



Performance and Quality Improvement
The Children's Home, Inc.
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The Children's Home, Inc. is committed to ongoing Performance and Quality Improvement. This organization-wide Performance and Quality Improvement process involves staff members at all levels, national, state, regional, and local funders, the Board of Directors, as well the families, children, individuals, and communities we serve. Each program or service area measures key indicators of success, including contract outcomes, regulatory requirements, and best practice standards. Data is routinely collected, verified, and analyzed in an effort to identify performance trends, highlight successes, as well as to identify areas of needed improvement.

A. Goal of the Performance and Quality Improvement (PQI) Program

The overall goal of the Performance and Quality Improvement Program at The Children's Home, Inc. is to empower staff at all levels to assume an active role in improving program outcomes and overall organizational performance. Through PQI, we are striving to work together to continuously improve organizational performance in order to fulfill our mission of providing the best possible treatment and support services to children and their families. The objectives underlying our PQI activities are as follows:

1. To provide a mechanism to monitor and evaluate the effectiveness and appropriateness of client services provided;
2. To ensure that mechanisms exist which monitor and evaluate staff performance and activity;
3. To provide a process to identify and resolve problems affecting client progress, service delivery, efficiency and appropriateness;
4. To ensure that the Administration and Board of Directors of The Children's Home, Inc. have adequate information to support quality services and/or identify additional resources as necessary.

B. Responsibility for Coordinating and Conducting PQI activities

Responsibility for coordinating and conducting performance quality improvement activities lies with a cross-functional, cross-site quality improvement committee (Management Team PQI committee). This PQI committee is lead by a team consisting of: Quality Improvement, Risk & Utilization Management Director, President/CEO, Chief Financial Officer, Resource Development Director, Director of Program Services,

Clinical Director, Family Support Center Director, Facilities Director, and Director of Human Resources. The PQI committee meets quarterly to review data presented by the Program Teams, to assist programs teams and ensure development of quality improvement action plans based on the data, and to review progress on current PQI initiatives.

C. Performance Quality Improvement/Quality Assurance Teams

To promote the ongoing involvement of all personnel in the quality improvement process, The Children's Home, Inc. utilizes a team approach to quality improvement. There are three levels of quality improvement teams.

1. Level I—Management Team PQI Committee

This is the cross-functional, cross-site PQI Committee which is vested with overall responsibility for quality improvement activities. This level reviews summary data from every site and program and has a broad overview of quality improvement activities at The Children's Home, Inc. Data from external reviews including reviews completed by consultants, audits, accreditation reviews, licensing and others are also presented to this committee for consideration and integration into the quality improvement process. This committee reports findings to the Mission Assurance Committee of the Board of Directors. This committee may periodically request special studies which are of a multi-program concern.

2. Level II—Program Teams

Level II teams review detailed, program specific data in defined quality improvement functional areas including:

- a. Incidents, Accidents & Grievance Review
- b. Consumer/Stakeholder Input
- c. Case Review Oversight
- d. Utilization Review—Program Teams review and report quarterly utilization focusing on outreach, intake assessment, appropriateness, effectiveness, service delivery, identification of service barriers and staffing patterns to include training, supervision, new hires and separations.
- e. Benchmarks and Best Practice Standards

3. Level III—Program and Site Specific Advisory Groups

For each of our major programs, The Children's Home, Inc. continues to develop program and/or site specific advisory groups in order to obtain consumer/stakeholder input on our services. Foster parents voluntarily participate in community advisory groups. Program-based advisory groups such as the residential program advisory group are made up of program participants and management personnel. The program participants will change on a yearly basis. In order to ensure open, honest communication, program staff do not participate in the program advisory groups. Program advisory groups are envisioned for each major program serving children old enough to provide meaningful input.

D. Authority of PQI Teams/Reporting and Feedback

The Board of Directors is ultimately responsible for ensuring that The Children's Home, Inc. provides the highest quality of care, thus the Board of Directors is the final authority with regard to all Performance and Quality Improvement activities. This authority is delegated to all The Children's Home, Inc. staff with the Management Team PQI Committee as the coordinating body for all PQI activities. The Board is kept informed of all PQI activities via the Mission Assurance Committee, who is kept informed by The Children's Home, Inc. Management Team PQI Committee and staff assigned to the Board Committee.

The mission of every quality improvement team/group is to review data and make recommendations for organizational improvement based upon that data. Program PQI Teams review the most detailed data and make recommendations to programs. The Management Team PQI Committee reviews the summary data and recommendations of Program Sub-Committee PQI Teams; input from program directors; Council on Accreditation standards; licensing requirements; information technology requirements; regulatory and contractual requirements; child welfare and other industry best practice standards (such as Child Welfare League of America).

The Program Teams may make and implement a decision and has this authority in the following cases:

- Decisions which will enhance the validity of the data;
- Decisions which will improve the effectiveness or efficiency of a process;
- Decisions which involve a minor procedural change; and
- Makes a recommendation to the Management Team PQI Committee.

