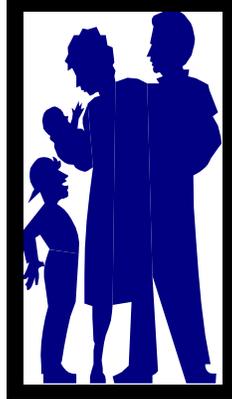


**United Family Services, Inc.
Performance and Quality Improvement
Stakeholders Information Packet**



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Dear Stakeholders,

Our agency has a commitment to deliver high quality service to our clients. Our philosophy is that we can always improve in the service we provide to clients. Our mission is to provide comprehensive alternative services to juveniles and their families to prevent lock-up and out of home placement. We are committed to providing juvenile offenders and their families with comprehensive community-based treatment providing the highest quality treatment and care possible. Our goal is to provide quality service to all clients and work from a high standard of ethics and professionalism. We define Performance and Quality Improvement (PQI) as a systematic, on-going organizational-wide approach for continuously assessing and improving the quality of service for all stakeholders. PQI is a priority for the agency. We owe it to our clients, stakeholders and agency to constantly seek to improve what we do.

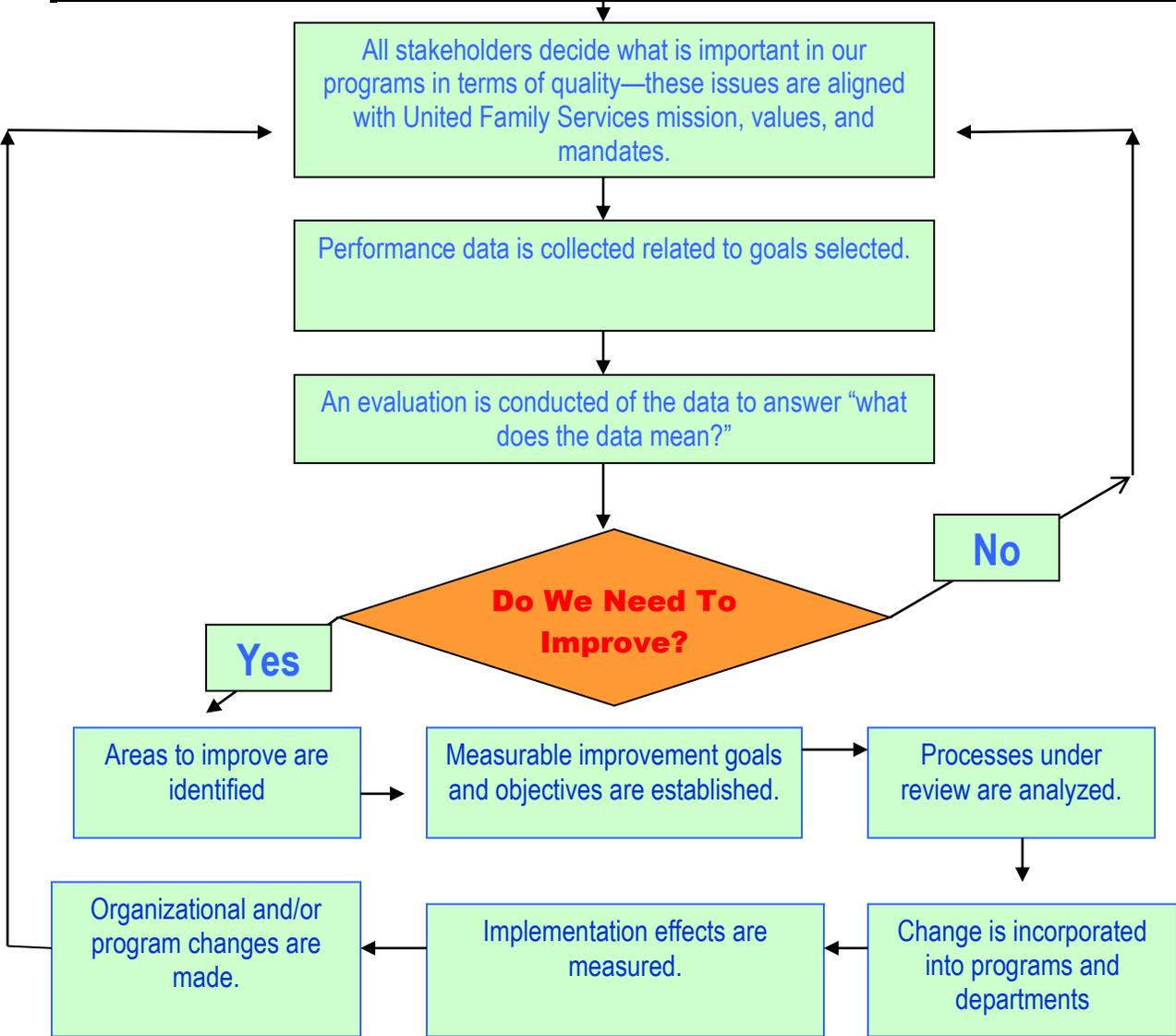
We look forward to your suggestions and participation.

