THE BENEFITS OF
PROCEDURAL INTEGRITY DATA
COLLECTION, TRACKING, AND ANALYSIS
FOR ABA ORGANIZATIONS

Abigail L. Blackman, Ph.D., BCBA
Director of Customer Success

Outline

THE PERFORMANCE MANAGEMENT PROCESS

A sustainable performance management process consists of goal planning, conducting observations, success planning, and providing ongoing training and development. This paper will highlight the benefits of conducting observations specifically.

IMPACT ON TURNOVER

Our field is in a staffing crisis and many organizations are struggling with workplace instability. Using the data from BSTperform, we've determined that supervisory observations and staff procedural integrity impact turnover.

IMPACT ON SERVICE QUALITY

Engaging in procedural integrity data collection, tracking, and analysis impacts the quality of services provided to those served. Procedural integrity data are critical to capture as research shows that it is correlated with clinical outcomes.

IMPACT ON ORGANIZATIONAL CULTURE

It is important for organizational leaders to shape their supervisors' repertoires of thinking about culture and what it means for the organization and those that work there.

BSTperform™ is a trademark of Behavior Science Technology. Specifically, BSTperform™ is a clinical operations tool that has digitized the procedural integrity data collection, tracking, and analysis discussed in this paper. If you are interested in learning more, visit our <u>website</u> to book a call.

BEHAVIOR SCIENCE
T E C H N O L O G Y

Organizational Behavior Management and Performance Management

Organizational Behavior Management (OBM) is a subdiscipline of Applied Behavior Analysis (ABA) that focuses on improving the work environment for employees. One of the branches of OBM is Performance Management (PM), which is the process by which the performance of individuals or groups of employees is improved through continuous observation and measurement, reinforcement, and feedback (Aubrey Daniels International, 2000). Engaging in the PM process provides an opportunity for organizations to help their staff continue to develop their skills and ensure the quality of services provided is high.

Our white paper titled "The importance of performance management for ABA organizations" discusses the PM process in great detail, with practical strategies to adopt it in your organization. Check it out here or scan the QR.

The purpose of this white paper is to outline the benefits of having a process in place for procedural integrity data collection, tracking, and analysis at ABA organizations.

Data and quotes from users of BSTperform, a clinical operations tool that has digitized this process, will be provided to support the benefits discussed.

Impact on Turnover

Our field is in a staffing crisis and many organizations are struggling with workplace instability. Turnover is defined as the separation of an employee from the organization (SHRM, 2015). Turnover is costly and impacts the quality of services delivered (Kazemi et al., 2015).

Research suggests that support from supervisors and quality of training (Kazemi et al., 2015); low pay, work schedules, and ineffective hiring practices (Strouse & DiGennaro Reed, 2022); and parent satisfaction and supervisor turnover impact behavior technician (hereafter, provider) turnover (Cymbal et al., 2022). Having a process in place to observe staff performance, at all levels of the organization, ensures that staff feel supported by their supervisors, as supervisors have the information to aid in assisting supervisees in expanding their skills so they are comfortable implementing clinical programming.

Supervisor turnover is also an issue in our field. The variables that contribute to their turnover include burnout, mentorship, and pay, among others. The overarching theme of the data is that supervisors lack support from upper management and advanced learning opportunities (Blackman et al., in prep).

As indicated above, supervisor performance should also be monitored regularly. As a result, upper management will have the insights needed to assist supervisors in enhancing their supervisory repertoire. If supervisors did not learn about the importance of regular performance evaluation during their schooling or previous experience, this provides them with advanced learning opportunities.

Using the data from BSTperform, we've determined that supervisory observations and staff procedural integrity impact turnover.

One of our customers, Mississippi Behavior Services, reported that they were able to achieve ZERO turnover for two consecutive quarters by implementing BSTperform. The QR code brings you to their case study titled "How Mississippi Behavior Services found and filled training gaps with new data that led to zero turnover." Their turnover continues to be low across subsequent months.

BEHAVIOR SCIENCE TECHNOLOGY

Our data suggests that the standard for staff observation should be in accordance with the 4-80 rule.
Staff observed in accordance with the 4-80 rule are 9.6x more likely to stay than their rarely observed and poor-performing peers.

