

Provider Activity

Monthly Trend	Measure	Actual	1 Yr Ago	Variance %
	Unique Clients	2,918	2,792	4%
	Admits	2,710	2,875	-6%
	Discharges	2,895	2,796	4%
	Service Hours	4,177	3,957	6%
	Bed Days	16,059	16,346	-2%

▲ > 10% Over 1 Yr Ago ▼ > 10% Under 1Yr Ago

Clients by Level of Care

Program Type	Level of Care Type	#	%
Forensic SA			
	Forensics Community-based	1,616	53.1%
Addiction			
	Residential Services	842	27.7%
	Outpatient	379	12.5%
	Case Management	115	3.8%
	Forensics Community-based	66	2.2%
Mental Health			
	Residential Services	26	0.9%

Consumer Satisfaction Survey

(Based on 1,521 FY24 Surveys)

Question Domain	Satisfied % vs Goal%	Satisfied %	Goal %	State Avg
✓ Participation in Treatment		90%	80%	92%
✓ Quality and Appropriateness		90%	80%	93%
✓ Overall		89%	80%	91%
✓ Respect		87%	80%	91%
✓ General Satisfaction		85%	80%	92%
✓ Access		84%	80%	88%
✓ Outcome		83%	80%	83%

Satisfied % | Goal % | 0-80% | 80-100% | Goal Met | Under Goal

Client Demographics

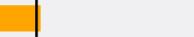
Age	#	%	State Avg	Gender	#	%	State Avg
18-25	361	12%	8%	Male	2,034	70%	59%
26-34	756	26%	19%	Female	880	30%	40%
35-44	878	30%	25%	Transgender/Other	5	0%	0%
45-54	452	16%	18%				
55-64	344	12%	18%				
65+	124	4%	11%				
Ethnicity	#	%	State Avg	Race	#	%	State Avg
Non-Hispanic	1,879	64%	64%	White/Caucasian	2,285	78%	58%
Hispanic-Other	750	26%	11%	Black/African American	348	12%	17%
Hisp-Puerto Rican	133	5%	10%	Other	162	6%	12%
Unknown	132	5%	14%	Asian	26	1%	1%
Hispanic-Mexican	20	1%	1%	Am. Indian/Native Alaskan	10	0%	1%
Hispanic-Cuban	5	0%	0%	Hawaiian/Other Pacific Islander	4	0%	0%
				Multiple Races	2	0%	1%

Unique Clients | State Avg | > 10% Over State Avg | > 10% Under State Avg

Program Activity

Measure	Actual	1 Yr Ago	Variance %	▲
Unique Clients	86	65	32%	▲
Admits	55	29	90%	▲
Discharges	52	44	18%	▲
Service Hours	276	254	9%	

Discharge Outcomes

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Treatment Completed Successfully		32	62%	50%	65%	12%
Recovery						
National Recovery Measures (NOMS)	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Employed		19	22%	20%	30%	2%
● Stable Living Situation		38	44%	80%	70%	-36%
● Self Help		10	11%	60%	42%	-49%

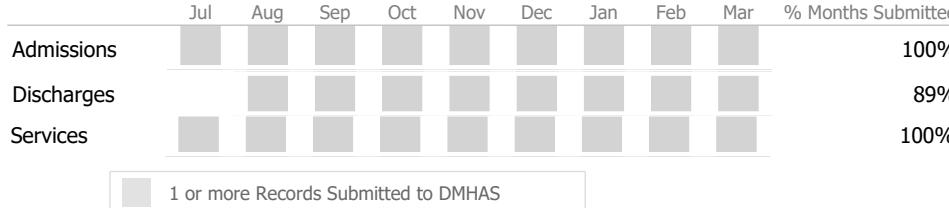
Data Submission Quality

Data Entry	Actual	State Avg
Valid NOMS Data		85%
On-Time Periodic	Actual	State Avg
✓ 6 Month Updates		100%

