Introducing PracticeVital

Leadership Guide

Why are we using PracticeVital?

PracticeVital is a new software tool we are implementing to help us gain a better understanding of how the practice is doing, what's working well, and where we need to make improvements. We'll use the data from PracticeVital to better inform our discussions and as a way to provide more targeted coaching to our clinicians.

Understanding our data and tracking key performance metrics will help our whole practice function more efficiently and effectively. It will ensure our practice is thriving, and that our clients are benefiting, as much as possible, from working with us.

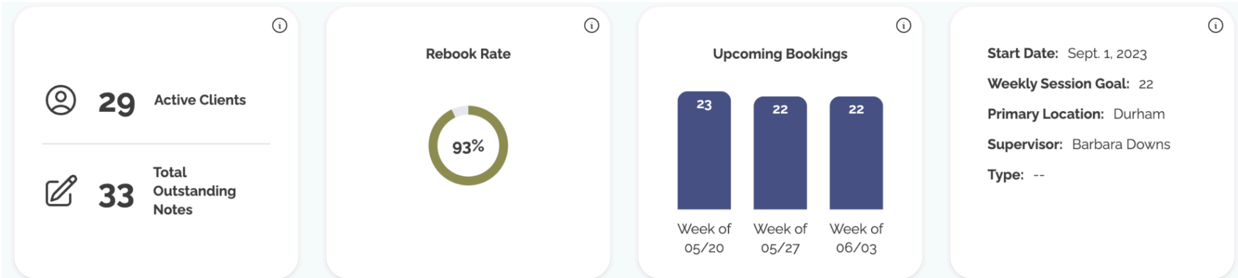
How can every person on our team benefit from this tool?

- **Clinical Director:** Create an intentional agenda for your supervision time and performance reviews with clinicians.
    - A high cancelation rate, a low retention rate, and a high churn rate are all clinical issues that interfere with continuity of care and client outcomes.
    - Common strategies to bolster retention include working to improve the therapeutic relationship, providing psychoeducation, communicating the importance of continuity of care for achieving tx goals, and addressing barriers related to treatment.
- **Intake Coordinator:** Monitor Active Clients, Rebooking Rate, Upcoming Bookings, and Cancelation Rate to get easy insights into your team's caseload and availability.
    - Refer to Active Clients and Utilization to determine general capacity and whether to assign more intakes to a given clinician. Work with your team to keep their rebooking rate high to ensure clients don't slip through the cracks.
    - Check out the upcoming bookings to see trends ahead and ensure clinicians are scheduling enough appointments. Use the cancel rate to estimate the number of additional sessions to book each week in order for each clinician to meet their productivity goals.

- Gauge each clinician’s need for additional intakes in order to offset likely cancellations. Ex: clinician who is expected to see 20 clients per week and has a 30% cancelation rate, will need to schedule 26 clients in order to stay on track.

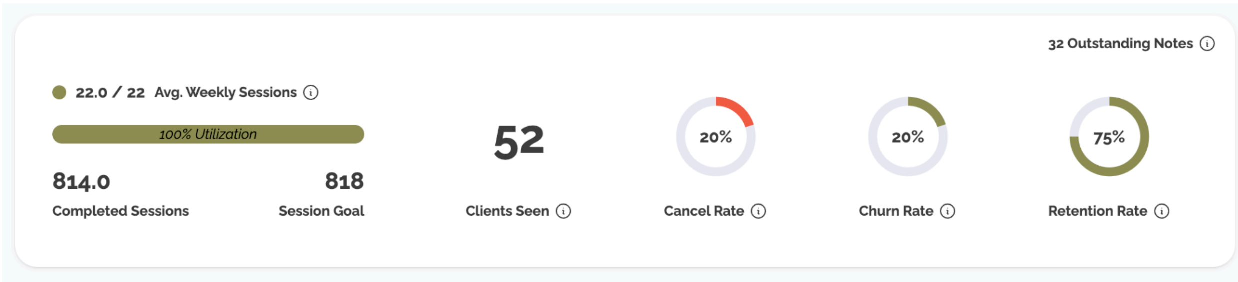
- **Practice Manager:** Track and follow up on day-to-day optimizations.
  - Easily follow up on any outstanding notes.
  - Determine need for marketing or additional outreach based on weekly session counts or active client count.
- **Therapists:** Feel empowered with data that brings clarity to what’s working and what isn’t!
  - Better evaluate when it makes most sense to take a vacation, whether you’re on track to hit a performance bonus or how much you’re projected to earn this year
  - Track your daily, weekly, monthly progress and celebrate when you’ve hit your goals
  - Learn what you can do to better support your clients, and help them become more “bought in” to the work you’re doing
  - Watch your overdue notes go down and feel the ping of dopamine when you hit zero!
- **Owner / Visionary:**
  - Monitor utilization to know when caseloads are near to capacity and it’s time to bring on a new clinician
  - Know “at a glance” that your clinicians are hitting their expected session targets. Breathe a sigh of relief when numbers are on track!
  - Compare clinicians by team (e.g. location or by supervisor) to know how each team is doing, comparatively.
  - See which months have the highest cancelation rates, and which months have the highest session count practice wide, so you can more intentionally approve time off requests and determine the best months to focus on outreach.
  - Review practice wide trends with your leadership team to set concrete goals.
  - Explore the dashboard to gain insights about how your practice is trending over time.