Evaluations completed by BSTperform in previous 30 days
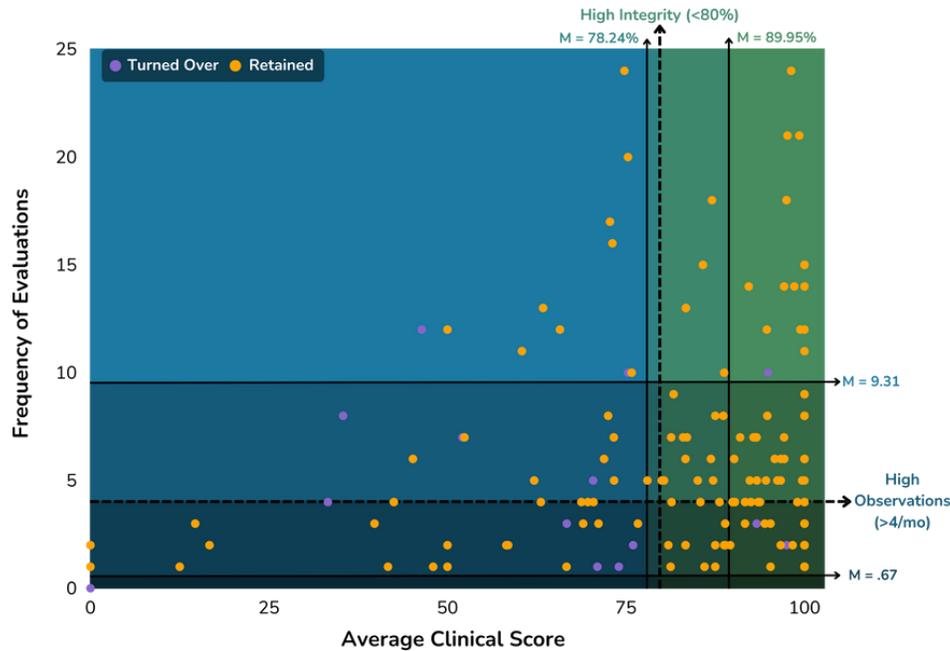
% of staff that left their organizations	Low integrity (<80%)	High Integrity (<80%)
High observations (>4/month)	47%	11%
Low observations (<4/month)	91%	28%

The 4-80 rule means that at least 4 supervisory observations with a mean score of 80% procedural integrity should be the standard.

Our data suggest that staff observed in accordance with the 4-80 rule are 9.6x more likely to stay than their rarely observed and poor-performing peers. Specifically, staff performing at 80% or higher were 5.6x more likely to stay with their organization; Staff observed at least 4 times per month were 4.0x more likely to stay with their organization.

SUPPORTING SUPERVISORS + PROVIDERS

You may be wondering how you can put this efficient process in place and decrease your turnover. It is possible! As an organization you will provide support to your technicians and supervisors, which helps to decrease the likelihood that someone will turnover.
Check out what our customers are saying about the support they've been able to provide their staff through using BSTperform.

"Our trainees (BCBA supervisees) like using BSTperform as it helps them learn how to be effective clinical leaders. We've been able to turn "poor performers" into "star RBTs" in a matter of weeks!"

Anonymous

An analysis of their data shows their BCBA supervisees are using the platform just as, if not more often than their BCBAs. This helps to shape the repertoires of aspiring BCBAs so they know how to provide effective supervision once they are certified.

"We've been able to shape leadership skills for teachers and paraprofessionals in our schools using BSTperform."

Kellie B., Clinical Director, Lexington ABA Solutions

"We wanted a way to not only monitor the performance of our newer technicians, but to help them develop competence and confidence. Every learner they work with is now better off because of that intervention."

Cortney K., Clinical Director, Keene Perspectives

"We measure our regional performance and conduct booster trainings specific to those region's needs."

Julie B., Director of Training and Growth, ABA Centers of America

An analysis of their data revealed that behaviors targeted for reduction was an organization-wide issue in October 2022. By December, their providers were implementing behavior plans with 100% integrity and their performance maintained for three consecutive months. Support can be set up for providers in BSTperform using success plans (a.k.a. performance improvement plans).

"We were unable to act upon data previously; however, once we began using BSTperform we were able to immediately see where our deficits were. Success plans allow us to be very specific for providers who need additional assistance and to provide adequate resources for them to succeed."

Nija C., Clinical ABA Director, Achieve Pediatric Therapy

"I love that BSTperform tracks overall percentage for my staffs performance. The platform gives them instant feedback and they are able to see their areas of strength and improvement."

Jessica G., Principal, Lexington Life Academy

"With BSTperform, we have concrete data to show where things were breaking down, so we knew exactly what to focus on to improve it. We've never had that level of clarity before."

DeTerrence A., Clinical Director, Mississippi Behavior Services

"Baseline data revealed that BCBAs needed additional support in writing sound skill acquisition programs. We were able to provide feedback and see improvements in program writing. The goals that are put in place are now more socially valid."