Service Utilization

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Clients Receiving Services		36	97%	90%	92%	7%

Data Submitted to DMHAS for Month



▲ > 10% Over ▼ < 10% Under

 Actual  Goal  Goal Met  Below Goal

* State Avg based on 8 Active Standard Case Management Programs

Program Activity

Measure	Actual	1 Yr Ago	Variance %
Unique Clients	625	582	7%
Admits	757	713	6%
Discharges	756	711	6%
Bed Days	3,426	3,205	7%

Discharge Outcomes

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
Treatment Completed Successfully	72%	544	72%	80%	77%	-8%
No Re-admit within 30 Days of Discharge	85%	639	85%	85%	79%	0%
Follow-up within 30 Days of Discharge	64%	347	64%	90%	60%	-26%

Data Submission Quality

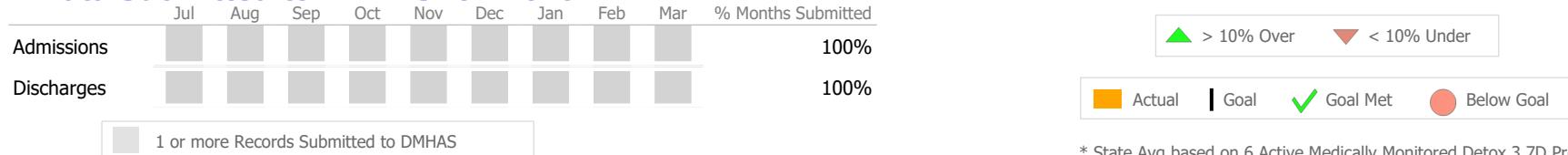
	Actual	State Avg
Valid NOMS Data	98%	90%
Valid TEDS Data	100%	98%
On-Time Periodic	Actual	State Avg
6 Month Updates	N/A	N/A
Diagnosis	Actual	State Avg
Valid MH/SU Diagnosis	100%	100%

Bed Utilization

	12 Months Trend	Beds	Avg LOS	Turnover	Actual %	Goal %	State Avg	Actual vs Goal
Avg Utilization Rate	89%	14	5 days	0.0	89%	90%	83%	-1%

89% 90-110% >110%

Data Submitted to DMHAS for Month



* State Avg based on 6 Active Medically Monitored Detox 3.7D Programs

Program Activity

Measure	Actual	1 Yr Ago	Variance %
Unique Clients	117	115	2%
Admits	35	41	-15% ▼
Discharges	38	41	-7%
Service Hours	1,470	1,412	4%

Discharge Outcomes

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
● Treatment Completed Successfully	75%	21	55%	75%	60%	-20% ▼

Service Utilization

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Clients Receiving Services	99%	81	99%	90%	89%	9% ▲

Service Engagement

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
Outpatient	64%	21	64%	75%	72%	-11% ▼

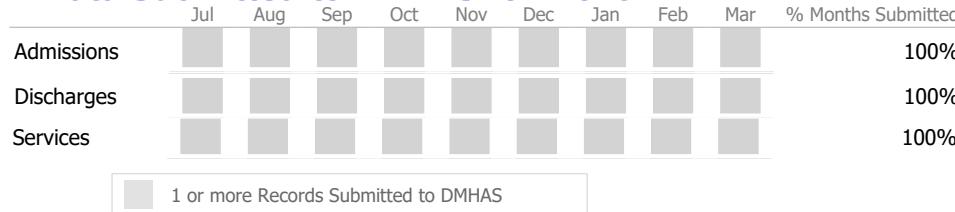
Data Submission Quality

Data Entry	Actual	State Avg
✓ Valid NOMS Data	100%	97%
✓ Valid TEDS Data	42%	26%

On-Time Periodic	Actual	State Avg
✓ 6 Month Updates	93%	70%

Diagnosis	Actual	State Avg
✓ Valid MH/SU Diagnosis	100%	99%

Data Submitted to DMHAS for Month



▲ > 10% Over ▼ < 10% Under

█ Actual █ Goal █ Goal Met █ Below Goal

* State Avg based on 8 Active Gambling Outpatient Programs

Program Activity

Measure	Actual	1 Yr Ago	Variance %
Unique Clients	30	30	0%
Admits	19	17	12% ▲
Discharges	21	20	5%
Service Hours	140	118	19% ▲

