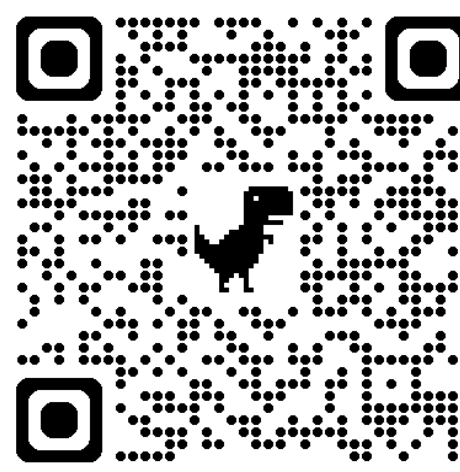


# Evaluation of Scorecards and Targeted Training to Increase Staff Performance in an Adult Residential Care Facility

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## INTRODUCTION:

- Direct support staff (DSPs) in group homes face unique challenges balancing critical clinical responsibilities with additional priorities to adequately support the individuals they serve.
- Maintaining consistent, high-quality staff performance can be difficult for clinicians.
- Previous studies have used scorecards, targeted training, public posting, and performance feedback to increase staff performance (Griffin, et. al., 2019; Szabo, et. al., 2012).
- Performance scorecards are tools that measure staff across multiple criteria to provide a single overall performance score, which can be used as feedback for employees (Griffin, et. al., 2019).
- The current study evaluates the effects of:
  - A clinical checklist and weighted scorecard.
  - Performance feedback
  - Public posting
  - Targeted training.

## METHOD:

### Participants and Setting:

- N = 3
- Each group home functioned as a separate unit of analysis in a multiple baseline design.
- Performance scores ranged from 0% (min.) to 110% (max.)
- DSPs working within these homes were the participants whose performance were assessed to obtain an overall program score.

### Data Collection:

- Dependent measure for this study was the performance scorecard score.
- Clinical checklists were completed on-site, and results were then aggregated into a weighted scorecard.

## PROCEDURES:

### Clinical Checklist:

- Includes 4 Key Performance Indicators (KPIs) and one bonus category.

### Performance Feedback:

- During the intervention phase clinicians provided on-the-spot feedback to staff based on results from the clinical checklist.

### Performance Scorecard:

- Checklist results converted into a weighted score (0–110%).

### Scoring Rubric:

- Guides intervention decisions:
  - 0%–39.9% on a single visit or 40%–79.9% on two consecutive visits → Qualifies group home for targeted training.
  - The acceptable performance criterion was set at 80%.
- Targeted training includes a one-week scoring pause, administration of the Performance Diagnostic Checklist – Human Services (PDC-HS; Carr & Wilder, 2015) with the group home supervisor, development of an action plan, and resumed scoring.

### Public Posting:

- Program scores shared with director and manager of residential services, director of clinical services, and group home supervisor via email.
- Written performance feedback provided to staff.

RESIDENTIAL GROUP HOME CHECKLIST

Date: \_\_\_\_\_ Supervisor: \_\_\_\_\_ Clinical Team Member: \_\_\_\_\_ Group Home: \_\_\_\_\_ Manager: \_\_\_\_\_ Time: \_\_\_\_\_ to \_\_\_\_\_

Participant Initials: (P1) (P2) (P3)

Data Collection

- (1) Data sheets are out & available
- (2) Behavior data are being collected for current interval.
- OR
- If a participant has weekly data, the data from the previous day has been filled out.
- (3) Data are filled out correctly

Reinforcement

- Reinforcement was delivered as per the BSP
- If participant does not have a BSP, reinforcement is still being delivered

BSP/LOS

- (1) BSP are available upon request
- (2) Staff are aware of BSP informationable to navigate BSP
- (3) Level of supervision is being adhered to.

Equipment

- Equipment all in working order

Was active engagement observed? Y / N

Additional Comments / Feedback Provided:

RESIDENTIAL GROUP HOME SCORECARD

Date: \_\_\_\_\_ Program: \_\_\_\_\_ Supervisor: \_\_\_\_\_ Manager: \_\_\_\_\_

Behavior/ Results

	0	1	2	3	4	5	6	7	8	9	10
Data Collection											
Reinforcement											
BSP/LOS											
Equipment											
Bonus (Active Engagement)											

Category Weight Raw Score Points

Category	Weight	Raw Score	Points
Data Collection	35%		
Reinforcement	25%		
BSP/LOS	25%		
Equipment	15%		
	100%		Score

(Score) / 1,000 \* 100 = (Total Score)

(Total Score) \* 10 = (Total Score w. Bonus)

