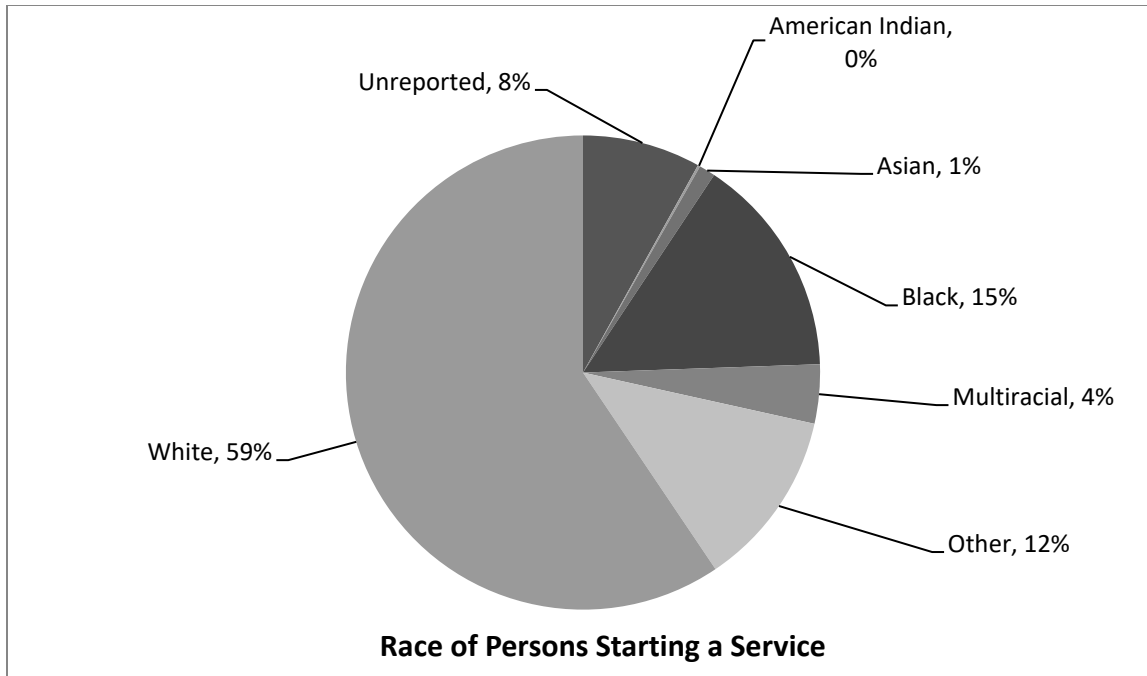
**Starts**

During 2022, 520 persons enrolled in a therapy program. Therapy for purposes of this report include Intensive Outpatient, Relapse Prevention, Aftercare, Outpatient as well as Individual counseling sessions. This represented roughly a 3.5% decrease over 2021, and a 5.1% decrease over 2020. When viewed by individual office, and compared to 2021 one can find very little change which would be expected.

An additional 111 persons received educational (non-therapeutic) service with 111 of those being a basic Level I education program