Data Submission Quality

Data Entry	Actual	State Avg
✓ Valid NOMS Data	100%	92%
✓ Valid TEDS Data	100%	52%
On-Time Periodic	Actual	State Avg
✓ 6 Month Updates	100%	8%
Diagnosis	Actual	State Avg
✓ Valid MH/SU Diagnosis	100%	99%

Discharge Outcomes

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
● Treatment Completed Successfully	<div style="width: 29%;"><div style="width: 50%;"></div></div>	6	29%	50%	51%	-21% ▼

Recovery

National Recovery Measures (NOMS)	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Employed	<div style="width: 69%;"><div style="width: 50%;"></div></div>	22	69%	50%	26%	19% ▲
✓ Not Arrested	<div style="width: 94%;"><div style="width: 75%;"></div></div>	30	94%	75%	50%	19% ▲
✓ Abstinence/Reduced Drug Use	<div style="width: 62%;"><div style="width: 55%;"></div></div>	20	62%	55%	28%	7% ▲
● Stable Living Situation	<div style="width: 91%;"><div style="width: 95%;"></div></div>	29	91%	95%	51%	-4% ▼
✓ Improved/Maintained Function Score	<div style="width: 84%;"><div style="width: 75%;"></div></div>	21	84%	75%	44%	9% ▲
● Self Help	<div style="width: 16%;"><div style="width: 60%;"></div></div>	5	16%	60%	15%	-44% ▼

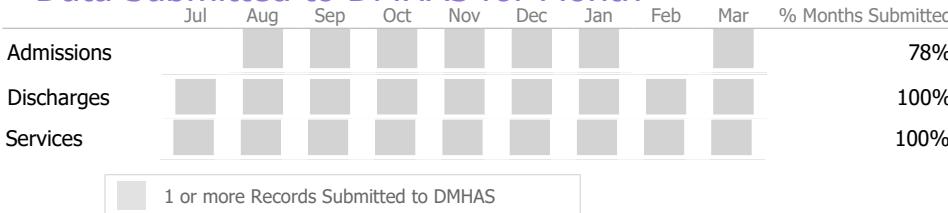
Service Utilization

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Clients Receiving Services	<div style="width: 92%;"><div style="width: 90%;"></div></div>	11	92%	90%	48%	2% ▲

Service Engagement

Outpatient	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ 2 or more Services within 30 days	<div style="width: 68%;"><div style="width: 75%;"></div></div>	13	68%	75%	65%	-7% ▼

Data Submitted to DMHAS for Month



▲ > 10% Over ▼ < 10% Under

Actual Goal Goal Met Below Goal

* State Avg based on 106 Active Standard Outpatient Programs

Program Activity

Measure	Actual	1 Yr Ago	Variance %	
Unique Clients	263	295	-11%	▼
Admits	272	307	-11%	▼
Discharges	276	295	-6%	
Bed Days	4,369	4,675	-7%	

Discharge Outcomes

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
● Treatment Completed Successfully		201	73%	80%	74%	-7%
✓ No Re-admit within 30 Days of Discharge		245	89%	85%	86%	4%
● Follow-up within 30 Days of Discharge		124	62%	90%	61%	-28% ▼

Data Submission Quality

Data Entry	Actual	State Avg
✓ Valid NOMS Data		86%
✓ Valid TEDS Data		97%
On-Time Periodic		
6 Month Updates	Actual	State Avg
	N/A	0%
Diagnosis	Actual	State Avg
✓ Valid MH/SU Diagnosis		99%