Anonymous

An analysis of their data revealed that integrity percentages for skill acqusition programming was at 43% in October 2022. Integrity percentages were at 74% in March 2023 and continue to increase. The Clinical Director was able to use the data gathered in BSTpeform to advocate for two in-service days to support their BCBAs in writing programs.

BEHAVIOR SCIENCE TECHNOLOGY

Impact on Service Quality

Engaging in the PM process, specifically procedural integrity data collection, tracking, and analysis, also impacts the quality of services provided to those served. Procedural integrity data are critical to capture, as research shows that it is correlated with clinical outcomes (DiGennaro Reed et al., 2007). Simply, integrity is the degree to which an intervention is implemented as designed (i.e., quality; Gresham 2004; Sanetti & Kratchowill, 2009).

As behavior analysts, we are required to collect integrity data (BACB, 2020). These data provide supervisors with an understanding of why client progress may be stalled. Without access to this information, it is unknown whether provider support or program modification is necessary.

We did an analysis of overall integrity for organizations using BSTperform.

Change in Integrity from Month 1 to Month 6
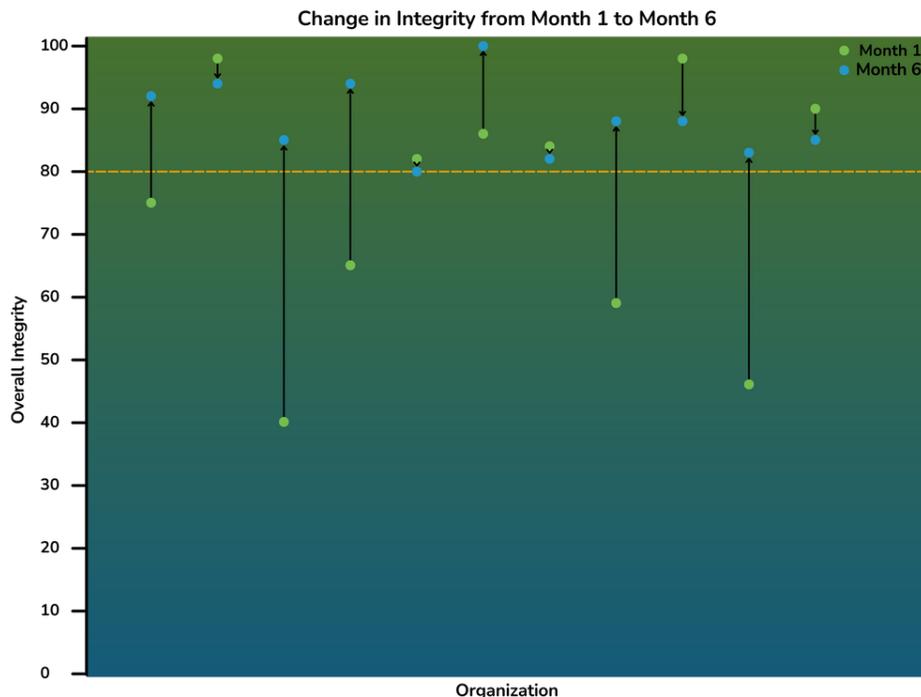
These data show that all organizations were implementing clinical programming with high levels of integrity within six months of using BSTperform. This is so important as it demonstrates that the clients at these organizations are largely receiving high-quality services. Bravo to these organizations!

Implementing clinical programming with high levels of integrity demonstrate that clients are largely receiving high-quality services.

It is difficult to know the quality of services delivered within an organization if each supervisor is using different standards while observing their providers. It is important for the integrity forms to be standardized so that decisions can be made with confidence and comparisons over time can be made. Below is a comment from one of our customers regarding the standardization of the evaluation tools in BSTperform.

"Using BSTperform allowed us to standardize the data being collected across supervisors and to ensure it was in accordance with best practice. Having standardized tools across the practice aided supervisors in knowing what they should be evaluating. We had minimal pushback from supervisors moving from individualized to standardized evaluation forms. Now everyone is happy because this change made supervision much easier for our supervisors. They even prefer it to paper and pencil methods."

Nija C., Clinical ABA Director, Achieve Pediatric Therapy

One of our customers was able to reduce their integrity errors by 90%, indicating higher quality services were provided to their clients. This allowed them to carry out their mission.

"From first diagnosis to final discharge, we want to make sure our clients are getting the best care possible. We train to provide people those skills."