Best Regards,

Levi Thomas

Levi Thomas, Executive Director

United Family Services, Inc. (UFS)
Performance Quality Improvement Structure & Process



The guiding principles of United Family Services (UFS) Performance and Quality Improvement (PQI) approach include:

- A strong focus on the client receiving services
- A strong emphasis on agency capacity building through solid program evaluation activities
- The continual improvement of processes and systems leading to high quality organizational services
- Alignment of practice with long-term and short-term planning
- A strong employee involvement, at all levels, in the organization's PQI process
- A strong emphasis on data collection and the conversion of "data" to information used in the on-going process of continuously modifying programs and practice to meet stakeholder demands
- An organizational culture of on-going learning and capacity development based on findings of PQI activities

United Family Services is fully committed and supportive (culturally and financially) to the PQI philosophy and approach to organizational management. The leadership shares goals and expectations about PQI with staff and the Board and the need to be diligent in efforts at ensuring high quality services and outcomes for the organization. United Family Services supports on-going training efforts for all of our staff and the Board of Directors about PQI.

AGENCY PQI STRUCTURE

The PQI Coordinator and Committee have over site of the agency PQI activities. The committee meets quarterly or as often as needed to review PQI at the agency and determine if progress is made. Summary reports of key activities are presented to the Executive Director and agency Board of Directors on a regular basis. Data and information is shared and utilized by the staff and the results and follow-up efforts are shared with the Board and staff. Documentation of the sharing of information is maintained on file.

An annual review of United Family Services PQI document and overall PQI activities is conducted by the agency. PQI assessment is reviewed and approved by United Family Services Board of Directors.

The PQI Coordinator will solicit feedback from stakeholders for input into the PQI process. The PQI Coordinator will maintain a PQI compliance calendar to remind appropriate staff members of various timetables such as monthly case and utilization reviews, annual program evaluations, strategic/operational plan updates, annual client satisfaction reports, annual client grievance reports, staff development plan updates, etc.

The PQI Coordinator will attend monthly department PQI meetings to discuss agency PQI functions. The PQIC will perform various functions in regards to PQI from monitoring stakeholder's satisfaction and suggestions with the services to assessing PQI procedures including any barriers to supporting or implementation of the PQI process. The committee will meet quarterly or as often

as needed. Committee Members will consist of supervisors, administrators and non-supervisory staff. Non –supervisory staff will rotate through the Committee on an annual basis. Other stakeholders and special advisors may be invited to attend.

Supervisors must maintain current copies of the policy and procedures that affect his/her department including complying with the Division of Youth Services Performance Indicators for their program and other contracting entities. Office Managers and Clinical Supervisors must maintain a master copy of all agency policies in the Administrative Procedures Manual.

Case Managers and therapist are essential to the agency PQI process and must be knowledgeable of agency and department goals. Program Supervisors and staff are responsible for using outlook calendars and other time management tools as individual reminders for meeting service performance timelines and indicators.

The agency **Board of Directors** will provide leadership for the PQI Process by:

- Supporting and guiding implementation of PQI activities at the agency.
- Reviewing, evaluating, and approving the PQI Plan annually.
- Ensuring that robust PQI management policies and procedures are in effect to minimize any risk to the mission, agency assets, programs, staff and clients.

Annually, the Executive, Director, and Board of Directors will evaluate the distribution of staff and financial resources based on agency needs and current financial resources.