Recovery

National Recovery Measures (NOMS)	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Self Help		286	99%	60%	65%	39% ▲
✓ Improved/Maintained Function Score		264	96%	75%	86%	21% ▲
● Abstinence/Reduced Drug Use		117	40%	70%	63%	-30% ▼

Bed Utilization

Avg Utilization Rate	12 Months Trend	Beds	Avg LOS	Turnover	Actual %	Goal %	State Avg	Actual vs Goal
● Avg Utilization Rate		20	18 days	0.1	80%	90%	92%	-10%



< 90% 90-110% >110%

Data Submitted to DMHAS for Month



▲ > 10% Over ▼ < 10% Under

Actual Goal Goal Met Below Goal

* State Avg based on 10 Active SA Intensive Res. Rehabilitation 3.7 Programs

Program Activity

Measure	Actual	1 Yr Ago	Variance %
Unique Clients	179	194	-8%
Admits	137	142	-4%
Discharges	143	149	-4%
Service Hours	1,294	1,365	-5%

Data Submission Quality

Data Entry	Actual	State Avg
✓ Valid NOMS Data	100%	92%
✓ Valid TEDS Data	98%	52%
On-Time Periodic	Actual	State Avg
✓ 6 Month Updates	90%	8%
Diagnosis	Actual	State Avg
✓ Valid MH/SU Diagnosis	100%	99%

Discharge Outcomes

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Treatment Completed Successfully		94	66%	50%	51%	16% ▲
Recovery						
National Recovery Measures (NOMS)	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Not Arrested		173	84%	75%	50%	9% ▲
✓ Employed		122	60%	50%	26%	10% ▲
✓ Abstinence/Reduced Drug Use		115	56%	55%	28%	1% ▲
✓ Improved/Maintained Function Score		149	91%	75%	44%	16% ▲
● Stable Living Situation		192	94%	95%	51%	-1% ▼
● Self Help		31	15%	60%	15%	-45% ▼

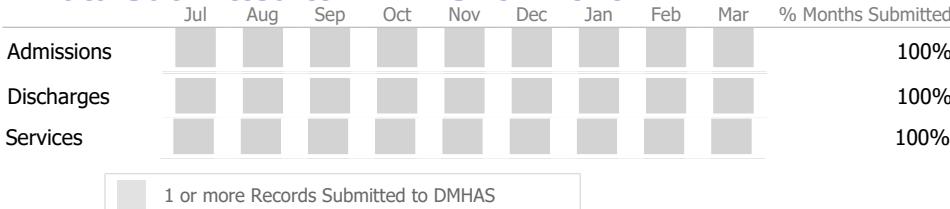
Service Utilization

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Clients Receiving Services		57	90%	90%	48%	0% ▲

Service Engagement

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
Outpatient	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ 2 or more Services within 30 days		107	87%	75%	65%	12% ▲

Data Submitted to DMHAS for Month

▲ > 10% Over ▼ < 10% UnderActual Goal Goal Met Below Goal

* State Avg based on 106 Active Standard Outpatient Programs

Program Activity

Measure	Actual	1 Yr Ago	Variance %	
Unique Clients	53	18	194%	▲
Admits	39	18	117%	▲
Discharges	24	6	300%	▲
Service Hours	328	73		

Data Submission Quality

Data Entry	Actual	State Avg
✓ Valid NOMS Data	99%	92%
✓ Valid TEDS Data	100%	52%
On-Time Periodic		
✓ 6 Month Updates	91%	8%
Diagnosis		
✓ Valid MH/SU Diagnosis	100%	99%

Discharge Outcomes

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
● Treatment Completed Successfully		3	12%	50%	51%	-38% ▼
Recovery						
National Recovery Measures (NOMS)	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Abstinence/Reduced Drug Use		45	80%	55%	28%	25% ▲
✓ Not Arrested		54	96%	75%	50%	21% ▲
● Stable Living Situation		49	88%	95%	51%	-7%
✓ Improved/Maintained Function Score		33	94%	75%	44%	19% ▲
● Employed		11	20%	50%	26%	-30% ▼
● Self Help		4	7%	60%	15%	-53% ▼

