



SMART Management Newsletter

Winter 2006

Eric Clapton's Vision Fulfilled with Creation of Crossroads Centre

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"I went down to the crossroads, fell down on my knees. I went down to the crossroads, fell down on my knees. Asked the lord above for mercy, save me if you please."
Crossroads, Eric Clapton

Crossroads Centre, located on the beautiful Caribbean island of Antigua in the West Indies, was founded by Eric Clapton, considered by many to be the finest guitarist in the world.

However, fame did not spare Mr. Clapton the ravishes

of alcohol and drug addiction.

He found the island of Antigua "a safe place where one can begin the process of healing from even the most devastating situations." With urging from other recovering addicts, he formed Crossroads Centre to provide residential treatment to people around the world. That was 8 years ago, and today Crossroads is internationally recognized for treatment excellence, providing services to individuals and their families.

The team of professionals providing treatment is led by CEO Tim Sinnott. Tim brings 20 years of hospital-based management to Crossroads. "I am very proud that we offer such accessible, affordable quality care," he says.

"The majority of individuals we treat are addicted to crack and cocaine, rather than opiates. Most (70%) are males approximately 40 years of age. We are only one travel day away from the U.S., where 80% of our patients reside, and we ably handle quick admissions when needed."

Tim also states that Smart has made a real difference for him. "Financial reports and the overall status and well-being of the centre are at my fingertips anytime with the Smart system."



The leadership team at Crossroad Centre is L-R: Tim Sinnott, CEO; Kim Martin, Manager of Marketing and Admissions; and Judith Josiah-Martin, Manager of Clinical Services.

Crossroads offers a 3-phase treatment program, beginning with detoxification, followed by the creation of Master Treatment Plan, and concluding with aftercare planning, which may include a halfway house or intensive outpatient placements.

Each year Crossroads provides an alumni weekend reunion usually attended by approximately 200 people. The weekend includes an opening reception, medallion ceremony, presentations and workshops, a Saturday night banquet, and a Sober Sunday Sunset. The gala weekend is planned and coordinated by Kim Martin, who also produces the Crossroads Island Sun Newsletter.

The Smart software is instrumental to the quality patient treatment process overseen by Clinical Director Judith Josiah-Martin, who was instru-

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mental in getting a substance abuse treatment center in Antigua and has been with Crossroads since its inception. "When we made a decision to go electronic, we chose SMART as our software," said Ms. Martin. "The excellent training and support that we received was especially helpful, since some of our staff had no computer experience at all. Whenever there was a question, we received step by step directions over the phone."

According to Michael Carruthers, Assistant Director-Smart Software Division, "We are honored that one of the most elite residential treatment facilities in the world chose our clinic management software package. When I arrived to install at the Crossroads Centre, I immediately realized how special this island truly is and why Mr. Clapton would want to locate here. The Antiguan residents are warm and friendly from Curtis at the front desk to the cab driver who brought me to the hotel. Working with world-renowned CEO Tim Sinnott and Clinical Director Judy Josiah-Martin will certainly impact our future software package for many years to come and make us smarter."

THE PRESIDENT'S MESSAGE



David L. Piccoli, II
President/CEO

My personal style is one of multi-tasking and pushing myself to the limits of my abilities. It is no surprise that this style follows me into my role as President of Smart. Consequently, in our Leadership Universities, we are moving along the

converging paths of pursuing the Baldrige Criteria and Strategic Planning. Strategic Planning is one of the seven categories of the Baldrige Criteria and an opportunity for improvement as identified in our Feedback Reports.

We are trying to limit ourselves to no more than three major directions at one time. It is my belief that by directing our attention to the Vital Few of Associate Development, Customer Focus, and Performance Excellence, we will continue to move Smart towards excellence, satisfy the various needs of our stakeholders and do the best by our customers.

Our quarterly Leadership Universities serve as a place and time to review expect-

ed progress (milestones and performance measures) on our Strategic Plan. It is also our opportunity to make minor "course corrections" based upon our results-to-date and any new developments in any of our sectors.

In addition to the very good work that has come out of pursuing the Baldrige Criteria, we have stumbled upon several readings that I strongly encourage everyone to read. These books are valuable to associates in any organization seeking to provide the highest quality of service to its customers. They are: "Good to Great," Jim Collins; "Who Moved My Cheese", Spencer Johnson; and "Why Didn't I Think of That? Think the Unthinkable and Achieve Creative Greatness", Charles W. McCoy, Jr.

"Who Moved My Cheese" is a simple book about dealing with change. As its author once asked, "What would you do if you weren't afraid?" The challenge to which we have committed with our Strategic Plan and our pursuit of the Malcolm Baldrige criteria demonstrate the tenacity and courage of the people who comprise the Smart team of professionals. We are not afraid!

David L. Piccoli, II

FROM THE SMART NEWS DESK



by
Paul R. LeBeau,
Vice President,
Software

Is your clinic effectively using the SMART Patient Fact Sheet to its fullest potential?

SMART's Fact Sheet is designed for use at admission, at discharge, and periodically in between. It contains quite a lot of data, facts,

regarding the patient's status with respect to all ASAM dimensions. Data that is useful for monitoring the patients' progress throughout their treatment.

One of the new features planned for SMART version 2.5 is a system to report upon outcome measures based on the length of time patients' have been in treatment. The system will be loosely based upon SAMHSA's National Outcome Measures (NOMs). More information is available directly from SAMHSA's website at: http://www.nationaloutcomemeasures.samhsa.gov/performance_partnership.pdf#search='SAMHSA%20outcome%20measure'.

If you're not using the Patient Fact Sheets currently, you should consider calling Smart to arrange for training on how to integrate them into your treatment environment.