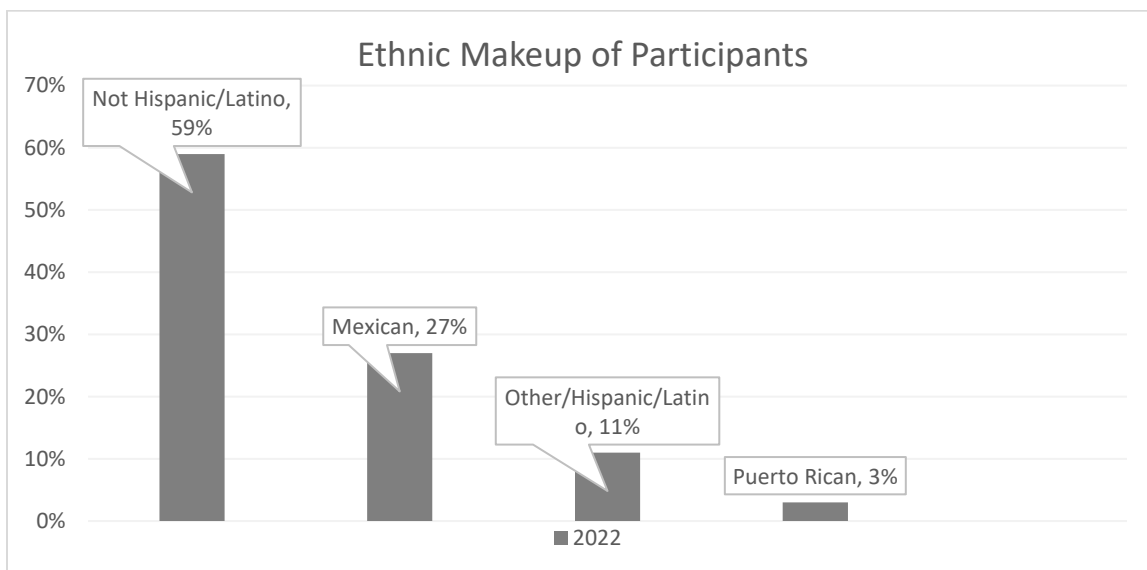
**Race and Ethnicity**

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



As has been the case for many years, the racial composition of ARC therapy groups varies by location. Changes in 2022 for therapy groups showed little to no change in the composition of racial identification for those starting a service compared to recent prior years.

Of those persons starting and reporting ethnicity the following was observed:



As can be derived, a clear majority of participants identified as “Not Hispanic/Latino” and of those identifying as Hispanic/Latino 65% reported as “Mexican” ethnicity, 27% as “Other Hispanic/Latino” and

7% as “Puerto Rican”. The ethnic identification remained largely unchanged from prior years. However, the percentage of persons indicating “Latino/Hispanic” was 27% of total clientele again similar to recent prior years.

### Gender

Regarding identification to gender, 2022 saw 72% identify as “male” and 24% as “female”. 4% did not answer the question and there were no persons that identified as anything other than “male” or “female”. These numbers are consistent with recent trends, although it is noted that over the longer term (10 years plus), more persons identifying as women have been participating in our programs.

### Income Levels

Income level is often an issue for persons attempting to enter a service at ARC. For persons obtaining an evaluation in 2022, approximately 43% reported being at or below 200% of the Department of Human Health and Services poverty guidelines. This an improvement over the prior year, as employment in the regional area was strong following covid impacts in 2020 and 2021. Employment in the counties ARC serviced had very high employment during the year which likely contributed to this reduction. The 200% number is often used as a threshold for determining financial aid for persons seeking treatment services. Financial barriers are also the single most often identified issue that clients and other community research identifies as the primary barrier to entering services.

### Summary of Populations Served

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

In particular, in 2022, ARC addressed the needs identified by client input in the areas of financial barriers to treatment, more individualized treatment through individual sessions, culturally competent staff with the knowledge and experience with the populations served and in our programming for the substance use issues themselves – all in an attempt to obtain the most helpful outcomes in terms of sobriety and quality of life for as many participants as possible.

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

## 2022 Performance Improvement and Outcomes

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

### Programs and Services

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

<b>Objective:</b>	<b>Symptom Reduction (62 surveys reviewed of 520 total 12% sample size)</b>
<i>Measure:</i>	Client use of substances from start of treatment to end, and then 60-120 day follow up
<i>Target:</i>	25% reduction from beginning to end.
<i>Initiatives:</i>	Practices within programs that show statistical impact on use of substance
<i>2022 Performance Actions:</i>	<ol style="list-style-type: none"> <li>1. Continue personnel training for updated ways including ARC use of Interactive Journaling, "games", and Motivational Interview as primary techniques.</li> <li>2. Review use of additional alternative methods including Matrix, Trauma Informed, and other methods.</li> <li>3. Continue expansion of individual counseling sessions.</li> </ol>
<i>2022 Performance Improvement Review:</i>	ARC utilized training in Motivational Interviewing as well as the Matrix program and continued implementation of use of games to assist clients in their treatment. Trauma informed training for selected staff continued. Additionally individual counseling, as identified as an effective counseling tool by clients continued to be used at an expanded historical rate for ARC.
<i>Pre-Survey Results Results: 1/1/22 to 12/31/22</i>	<p>73% indicated they had not used a substance in the prior thirty-day period. Persons that did report using in prior thirty-day period collectively reported 157 days of using a substance.</p> <p>Collectively, including those indicating no use in prior thirty days, there was an average of 2.68 days using per person</p> <p>Of those reporting substance use in prior 30 days, there was an average of 9.24 days using per person</p>
<i>Post Survey Results:</i>	<p>93% persons survey indicated they had not used a substance in the prior thirty-day period before discharge.</p> <p>Collectively there were 31 total days "using" or .70 days per person (one individual reported 25 days using)</p> <p>Of those reporting use in prior 30 day period, there was an average of 10 days using per person.</p>