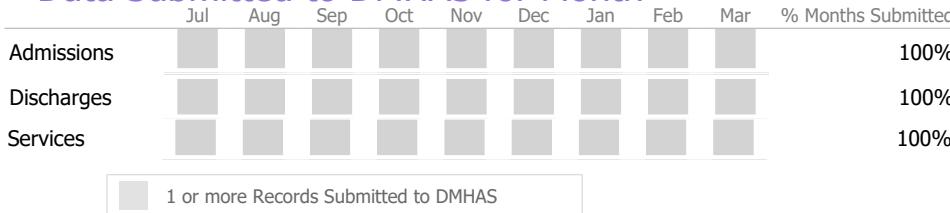
Service Utilization

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
● Clients Receiving Services		27	84%	90%	48%	-6%

Service Engagement

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
Outpatient						
● 2 or more Services within 30 days		13	33%	75%	65%	-42% ▼

Data Submitted to DMHAS for Month



▲ > 10% Over ▼ < 10% Under

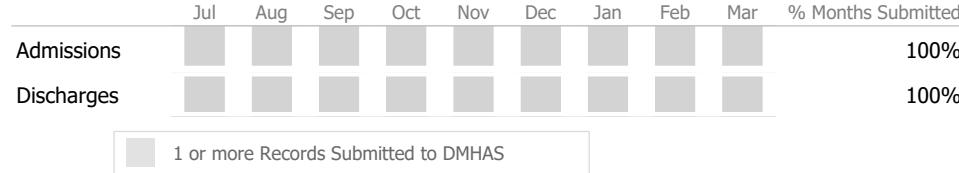
Actual | Goal ✓ Goal Met ● Below Goal

* State Avg based on 106 Active Standard Outpatient Programs

Program Activity

Measure	Actual	1 Yr Ago	Variance %
Unique Clients	1,545	1,332	16% ▲
Admits	1,063	1,094	-3%
Discharges	1,252	788	59% ▲

Data Submitted to DMHAS for Month



▲ > 10% Over ▼ < 10% Under

█ Actual | Goal ✓ Goal Met ● Below Goal

* State Avg based on 6 Active Pre-trial Intervention Programs Programs

Program Activity

Measure	Actual	1 Yr Ago	Variance %
Unique Clients	110	119	-8%
Admits	110	128	-14% 
Discharges	106	126	-16% 
Bed Days	2,903	3,237	-10%

Discharge Outcomes

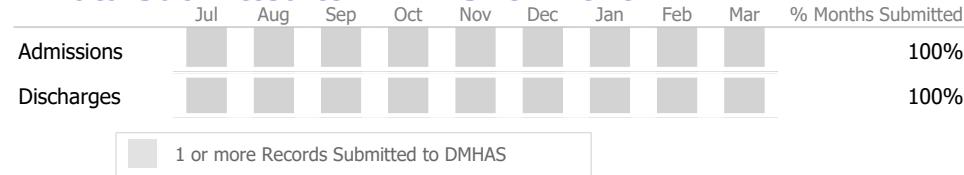
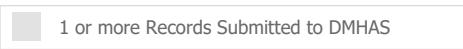
	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
Treatment Completed Successfully		85	80%	85%	76%	-5%

Bed Utilization

	12 Months Trend	Beds	Avg LOS	Turnover	Actual %	Goal %	State Avg	Actual vs Goal
Avg Utilization Rate		16	46 days	0.1	66%	90%	60%	-24% 



Data Submitted to DMHAS for Month

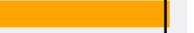


* State Avg based on 12 Active Recovery House Programs

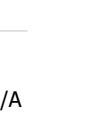
Program Activity

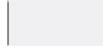
Measure	Actual	1 Yr Ago	Variance %
Unique Clients	66	72	-8%
Admits	59	65	-9%
Discharges	58	64	-9%
Service Hours	77	126	-39% 