Why is each metric *vital* to track?



Note that each metric is tracked at both the individual clinician level and practice-wide via the Practice Dashboard.

- **Active clients:**
    - Gives a reliable count of active clients so our intake team has an accurate picture of your caseload.
    - Helps us prepare for additional clients needed. We may need to increase our outreach and marketing efforts if we see that you don't have enough active clients to hit your average weekly session target.
- **Rebooking Rate:**
    - Allows us to account for clients. If low, it may mean we have a high number of terminations. If high, we know our current clients are committing to showing up regularly, and the intake team will scale back on assigning you new clients.
    - Ensures clients aren't slipping through the cracks. If there is no follow up appointment scheduled, it's easy for clients to let several weeks (or months!) go by without a session. Weeks without a session interferes with the momentum needed to make progress towards goals.
- **Upcoming Bookings:**
    - Check out the upcoming bookings to know how sessions are trending and to ensure clinicians are scheduling enough sessions to meet their productivity goals.
    - Use this number in combination with cancellation rates to know how many additional appointments are needed in order to meet your practice wide session goals.



- **Cancellation Rate**:
  - Helps us determine the amount of additional sessions we need to schedule in order to buffer for cancellations.
  - A high cancellation rate may indicate low client and/or therapist engagement. If a therapist has a high cancellation rate, it may signal they're struggling with burnout or that other areas of their life are interfering with their ability to fully "show up" for their clients.
  - Allows us to track practice wide trends that inform scheduling and time off.

- **Retention**:
  - Retention rate looks at the percentage of clients, within a given time frame, that stay for 8 or more sessions.
  - Research defines, "minimally adequate treatment," or the minimum number of visits to achieve beneficial outcomes, to be 8 or more therapy sessions. In other words, clients need to have eight therapy sessions, at a minimum, in order to achieve their goals.
  - If retention is high, it signals a strong therapeutic relationship, positive client engagement and satisfaction with the work
  - Retention points to patterns of client dependency. There's an ideal space between "too few sessions to make progress" and a client who stays in therapy forever
  - Clients who are "retained" at 8 or more sessions are more likely to refer others to our practice due to meeting their treatment goals and having a positive experience
- **Churn**:
  - Churn is defined as seeing a client for fewer than four sessions before they terminate
  - Churn rate is known as the "revolving door" metric– meaning clients come in and don't stick around

- If a clinician is frequently churning through clients, they won't feel as successful. We all want to feel we're doing good work and really helping our clients.
- A high churn rate may indicate a poor fit in terms of the clients that are being assigned. Explore trends with clinicians who have a high churn rate to make sure you're making optimal matches or to provide additional clinical training to better match the presenting issues of clients that are being assigned.
- A high churn rate is correlated with therapist burnout. You may want to check in more frequently with therapists who are showing a high churn rate.

How to get the most out of the Practice Dashboard:

- Implement Goals: Work with your leadership team to set concrete goals as a practice or for specific groups. Use goal performance as a way to manage team accountability, guide coaching conversations, or inform bonus allotment.
- Make Smart Changes: Compare the practice's performance to industry standards so you know what's on track and what needs attention. Visit our Blog for specific strategies to improve each of your metrics.
- Identify Hiring Needs: Monitor your team-wide caseload and upcoming bookings across clinicians to determine if the workload is right for the existing team.
- Compare Across Groups: Quickly see which of your groups are excelling and which may require more attention or resources. For instance, if one team consistently underperforms compared to others, it may need intervention with training or additional staffing.
- Maximize Practice Efficiency: Track active clients, rebooking rates, and upcoming bookings to ensure that active clients are consistently returning.
- Benchmark Performance: Assess performance over different time periods to see if your practice is making meaningful changes over time. Compare your practice's performance against industry standards, or consult fellow practice owners in our PV Facebook group.
- Stay On Top of Compliance: Quickly check for total outstanding notes within your practice to gauge your practice's overall compliance.

How to help our team embrace this new data: *Talking Points*

- Data is our friend. This data helps to ensure our whole practice is thriving!
- Ensures we're providing continuity of care for clients. If cancellation rates are high or retention rates are low, we are not helping our clients to the extent that is possible.
- Flags which therapists need more clients, when to increase outreach, and how to keep caseloads full.
- Helps us spot trends so we can better support you. We may see information that tells us you're close to burnout. We may see a retention issue as a mismatch in terms of the types of clients we are assigning to your caseload.
- Ensures we're running a sustainable (profitable!) business that will last into the future!
- Having easy and frequent access to your own data keeps you informed and *empowered*.
- We want to ensure the work that we're doing is helping clients.
- In most industries, employees know how they are doing. Therapy is really unique in that it's all behind closed doors. Data lets all of us know how things are going. You deserve to know what's working and what isn't!
- Learn specific strategies to help you better support your clients.
- You can use this data to plan for time off, project your income for the year, know if you're on track to get a bonus or a raise.
- Spot any concerning trends early on. There shouldn't be any surprises at an annual performance review or any surprise "PIPs."
- Recognize and celebrate things that are going well ("Wow, you had 10 missing notes last month and this month all your notes are in on time! Way to go!")
- It feels good to set goals and to know when you're meeting expectations.
- Retention data will help us make sure we're making the best client/therapist matches possible – which ultimately helps to reduce burnout.
- We can use this data to help more people!