<p><i>60 Day Follow Up Survey (sample 50)</i></p>	<p>45 persons or approximately 90% persons survey indicated they had not used a substance in the prior thirty-day period before discharge.</p> <p>Collectively there were total days "using" of .50 days using per person. Of those reporting use, there was an average of 5 days per person using in the prior thirty-day period.</p>
<p><i>Outcomes:</i></p>	<p>Comparing pre surveys to post surveys, there was a 20% reduction in the number of days clients collectively used a substance. TARGET OF 25% NOT MET.</p> <p>Comparing pre surveys to 60 day follow up surveys, there was a 17% reduction in the number of days using. TARGET OF 25% NOT MET.</p>
<p><b>Objective:</b></p>	<p><b>Symptom Reduction</b></p>
<p><i>Measure:</i></p>	<p>Number of Days Gainfully Employed</p>
<p><i>Target:</i></p>	<p>20% improvement</p>
<p><i>Initiatives:</i></p>	<p>Practices to include an emphasis on the importance of employment as one indicator of improved societal functioning</p>
<p><i>2022 Performance Actions:</i></p>	<p>Unemployment in service areas and primarily Elkhart County are historically low and there is a shortage of workers in the county so this should be considered.</p> <ol style="list-style-type: none"> <li>1. Change Company interactive journals that address employment and life skills that assist in obtaining employment or in some cases more meaningful employment for some clients.</li> <li>2. Continued use of individual sessions to address person specific employment issues including how to obtain employment, improving current work situation (s).</li> <li>3. Expansion of Peer Recovery sessions that include assistance in the area of client employment.</li> </ol>
<p><i>2022 Performance Improvement Review:</i></p>	<p>ARC Continued utilization of Change Company interactive journals that address employment and life skills that assist in obtaining employment or in some cases more meaningful employment for some clients.</p> <p>Clients receiving individual counseling sessions continue to rise and as reported by counseling staff employment issues with a majority of clients were addressed as part of the larger treatment planning and issues.</p> <p>Peer Recovery Coach services were increased by an estimated 75% compared to 2021. Recovery Coach services allow for a more "hands on" approach to issues related to employment and were reported as a primary issue addressed during these type of session.</p>
<p><i>Pre-Survey Results Results:1/1/22 to 12/31/22</i></p>	<p>74% of those surveyed said they were gainfully employed over prior 30 day period.</p> <p>Collectively, persons indicating they were employed reported 1,185 days of gainful employment or 22.11 days (including those not employed) per person.</p>

<i>Post Survey Results:</i>	<p>38 out of 44 persons (86%) were gainfully employed over the prior 30 days period before discharge</p> <p>1067 cumulative days were worked (including those reported as not working) or 24.25 days per month</p> <p>This resulted in a 9.6% increase in the number of days reported gainfully employed per month per person.</p>
<i>60 Day Follow Up Survey</i>	<p>80% reported being gainfully employed</p> <p>23.75 days per month were estimated to have been worked over the prior 30-day period by this population.</p>
<i>Outcomes:</i>	<p>Target was 20% improvement in employment measures. There was a 9.6% increase from pre to post test in terms of actual days reported working and a 12% increase in the number of persons reporting gainful employment. While the target was not met, the extreme shortage of workers in most of ARC's service offering areas must be considered. The outcomes attained are significant against this backdrop.</p>
<b><i>Objective:</i></b>	<b>Client perception of effectiveness of counseling services</b>
<i>Measure:</i>	Measurement of extent to which client perceives services (curriculum and materials) are relevant and helpful to their recovery
<i>Target:</i>	75% indicate that materials / curriculum were relevant and helpful to their recovery.
<i>Initiatives:</i>	Review and implementation of practices that respond to client input regarding helpfulness
<i>2022 Performance Actions:</i>	1. Continue personnel training for updated ways including ARC use of motivational interviewing and creative methods using "games" . 2. Review use of additional alternative methods including Matrix, Trauma oriented and other possible methods. 3. Continue expansion of individual counseling sessions.
<i>2022 Performance Improvement Review:</i>	<p>The continued use of both research based and less formal creative methods in treatment continued to be helpful as indicated by the fact that 50% of respondents indicated group time or lectures were most helpful to them.</p> <p>50% of clients indicated "other" was most helpful with a significant majority identifying "individual sessions" as most helpful to their recovery.</p>
<i>Pre-Survey Results Results:1/1/22 to 12/31/22</i>	Does not apply as clients must have engaged in services in order to answer this question.
<i>Post Survey Results:</i>	82% indicated that materials used during treatment were helpful and relevant to their recovery.