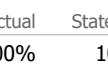
Service Utilization

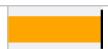
Measure	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
		Actual	Actual %	Goal %	State Avg	Actual vs Goal
Clients Receiving Services	 	11	92%	90%	62%	2%

Data Submission Quality

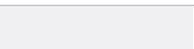
Data Entry  Actual  State Avg 

Valid TEDS Data  N/A  N/A

Diagnosis  Actual  State Avg 

 Valid MH/SU Diagnosis  100%  100%

Jail Diversion

Measure	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
		Actual	Actual %	Goal %	State Avg	Actual vs Goal
Follow-up Service within 48 hours	 	0	0%	0%	0%	0%

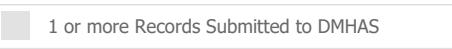
Data Submitted to DMHAS for Month



 > 10% Over  < 10% Under

 Actual  Goal  Goal Met  Below Goal

* State Avg based on 4 Active Court Liaison-Jail Diversion Programs

 1 or more Records Submitted to DMHAS

Program Activity

Measure	Actual	1 Yr Ago	Variance %
Unique Clients	27	42	-36% ▼
Admits	20	40	-50% ▼
Discharges	22	37	-41% ▼
Service Hours	38	92	-59% ▼

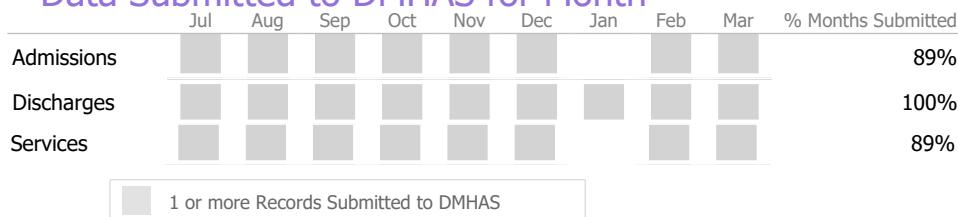
Service Utilization

Measure	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
Clients Receiving Services	100%	7	100%	90%	95%	10%

Jail Diversion

Measure	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
Follow-up Service within 48 hours	0	0	0%	0%	100%	0%

Data Submitted to DMHAS for Month



▲ > 10% Over ▼ < 10% Under

█ Actual █ Goal █ Goal Met █ Below Goal

* State Avg based on 5 Active Court Liaison-Jail Diversion Programs

Program Activity

Measure	Actual	1 Yr Ago	Variance %
Unique Clients	47	73	-36% ▼
Admits	38	55	-31% ▼
Discharges	34	64	-47% ▼
Service Hours	74	108	-32% ▼

Service Utilization

Measure	Actual	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
			Actual	Actual %	Goal %	State Avg	Actual vs Goal

Clients Receiving Services

Actual	Actual %	Goal %	State Avg	Actual vs Goal
12	92%	90%	95%	2%

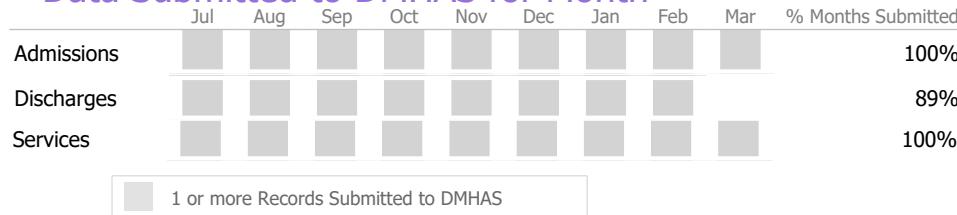
Jail Diversion

Measure	Actual	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
			Actual	Actual %	Goal %	State Avg	Actual vs Goal