Any decision which has a major procedural impact, fiscal impact, or any policy change must be referred to the Management Team PQI Committee.

Once a decision is reached by the Management Team PQI Committee, it is communicated to the Program Teams, who then communicate the decision to all staff. The PQI Coordinator will ensure that all approved revisions replace or enhance existing agency policies and procedures. At least one member of the Management Team PQI Committee attends each quarterly meeting of the Mission Assurance Committee to provide and receive input on PQI activities and decisions.

E. Stakeholder Participation

Stakeholder participation is encouraged and valued in all phases of the quality improvement process.

1. **STAFF**—All new employees receive an overview of the agency's PQI process in orientation training. Staff from all levels within The Children's Home, Inc. are included in PQI teams.
2. **NON STAFF**
 - a. **The Board of Directors** is actively involved in quality improvement activities through their Mission Assurance Committee. Quarterly the President/CEO or

- their designee gives a report on PQI activities. The Board's Mission Assurance Committee provides input, and then reports to the full Board of Directors any major concerns.
- b. **Foster Parent's** input is obtained through surveys and foster parent advisory groups.
 - c. **Other** non-staff stakeholders such as payors, donors, and children and families served, provide input through surveys, donor dialogues and advisory groups.

F. Quality Improvement Planning Process

1. Long Term Planning

- a. Every four years, The Children's Home, Inc. Management Team and the Board of Directors conduct an organization-wide, long-term strategic plan update that:
 - Clarifies/confirms our mission, values and mandates;
 - Examines the goals and objectives that flow from our mission and mandated responsibilities;
 - Assesses our strengths and weaknesses, opportunities, and threats (SWOT Analysis);
 - Assesses human resource needs; and
 - Identifies and formulates strategies to meet long-term goals.
- b. The strategic plan update includes a needs assessment that evaluates community needs and examines:
 - Services offered by other providers in the communities we serve.
 - Gaps in the array of services needed by the organization's defined service populations.
 - Access issues.
 - The need to redirect, eliminate, and/or expand services in response to changing demographics and the needs and wishes of the communities we serve.

2. Short Term Planning

- a. Each year, the President/CEO or designee ensures that every program updates/develops a short term plan that:
 - Supports the organization's long-term goals.
 - Responds to feed back from all quality improvement activities.
 - Permits a flexible response to changing conditions and needs.
- b. The short-term plan includes:
 - Short term goals and objectives for the program, including budgetary objectives.
 - Methods of assessing progress toward goals and objectives.
 - Specific tasks to be carried out in support of these goals and objectives, with timelines.
 - Personnel designated to carry out identified tasks.

3. Risk Management

On an annual basis, The Children's Home, Inc. reviews and updates its risk management policies and procedures. Overall risk to the organization is assessed and patterns are analyzed including a review of research (if any) involving program participants, and a review of compliance with legal requirements including licensing and mandatory reporting laws.

G. Monitoring Results and Corrective Action

The Children's Home, Inc. utilizes the Plan-Do-Check-Act cycle as the model for performance quality improvement (PQI). Evaluation results are used to target and identify quality improvement initiatives at all levels of the organization. Once needs have been identified, quality improvement teams are developed to address the need. The following are the steps taken once the team has been developed:

1. **Plan**—Create a workable and realistic plan to address identified need. Quality Improvement Plans consist of the following:
 - Statement of Need,
 - Action Steps,
 - Delineation of Responsibility,
 - Target Dates,
 - Follow Up/Completion Status.
2. **Do**—Deploy steps of the plan.
3. **Check**—Follow up to ensure plan was deployed properly and outcomes are desirable. Management and follow up on quality improvement initiatives and corrective action plans are the responsibility of the program manager/supervisor with the assistance of designated administrative staff (example: Training Team). The Children's Home, Inc. Management Team will also review outcome measures on a quarterly basis and offer insight and recommendations for improvement.
4. **Act**—Plan is fully implemented and cycle begins again. At this time, the issue or need will continued to be measured and reviewed to ensure that the needs were met by the plan and action of the quality improvement team.

H. Cultural Competence and Quality Improvement

The Children's Home, Inc. is strongly committed to providing the highest level of culturally competent service. In support of this commitment, The Children's Home, Inc. is committed to supporting all objectives in the EEO/Affirmative Action Plan with regards to cultural diversity, including assisting in the annual plan update which includes a demographic profile of consumers, staff and the community.

I. Information Management

The Children's Home, Inc. maintains a database of client demographic and program information. The Children's Home, Inc. has an information management system called Avenues that is capable of supporting operations, planning and evaluation, and quality improvement processes. Policies and procedures governing the

management of information are contained in a written document. The system is designed to ensure confidentiality, reliability, timeliness and rapid access

J. Outcomes Measurement

The Children's Home, Inc. measures client and program level outcomes on an on-going basis for every program according to the goals of the program. Each outcome measured falls into one of the following categories:

- change in clinical and/or functional status,
- permanency of living situation,
- client satisfaction, or
- health, welfare and safety.