<i>60 Day Follow Up Survey</i>	An estimated 72% indicated that materials used during treatment were helpful and relevant to their recovery.
<i>Outcomes:</i>	Target met for respondents answering immediately after completing services. 60 Days follow ups indicated a slight decline, which is expected based on historical data.
<b>Objective:</b>	<b>Client perception of ARC staff's investment in their sobriety</b>
<i>Measure:</i>	Client input stating degree to which staff was invested in their sobriety
<i>Target:</i>	75%
<i>Initiatives:</i>	Evidence indicates that successful outcomes in treatment services can correlate to the perception of investment by participant counselor. ARC will measure this.
<i>2022 Performance Actions:</i>	1. Continued training in regards to attitudinal barriers. 2. Expanded training in motivational interviewing. 3. Expanded training in trauma related and other modalities such as Internal Family Systems.
<i>2022 Performance Improvement Review:</i>	Reminders and processing at staff meetings of therapists and other staff and the challenges of working with sometimes difficult clientele allowed for potential or experienced attitudinal issues to be identified and processed openly.  Continued use and training of different methods of therapy allowed for the ability to identify and address issues on the entire person while still focusing on the addiction aspect of treatment.
<i>Pre-Survey Results Results:1/1/22 to 12/31/22</i>	Does not apply as clients must have engaged in services in order to answer this question.
<i>Post Survey Results:</i>	87% indicated they felt counselor was invested in them as a person and their recovery
<i>60 Day Follow Up Survey</i>	90% indicated they felt counselor was invested in them as a person and their recovery
<i>Outcomes:</i>	The target of 75% was exceeded by a significant margin.
<b>Objective:</b>	<b>Perceived value of services by clients</b>
<i>Measure:</i>	Did client feel the money the services received were worth the money paid
<i>Target:</i>	95% Affirmative
<i>Initiatives:</i>	Continued emphasis on providing what brings value to our clientele
<i>2022 Performance Actions:</i>	1. Increase insurance pay sources so more persons could use the insurance plan. 2. Grants for more individual sessions to address # 1 3. Expanded Peer Recovery Coach services available to consumers.
<i>2022 Performance Improvement Review:</i>	ARC continued to accept more clients with insurance benefits that could be used for payment of services.  Grants for both individual services as well as peer recovery coach services were included in 2022 grants.
<i>Pre-Survey Results Results:1/1/22 to 12/31/22</i>	Does not apply as clients must have engaged in services in order to answer this question.