Follow-up Service within 48 hours

Actual	Actual %	Goal %	State Avg	Actual vs Goal
0	0%	0%	100%	0%

Data Submitted to DMHAS for Month

> 10% Over ▲ < 10% Under ▼Actual █ Goal █ Goal Met █ Below Goal █

* State Avg based on 5 Active Court Liaison-Jail Diversion Programs

Program Activity

Measure	Actual	1 Yr Ago	Variance %
Unique Clients	26	30	-13% ▼
Admits	10	19	-47% ▼
Discharges	12	14	-14% ▼
Service Hours	417	411	2% ▲

Discharge Outcomes

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
Treatment Completed Successfully	<div style="width: 50%;"><div style="width: 42%; background-color: orange;"></div></div>	5	42%	50%	58%	-8%

Recovery

National Recovery Measures (NOMS)	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
Employed	<div><div style="width: 23%;"></div></div>	23	88%	25%	16%	63%
Social Support	<div><div style="width: 22%;"></div></div>	22	85%	60%	86%	25%
Stable Living Situation	<div><div style="width: 23%;"></div></div>	23	88%	85%	96%	3%

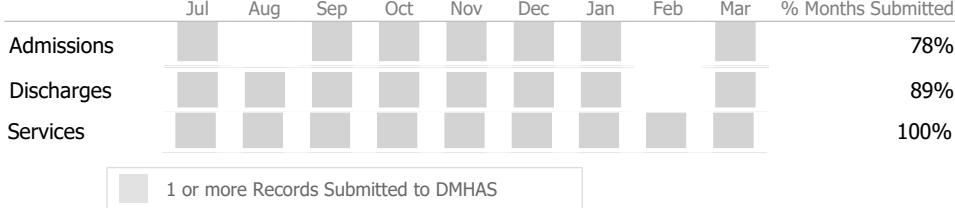
Data Submission Quality

Data Entry		Actual	State Avg
Valid NOMS Data	<div data-bbox="333 610 378 623" style="width: 97%; background-color: orange;"></div>	97%	99%
On-Time Periodic		Actual	State Avg
6 Month Updates	<div data-bbox="333 634 378 647" style="width: 100%; background-color: orange;"></div>	100%	98%

Service Utilization

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Clients Receiving Services	<div><div style="width: 100%;"> </div></div>	16	100%	90%	98%	10%

Data Submitted to DMHAS for Month



* State Avg based on 22 Active Residential Support Programs

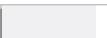
Program Activity

Measure	Actual	1 Yr Ago	Variance %	
Unique Clients	44	49	-10%	▼
Admits	34	42	-19%	▼
Discharges	36	41	-12%	▼
Bed Days	3,237	3,098	4%	

Discharge Outcomes

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Treatment Completed Successfully		28	78%	60%	77%	18% ▲
● No Re-admit within 30 Days of Discharge		23	64%	85%	59%	-21% ▼
● Follow-up within 30 Days of Discharge		12	43%	90%	47%	-47% ▼

Data Submission Quality

Data Entry	Actual	State Avg
✓ Valid NOMS Data		100%
Valid TEDS Data		99%
On-Time Periodic 6 Month Updates		N/A
Diagnosis	Actual	State Avg
✓ Valid MH/SU Diagnosis		100%

Recovery

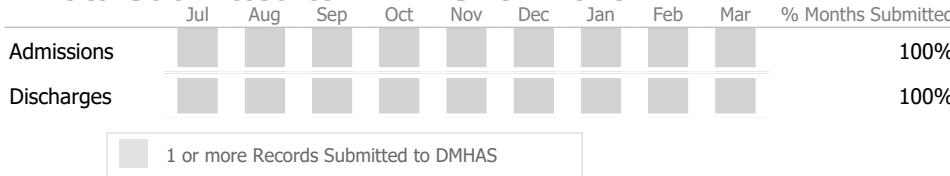
National Recovery Measures (NOMS)	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Abstinence/Reduced Drug Use		37	80%	70%	75%	10% ▲
✓ Improved/Maintained Function Score		36	100%	75%	100%	25% ▲