AGENCY PQI PROCESS

What?	The PQI document is the written plan detailing the activities, participants, (roles and responsibilities) and timeframes for PQI, and serves as a “roadmap” of how United Family Services uses PQI activities to continuously improve operations.
Who?	PQI and all its duties shall be the responsibility of the Performance and Quality Improvement Coordinator (PQIC) and PQI Committee (see PQI Plan Attached). The PQIC is responsible for the over all coordination of the PQI process and ensures that all regulatory and compliance/contract standards will be enforced. The PQIC will maintain a PQI compliance calendar to remind appropriate staff members of various timetables such as monthly case and utilization reviews, annual program evaluations, strategic/operational plan updates, annual client satisfaction reports, annual client grievance reports, staff development plan updates, etc. Program Supervisors and staff are responsible for keeping their individual calendars for meeting service performance indicators. Staff will be responsible for using outlook calendars or other time management tools. All staff and key stakeholders have input and are involved in the development of the PQI document. Senior leadership and United Family Services Board of Directors approve the PQI document annually.
How?	Staff at United Family Services implement the PQI document on an on-going basis and provide feedback to the executive staff.

When?	The PQI document is reviewed, modified and approved by senior leadership and the Board of Directors on an annual basis. Throughout the year, the work of the staff may lead to modifications and changes to the PQI document.
Methods for monitoring and reporting results.	All staff and the Board of Directors provide feedback regarding the content of the PQI document. Changes are incorporated into the document on a regular basis.
Feedback and Corrective Action:	On-going and at least annually by senior leadership and the Board of Directors.

STAKEHOLDER'S PARTICIPATION

United Family Services values key stakeholder participation and input into the PQI process. Key stakeholders for United Family Services include agency staff, referral agencies, clients and United Family Services Board of Directors.

The agency has both internal and external stakeholders. Stakeholders are an integral part of the agency PQI process. As policies and procedures are re-evaluated and implemented, stakeholders and staff will be essential to making them applicable and appropriate to the agency service and program. Stakeholders will be involved in the PQI process in various ways.

Our staff has an important role in quality improvement projects and studies. Staff will be an important source of information for the Performance and Quality Improvement Committee. Supervisors along with staff will be responsible for implementing any changes or corrective actions that may result from a quality improvement project and study. Staff is instrumental in providing the actual services that fulfill the Agency's mission. Staff will provide ongoing and constant feedback about service delivery in various ways. The staff will be involved with ongoing and new quality improvement studies and projects. We will use annual staff satisfaction survey (see attachment). In addition, at least two staff members have a standing seat on the Performance and Quality Improvement Committee. Employee of the Quarter Programs will be used to recognize staff contributions to performance and quality improvement. Employees will be rewarded by placing the winner's photo in the lobby of each office for one quarter; giving employee of the quarter a special parking place and a gift certificate.

Annually, the PQI Committee will send stakeholders anonymous written satisfaction survey to determine their needs and overall satisfaction with services provided. Based on feedback received, the agency will make revisions to improve service to meet the needs of our clients and provide the best possible service. The agency will also get input by reviewing client discharge summaries, funding audits, and DYS monitoring reports. Clients and contractors will receive an annual summary report of gains made against goals and will be informed via reports of all outcomes expectation findings, conclusions, recommendations, actions and follow-up. Stakeholders will be given reports that will summarize major activities of the PQI process outlining, achievements, key findings, recommendations and progress of the agency toward meeting agency goals.

What?	Stakeholder participation is a mechanism to ensure that those individuals and groups most impacted by the work of United Family Services have an opportunity to provide input to United Family Services quality management program.
Who?	Key stakeholders include: members of the Board of Directors, staff, clients of service, and contractors.
How?	<p>United Family Services solicits input regarding operations through various means.</p> <p>Board of Directors: Board of Directors meeting agenda items including review and approval of policy, review of financial performance, review of incidents/accidents/grievances, review of other risk management activities.</p> <p>Staff: Regular surveys and meetings focusing on program service and suggestions to identify interests, issues, problems, training needs, etc.</p> <p>Clients: Discharge Summaries and Opinion Forms concerning services provided by United Family Services to compliment or complain, annual reports that request comments and feedback.</p>
When?	<p>Board: on-going through meetings and other forums.</p> <p>Staff: Monthly, quarterly & annually.</p> <p>Clients: Quarterly & Annually.</p>
Methods for monitoring and reporting results.	Activities involving stakeholder groups are documented and maintained by the PQI Coordinator. Administration office receives all survey results, and aggregates findings and provides written reports to the Executive Director. The Executive Director aggregates information and reports to United Family Services Board of Directors.
Feedback and Corrective Action:	<p>Information provided by United Family Services stakeholders is shared throughout the organization.</p> <p>As indicated, the Executive Director requires corrective action based on results of monitoring stakeholder feedback. Such changes may include the development and/or revision of policy, procedure or protocols, changes in client outcome expectations, staff training or program or personnel assignments or resources and modification to contract expectations.</p> <p>Information from stakeholder input is also utilized by the Board of Directors and program management staff in the formulation of strategic and short-term planning goals and objectives.</p>