<i>Post Survey Results:</i>	98% of persons felt services received were worth the money paid for them
<i>60 Day Follow Up Survey</i>	95% of persons felt services received were worth the money paid for them
<i>Outcomes:</i>	Target was either met or exceeded in this area.
<b><i>Objective:</i></b>	<b>Most Effective Tools During Treatment</b>
<i>Measure:</i>	What did you feel were the most effect tools during your treatment?
<i>Target:</i>	
<i>Initiatives:</i>	Providing a wide array of "tools" for clients, but also removing barriers to those identified as most effective by participants from year to year.
<i>2022 Performance Actions:</i>	<ol style="list-style-type: none"> <li>1. Expand number of individual counseling sessions as has been done in prior years.</li> <li>2. Expand group time and lectures and show fewer videos as part of group therapy.</li> </ol>
<i>2022 Performance Improvement Review:</i>	<p>Continuance of offering individual and family sessions that were either at reduced fee or covered by a third party pay source was expanded so more persons could obtain this type of service.</p> <p>Access to certified peer recovery coach was expanded through local grants. Point of emphasis that clients find group time most effective aligned with a de-emphasis on showing videos.</p>
<i>Pre-Survey Results Results:1/1/22 to 12/31/22</i>	Does not apply as clients must have engaged in services in order to answer this question.
<i>Post Survey Results:</i>	50% found individual sessions most effective for them 50% found “other” most effective with a significant majority indicating that individual sessions in particular were most effect for them.
<i>60 Day Follow Up Survey</i>	60% indicated individuals helped them the most 40% identified group time , lectures as most helpful.
<i>Outcomes:</i>	Direct person to person contact continued to be perceived as the most helpful by ARC clientele. While group was considered helpful, again, individuals and tools used within this were preferential to those that received such services.