Vargas Clark, BCBA + Owner, Mississippi Behavior Services

BEHAVIOR SCIENCE TECHNOLOGY

Impact on Organizational Culture

> Culture is defined as behavior that is reinforced or punished within a work environment (Nolan, 2019).
>
> There are other variables included in culture, such as incorporating one's values (Mueller, 2022).

Having insights into the performance of all staff at an organization also helps improve organizational culture. It is critical for organizational leaders to shape their supervisors' repertoires of thinking about culture and what it means for the organization and those that work there. The work environment is so important!

Especially in our field where most of the work we do, although rewarding, can be stressful. Leaders and supervisors must work together to create a positive work culture where their staff look forward to coming to work. One way to do this is to always have the staff's best interest in mind. Staff need to know that they matter to the organization and that the organization is invested in their success.

PROCESSES + EFFICIENCY

Establishing effective and efficient processes to support those working at your organization is critical. Check out some of the ways our users have benefited from establishing efficient systems to impact their culture.

"Prior to using BSTperform, there was no process in place for collecting integrity data or evaluating staff performance. BCBAs are now more comfortable providing supervision, due to the objective data they are receiving."

Anonymous

An analysis of their data revealed that 200 observations of provider performance were completed in just two months (with 7 supervisors). They were reporting 0 observations prior to that. This can be attributed to the processes put in place surrounding the use of BSTperform and measuring staff integrity.

"Piror to using BSTperform, it was difficult to measure performance data and next to impossible to report on that data. As our organization is growing, we were unable to keep up as a department."

**Julie B.,
Director of Training and Growth, ABA Centers of America**

"We do formal quarterly evaluations of provider performance. Because the data were already collected over the course of the quarter because we've been using BSTperform for some time, the evaluation process was much more efficient. I was able to complete evaluations for 14 providers in two days. If my time was uninterrupted, it would have only taken me a couple of hours. Previously, it took me two and a half weeks to get the same information for those 14 providers!"

DeTerrence A., Clinical Director, Mississippi Behavior Services

"We started using BSTperform from the inception of our company. We wanted to make sure that the expectation of effective supervision was a part of our culture from the begining. BSTperform has made supervision quicker and more smooth."

Kellie B., Clinical Director Lexington ABA Solutions

Upon further analysis, we were able to see that Jessica had doubled the number of observations she completed from 68 in January and 137 in February.

"Prior to using BSTperform I was doing evaluations based on my own standards of quality education. I would then record the information in a learner's file and email the staff their feedback. I have saved about 2 hours a week using BSTperform. I am also able to give more specific feedback."

Jessica G., Principal, Lexington Life Academy

BEHAVIOR SCIENCE TECHNOLOGY

MITIGATING CONCERNS REGARDING CHANGE

When change occurs at an organization, there is often fear surrounding the impact it will have. We've been able to mitigate that fear for our users by having an intuitive and simple user-friendly interface, quick and easy onboarding procedures, and a highly responsive customer support team. See what our users have to say below:

"BSTperform is user friendly and customer support is open to feedback from customers!"

Jennifer H., Consultant, ACEs of NC

"BSTperform is simple to use. Evaluations of performance can be completed in 2 minutes. It does not require a big response effort for our teachers to complete them. It did not take long to learn and I am not a super-techy person."

Kellie B., Clinical Director, Lexington ABA Solutions

"I love the flexibility of the observations and the robustness of the assessments. BSTperform is very easy to use and it gives everyone a good idea of what they need to be working on."

Anonymous

"We were considering other tools, but they didn't give us the accessibility we needed. BSTperform allows us to solve problems and get things done. I've been with other tech companies, and sometimes it can take a long time to get the help you need. But as I have new ideas, BST is able to give us what WE need. The turnaround time is really phenomenal."

DeTerrence A., Clinical Director, Mississippi Behavior Services

"I absolutely love BSTperform. I love to know what to expect, and it helped me be mindful of what I am doing. I love when a supervisor notes something great and mentions it in the session and then in our 1:1 meeting. It reinforces it and it would just stay in my mind more. It's not just for something wrong, but it's also just for growth and something constructive."

Alex T., Registered Behavior Technician, Keene Perspectives

IMPACT ON THE ORGANIZATION

Establishing a process for collecting, tracking, and analyzing staff performance helps organizations to collect objective data, make evidence-based decisions, decrease turnover, improve culture, and provide high-quality services.
We hope that organizations will use this paper as a guide to create a sustainable process at their organization!

BEHAVIOR SCIENCE
T E C H N O L O G Y

Lead with Procedural Integrity

To learn how you can use BSTperform at your organization, book a call here:

2023