Program Score \_\_\_\_\_

Figure 1. Clinical checklist and scorecard

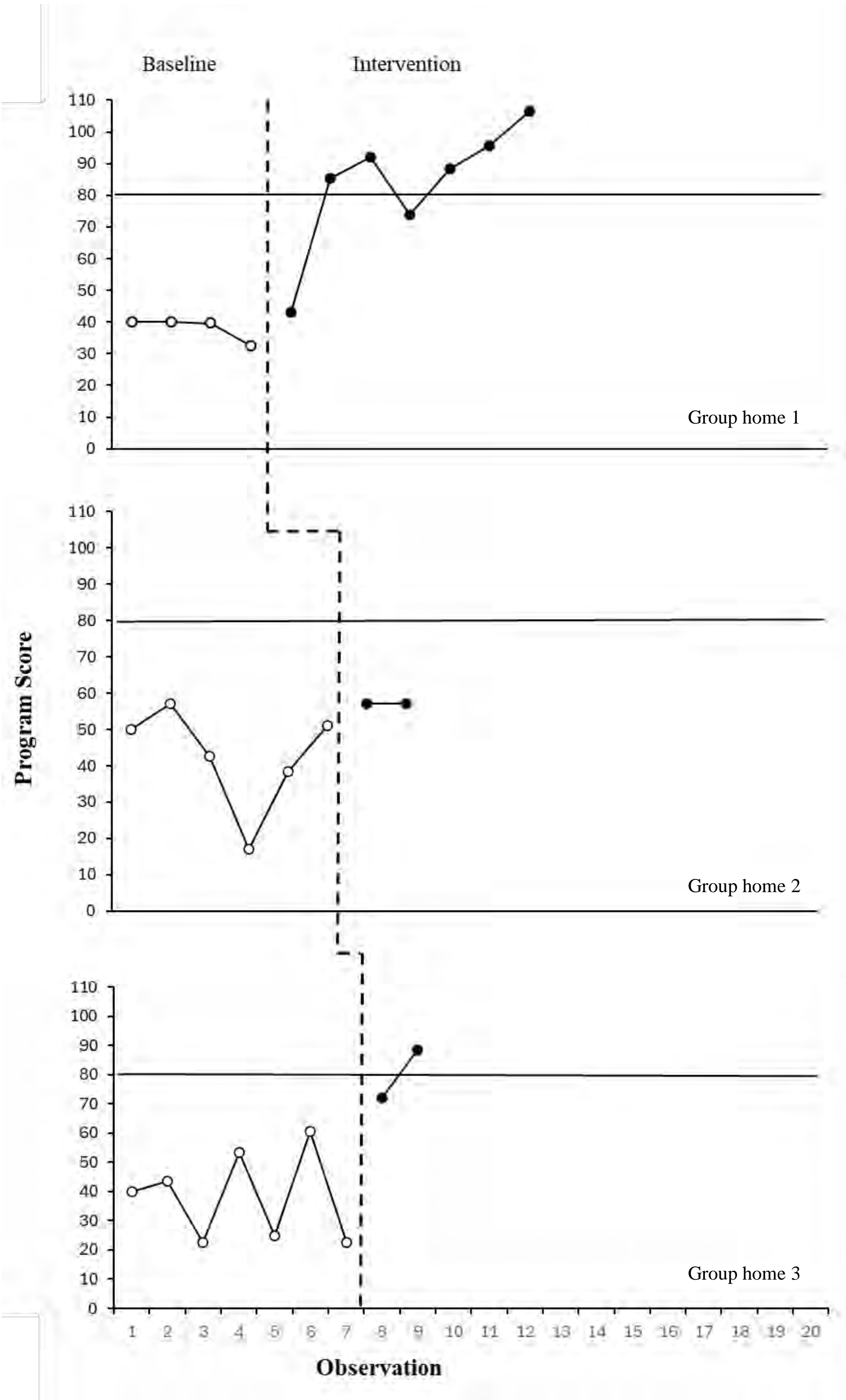


Figure 2. Program scores for three residential group homes

## RESULTS:

- The findings are preliminary as this project is ongoing. Additional data collection and analysis are in progress. Thus far we have observed:
- Group Home 1: The mean score during the baseline phase was 38%, while the mean score during the treatment phase increased to 83%.
- Group Home 2: The mean score during the baseline phase was 43%. The first two scores during the treatment phase were both 57%.
- Group Home 3: Baseline data were highly variable, with scores ranging from 22.5% to 60.5%. Following the introduction of the intervention, scores increased to 72% and 88.5%, respectively.
- Interobserver Agreement – a second independent observer collected data during 35.7% of observations with a 96% total agreement.

## DISCUSSION:

### Limitations:

- Checklist and scorecard were applied at the group home level and did not require individual staff members to be scored independently. As a result, the scores may have reflected the performance of a single staff member.
- The presence of an observer may have influenced staff behavior during data collection.
- Current data are preliminary, and data sets are not yet complete limiting the generality of the findings.

### Future directions:

- Future efforts will focus on expanding the number of key performance indicators included in the checklist and scorecard.
- Adjusting the weights on the scorecard to examine whether staff performance is influenced by higher-weighted components.
- Measure social validity with supervisors and managers of group homes.
- Evaluate the effects of scores on client outcomes (e.g., reduction of problem behavior, increases in communication, etc.).

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- Carr, J. E., & Wilder, D. A. (2015). The Performance Diagnostic Checklist-Human Services: a Correction. *Behavior analysis in practice*, 9(1), 63. <https://doi.org/10.1007/s40617-015-0099-3>
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