OUTCOMES MEASUREMENT

United Family Services believes that measuring outcomes is a key activity to ensure that appropriate and effective services are delivered to clients. Aggregate outcome measurement data is used to assess the overall effectiveness of programs and services within United Family Services.

What?	United Family Services program strives for well established outcome expectations to measure the effectiveness of services and the impact on clients.
Who?	Outcomes are tracked, measured and reported by the respective department.
How?	The agency will use qualitative and quantitative data from all programs and site to measure outcome and output and identify patterns and trends. Staff will complete a Client Performance Outcome Measurement Form to record client levels in critical areas and measure the impact of our intervention throughout the period of service. The review will be based on performance indicators, best practices and a review/comparison of expected outcome data in relation to the objectives of the individual case/treatment plan.
When?	Individual client outcomes are measured at discharge and annually. Aggregate reports regarding agency outcome measurement efforts are completed not less than annually for presentation to United Family Services Board of Directors.
Methods for monitoring and reporting results.	The agency will complete Ongoing-Internal and external evaluation of organizations programs. Staff and stakeholders will complete annual client satisfaction surveys and client opinion forms. The agency will review contractors monitoring reports for outcome data collection. The Executive Director and Performance and Quality Management Coordinator will review quarterly reports to look at tracking of patterns and trends in practice. Outcomes will be incorporated into the agency PQI quarterly and annual review reports and reported to staff, stakeholders and the Board of Directors.
Feedback and Corrective Action:	<p>Outcome measurement results are tracked and shared with all staff and stakeholders.</p> <p>Senior management reviews quarterly PQI reports and approves actions to be taken, if appropriate. Supervisors and the PQI Coordinator provide feedback to the staff as appropriate.</p> <p>Corrective action based on the monitoring of client outcomes may include changes to policy/procedure or protocols, changes in clinical/staff supervision, modifications to training, modifications to expected client or program outcomes, or changes to staff resources/human resource deployment.</p>

CLIENT SATISFACTION MEASUREMENT

United Family Services understands that meeting client needs and utilizing client feedback is a core goal of a solid quality management program. United Family Services strongly values client satisfaction and welcomes feedback from clients about service delivery and other satisfaction issues that may require agency intervention.

What?	The activities that United Family Services engages in to continuously ask clients about their experiences in United Family Services programs and their ideas about areas for improvement.
Who?	The agency solicits feedback from clients that receive services via exit interviews, service opinion forms and annual surveys.
How?	The agency will complete exit interviews, discharge opinion surveys and annual surveys to solicit information from clients. The agency will also use compliment and complaint forms for use by all stakeholders.
When?	Measuring client satisfaction is an on-going activity at United Family Services and is formally conducted at least annually.
Methods for monitoring and reporting results.	All surveys administered by United Family Services are returned to the Performance and Quality Improvement Committee who collates and tabulates the data from the surveys. Reports are generated and submitted to the Executive Director and the Board. Information is communicated to staff at regularly scheduled staff meetings.
Feedback and Corrective Action:	United Family Services develops corrective action plans based on results of contractors monitoring reports, negative surveys, complaints and opinion forms. Corrective action will include but is not limited to enhanced training, changes in policy/procedure or protocols and changes in operations, etc.

IMPROVEMENT STEPS and CYCLE

A PQI Evaluation will be completed annually by the PQI Committee to determine if changes made were an improvement and to determine if the agency met its goals. We will evaluate the prior year's PQI improvement activities, and include recommendations for the next year. We will test measures, strategies, and use various test tools to determine if an implemented change is an improvement. The agency will ask the following questions in determining if desired improvements were made:

1. Did we attain our goal?
2. How do we know we attained our goal?
3. How do we know changes made were an improvement?
4. Can we improve what we are doing? - Improvement
5. Are we adequately meeting the needs of the client?
6. Are we adequately meeting the needs of the community?
7. If we did not reach our goal, what do we need to reach our goal?