In Your Own Words

If you would like to contribute to our newsletter with a column on industry issues or a particular program at your clinic, we would like to include it in our newsletter.

Please submit your column of 300-350 words and a photo to:
Smartworks Editor,
66 Pavilion Avenue,
Providence, RI 02906 or email to sfaria@smartmgmt.com.

We reserve the right to edit materials as needed.





MIKE'S MANEUVERS

We are happy to announce our latest version of **SMART** Clinic Management Software. Here are some of the enhancements to which you can look forward.



- Third party billing module
- Unit based authorization billing is now available.
- Individual staff provider ID,s can now be entered for multiple carriers.
- Licensure-based rate billing is now available!
- Residential treatment days can now be billed automatically.
- **SMART** can now support national provider ID (Support Form CMS-1500)
- You can now enter insured,s info for each carrier the patient is covered by.
- You can now associate each service billed with a primary diagnosis.

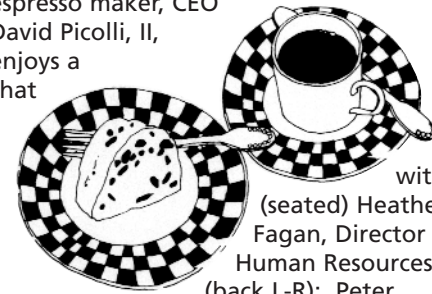
- Implemented a maximum units-to-bill setting for fee for service details.

Other items:

- Pregnancy and Suboxone results can now be recorded in the urine history and downloaded automatically.
- MTQAS reporting has been fully implemented.
- Prescription medication can now be added as PRN.
- Electronic signature enhancements
- Reporting enhancements



TIME OUT. The espresso bar in the Smart kitchen café is the place to relax for a few moments with co-workers. The chief espresso maker, CEO David Picolli, II, enjoys a chat



with (seated) Heather Fagan, Director of Human Resources; (back L-R): Peter Morris, VP Finance; Denise Howard, Regional Director; David Piccolli; and Domenic D'eramo, Research Specialist.

AT LEADERSHIP UNIVERSITY

The most recent Leadership University was the first opportunity to make sure that what we have learned over the past year during the strategic planning process has translated to the work we do in operations. Each leader came with their 3-month report hoping to have captured the tactics to move forward with the objectives of our strategic plan.

At the beginning of the 4-day session, each report was reviewed by peers and assigned a score. The participants then compared scores and small break-out groups were assigned to discuss policies that lead towards making sure that the strategic plan stay on track; making sure that everyone can articulate the goals of the plan and is treating every customer like a guest in their homes; and making sure that everyone is aligned and working on the same goals.

The last full day of Leadership University, Rick Froncillo, Patient Ombudsman for Discovery House, led a focus group of 9 patients from 3 different clinics to discuss their experi-

ences in a Discovery House clinic. According to David Piccolli, II, "This effort served two purposes. For Discovery House, it provided an opportunity to learn first-hand the patients' perspectives on what the clinics do well and how they might improve their service. From the Smart perspective, it gave the leaders in the

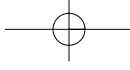
(L-R) Joe Renzi, Smart Director of Communications, makes a point with Nancy Murray, VP Operations for Discovery House; and Tina Murphy, Director of the West Warwick, RI, Discovery House, at the recent Leadership University.



software development division a chance to relate how the software works for the clinics to provide services to their customers—the patients."



(L-R) Peter Kuylen, Smart Human Resources Manager; Nancy Moore, Director of the Discovery House in Waterville, ME; and Denise Howard, Discovery House Executive Director, discuss "Customer Delight."



FACES

Marillia S. Fernandes

We are pleased to announce that Marillia Fernandes has joined the Software Development Department. Marillia offers more than ten years experience in the substance abuse treatment environment, most recently as Program Manager at Discovery House in Providence, RI. She will be working with our Support Team with a focus on Quality Assurance Testing.

Marillia holds a BS in Human Development and Family Studies from the University of RI. She is a Licensed Chemical Dependency Professional, Substance Abuse Profession for the RI Department of Transportation; and Certified Emergency Response Team member.



Karen Kiley

Karen has been a member of the Smart software support team since 2004. She's at her desk every morning at 5:00 a.m. to provide assistance to any customer who needs help.

According to Paul LeBeau, VP Smart Software Division, "Don't believe the weatherman. Sunrise is every weekday is 5:00 AM, year-round. That's the time Karen gets to work, and she brings the sunshine with her. Her beaming smile and pleasant demeanor are a great way to start your day! She has excellent relationships established with Smart's customers and conveys warmth and confidence throughout her dealings with people on a daily basis. She is truly an asset to Smart's Customer Support department."

Next time you call Smart early in the morning, listen for the smile in Karen's voice.



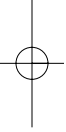
Challenge

If you're ready, willing and able, give this puzzle a go. Find a rhyme for each word below so you end up with a familiar three-word phrase in the form "____, ____ and ____."

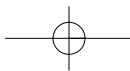
For example, the clue "Took, Sign, Blinker" would lead to the answer "Hook, Line and Sinker."

- 1. Flop, Crook, Glisten
- 2. Pin, Brace, Through
- 3. Versed, Beckoned, Heard
- 4. Leg, Sorrow, Wheel
- 5. Bawl, Park, Ransom
- 6. Sprawl, Tedium, Barge
- 7. Trap, Shackle, Top

ANSWERS: 1. Stop, look, listen; 2. Win, place and show; 3. First, second and third; 4. Beg, borrow and steal; 5. Tall, dark and handsome; 6. Small, medium and large; 7. Snap, crackle and pop;



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