Bed Utilization

Avg Utilization Rate	12 Months Trend	Beds	Avg LOS	Turnover	Actual %	Goal %	State Avg	Actual vs Goal
✓ Avg Utilization Rate	 	13	113 days	0.2	91%	90%	82%	1% ▲

 < 90% 90-110% >110%

Data Submitted to DMHAS for Month



▲ > 10% Over ▼ < 10% Under

 Actual Goal Goal Met Below Goal

* State Avg based on 2 Active Long Term Care 3.3 Programs

Program Activity

Measure	Actual	1 Yr Ago	Variance %	
Unique Clients	37	31	19%	▲
Admits	31	23	35%	▲
Discharges	30	26	15%	▲
Bed Days	2,124	2,131	0%	

Discharge Outcomes

	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Treatment Completed Successfully		23	77%	60%	77%	17% ▲
● No Re-admit within 30 Days of Discharge		16	53%	85%	59%	-32% ▼
● Follow-up within 30 Days of Discharge		12	52%	90%	47%	-38% ▼

Data Submission Quality

Data Entry	Actual	State Avg
✓ Valid NOMS Data		100%
✓ Valid TEDS Data		100%
On-Time Periodic		
6 Month Updates	N/A	N/A
Diagnosis		
✓ Valid MH/SU Diagnosis		100%

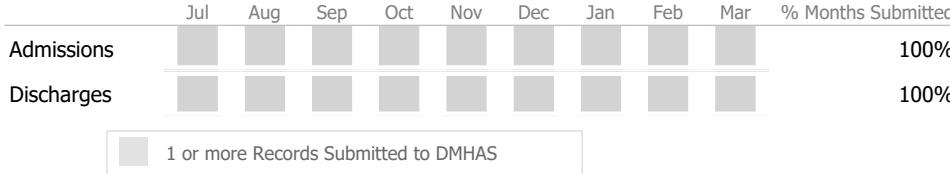
Recovery

National Recovery Measures (NOMS)	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ Improved/Maintained Function Score		30	100%	75%	100%	25% ▲
● Abstinence/Reduced Drug Use		27	69%	70%	75%	-1% ▼

Bed Utilization

Avg Utilization Rate	12 Months Trend	Beds	Avg LOS	Turnover	Actual %	Goal %	State Avg	Actual vs Goal
● Avg Utilization Rate		11	83 days	0.2	70%	90%	82%	-20% ▼

Data Submitted to DMHAS for Month



▲ > 10% Over ▼ < 10% Under

Actual | Goal ✓ Goal Met ● Below Goal

* State Avg based on 2 Active Long Term Care 3.3 Programs

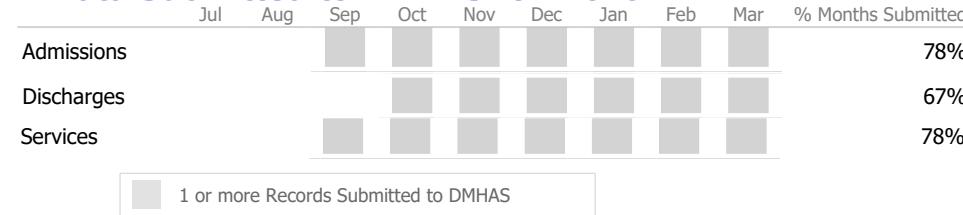
Program Activity

Measure	Actual	1 Yr Ago	Variance %
Unique Clients	30		
Admits	31	-	
Discharges	20	-	
Service Hours	64	-	

Service Engagement

Homeless Outreach	Actual % vs Goal %	Actual	Actual %	Goal %	State Avg	Actual vs Goal
✓ at least 1 Service within 180 days		30	100%	50%	82%	50% 

Data Submitted to DMHAS for Month


 > 10% Over  < 10% Under

 Actual  Goal  Goal Met  Below Goal

* State Avg based on 25 Active Outreach & Engagement Programs