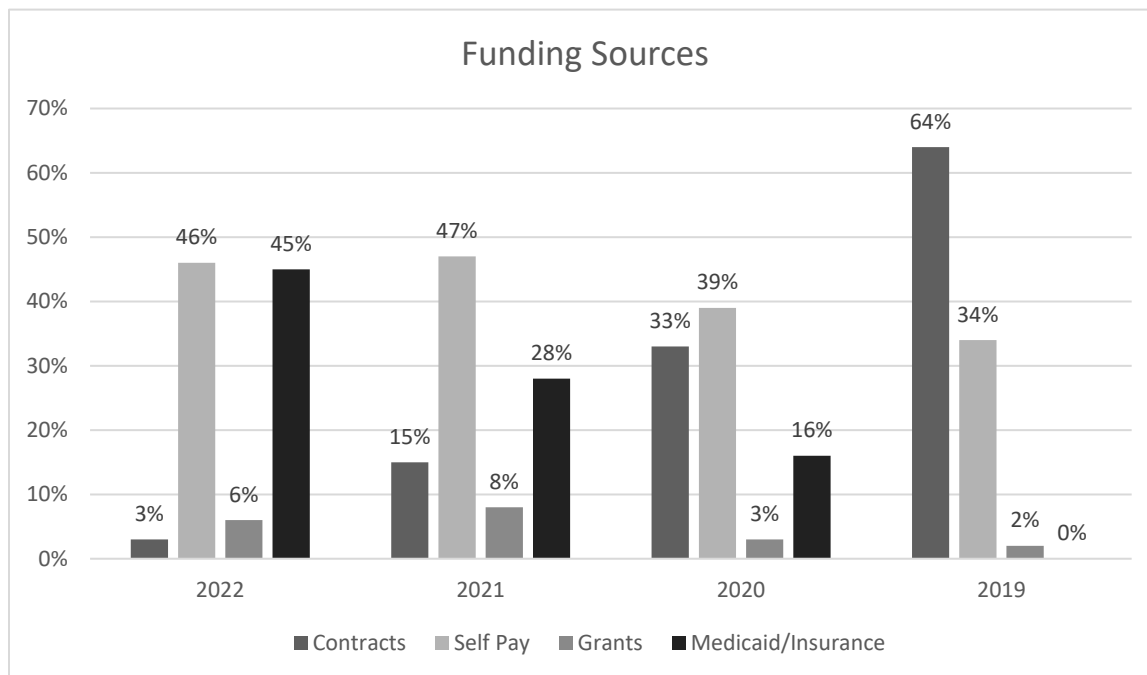
## Consumer Satisfaction

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

<b>Objective:</b>	<b>Client Perception of how they are treated</b>
<i>Measure:</i>	Treated in a professional, courteous, respectful manner by ARC personnel
<i>Target:</i>	95% Affirmative
<i>Initiatives:</i>	1 hour per quarter training (4 hrs/hr) committed to customer service orientation to our clients- define customers as all in contact
<i>2022 Performance Actions:</i>	Continue with customer service trainings. Also, from a larger perspective, continue the improvement of the counseling environment. Cleanliness, lighting, furniture are all areas that can be assessed. Taking additional time to explain financial situation more from a standpoint of assisting the client in their understanding of options and their status pertaining to payment
<i>2022 Performance Improvement Review:</i>	All staff as well as individual meetings to train were restarted in 2022. Customer service, ethics, diversity and attitudinal issues were discussed openly regarding clientele. Additional trainings pertaining to how to discuss financial issues were covered as well.
<i>Pre-Survey Results Results:1/1/22 to 12/31/22</i>	97% felt they were treated in a professional, courteous and respectful manner by all ARC staff.
<i>Post Survey Results:</i>	98% felt they were treated in a professional, courteous and respectful manner by all ARC staff.
<i>60 Day Follow Up Survey</i>	95% felt they were treated in a professional, courteous and respectful manner by all ARC staff.
<i>Outcomes:</i>	Target was met or exceeded in all time frames that were surveyed.
<b>Objective:</b>	<b>2022 Successful Discharge from Program</b>
<i>Measure:</i>	Client Receives successful discharge from given program
<i>Target:</i>	62%
<i>Initiatives:</i>	Increase timely contact to referral sources; emphasize attendance policies at orientation
<i>2022 Performance Actions:</i>	Consider reviewing the targets for more realistic expectation for 2022. Also, monitor the "lag" for improvement once the newer programming initiatives have been implements (Matrix, Trauma etc.)  Also consider more direct follow up with clients using case management resources.
<i>2022 Performance Improvement Review:</i>	While trainings and contact with clients was expanded per counselor report, the successful discharge rate did not improve and did not meet targets. The environment pertaining to criminal justice treatment of persons not in compliance appears to be impacting the ability to successfully complete clients.
<i>Pre-Survey Results Results:1/1/22 to 12/31/22</i>	Does not apply as clients must have engaged in services in order to answer this question.

<i>Post Survey Results:</i>	50% of 519 persons in a therapy program were discharged successfully
<i>60 Day Follow Up Survey</i>	Does not apply
<i>Outcomes:</i>	Target not met.
<b>Objective:</b>	<b>Accessibility</b>
<i>Measure:</i>	Persons under 200% of poverty (in therapy) will have opportunity for rate reduction
<i>Target:</i>	100% of clientele under 200% of poverty will have access to reduced rates.
<i>Initiatives:</i>	Financial aid grants, Medicaid, insurances and sliding fee scales
<i>2022 Performance Actions:</i>	Continued attainment of grants for those identified in need.  Assist clients in obtaining Medicaid or other options by linking them to navigator for assistance in this area.
<i>2022 Performance Improvement Review:</i>	ARC continued expanding knowledge base for all staff on how to connect people to Medicaid and other insurances including how to explain benefits, and assist with various options available.  Grants for persons without insurance or Medicaid were expanded, particularly in Elkhart County with significant fee reductions for qualifiers for individual sessions, and peer recovery sessions.
<i>Outcomes:</i>	It is estimated that 90% (South Bend does not have a financial aid program for those without Medicaid or insurance but all other offices do) of all ARC clients at or under 200% of poverty guidelines have access to significantly reduced service cost or insurance / Medicaid in 2022.

### Reviewing Our Funding Sources



## Impact: Our Core Values of Quality, Integrity, Ethics and Compassion

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

In 2022 highlights of the year included a continued response to the devastating effects of the pandemic. From a programming perspective, targets were met in three of the five areas of measurement. On a positive note, it is highly apparent that ARC consumers strongly believe that service delivery staff has a genuine concern for their well being and hence sobriety. Additionally, the value of services was considered high by a vast majority of persons. And to wrap up, clients overwhelmingly felt that the programs and services were effective in helping them attain sobriety. All this adds up to a program that continues to excel in assisting persons attending services.

While the goals for improved employment were not met, improvements in client employment status as measured as before and after treatment was made. One likely reason the goal was not met was the near full employment status of the counties in which ARC serves. Significant improvements during 2022 would be difficult given the employment environment in the area.

Part of our programming standards include monitoring of client participant in outside self-help support groups so that when they are finished with services, they are integrated into a continuing sobriety lifestyle. Of people answering a pre treatment survey, and asked the question “do you attend AA/NA or any other support group”, 79% stated “no” they did not. By the end of services, there had been a 39% improvement in this area