

Roy Maas' Youth Alternatives, Inc.
CONTINUOUS QUALITY IMPROVEMENT PLAN
Fiscal Year 2010- 2011
Updated August 28, 2010

The goal of Roy Maas' Youth Alternative's (RMYA) Continuous Quality Improvement program (CQI) is to continually promote and enhance the quality of services being provided by monitoring RMYA's timeliness, appropriateness and adequacy. RMYA revises policies and/or operational procedures, personnel assignments, personnel training, contracts, and programs according to recommendation of the Continuous Quality Improvement program. RMYA's CQI program takes into account all agency programs, sites, and all individuals and families served.

RMYA personnel at all levels and outside stakeholders work together in support of the CQI process by:

- Using reliable and valid methods to study our practices
- Basing improvement plans on data
- Seeking improvement in service delivery at both the service level and across the organization as a whole.
- Developing key outcomes and outputs based o CQI activities
- Provide feedback about areas of needed improvement
- Identify strengths and areas of positive practices

RMYA's CQI Plan and activities operate on an annual outcomes basis and use monthly, quarterly, semi-annual and annual data collected to make on-going improvements to the agency. Improvements are made through corrective action plans and following up with annual corrective action plans that have been put into place throughout the year to determine if the change has been an improvement. RMYA's annual CQI report presented each August to the Board of Directors, employees, and outside stakeholders will list the specific corrective actions plans and also a follow-up on the previous years corrective action outcomes. RMYA's annual MOA reports also serve to identify one or more areas of very specific improvement, identified by the agency and reported on to COA.

In the conduct of the CQI process, authorized staff shall review records so they can complete the case record review and agency utilization review. The staff shall comply with the confidentiality policies and procedures in conducting CQI activities. Confidentiality statements are completed by staff, board members, volunteers and interns. Client's rights and confidentiality shall be protected throughout all CQI processes.

All personnel shall receive an orientation to CQI as a part of their agency orientation. Orientation on CQI is an item on the new employee checklist and done by each Program Director or Assistant Program Director. The orientation shall include:

- A review of the CQI process
- A discussion of the value of CQI and the organization's improvement as a key agency tool for continuously working to provide better services

The CQI Coordinator, qualified by education and experience, will be the responsible person for coordination of the CQI process; including engaging people throughout the organization in the

CQI process, systematically collect information, analyze data, communicate results and recommendations throughout the agency and to external stakeholders.

CEO and Administrators Support of the CQI Process

RMYA's CEO, Administrators, and Directors will be responsible for setting forth performance and outcome expectations in a supportive manner and allay concerns about possible repercussions of identifying areas in need of improvement. They will also regularly review and discuss CQI reports to identify areas of needed improvement, set improvement activity priorities; manage their operations and programs; and keep CQI on the agenda of all regularly held administrative and program level staff meetings.

The responsibilities and goals below are accomplished through regular administrator/directors meetings, staff meetings, CQI committee meetings, Board of Director meetings, and monitored by the CQI Coordinator.

RMYA's CEO will do the following to support the agency's CQI efforts:

- Supports a work environment that promotes excellence and continual improvement
- Oversight of the agency's CQI coordinator and CQI activities
- The use of CQI data to promote a high level of learning, performance and a results – oriented agency
- Ensure that a wide range of administrators, directors and staff are involved in the CQI process
- Include external stakeholders and community members in RMYA's CQI process; and
- Complete an annual summary reports of improvements made verse goals set

RMYA's Administrators and Senior Directors promote a work environment of quality by:

- Oversight of annual short term planning to support the agency's long-term strategic goals
- Setting the expectations for use of quality and performance improvement results to change policy and practice
- Encourage service delivery processes that have proven to contribute to good outcomes
- Focus on customer satisfaction and outcomes; and
- Recognizing staff contributions to the CQI improvement process
- Senior Administrator and Directors

The RMYA CQI program shall include long range and short-range elements as follows:

1. At least every four years--RMYA (completes every 3 years); the Board of Directors will conduct an organization-wide, long term strategic planning review that:
 - clarifies the organization's mission, vision, values and mandates;
 - establishes long term goals that follow its mission and mandated responsibilities;
 - assesses its strength, weaknesses, threats, and opportunities;
 - assesses human resource needs, including an analysis of the agency's organizational chart; and
 - identifies and formulates strategies for meeting identified goals.
2. The long term strategic planning review will include an examination of community needs that examine:
 - services offered by other providers in the community;

- gaps in the array of services needed by the organization's defined service population;
 - accessibility issues; and
 - the need to redirect, eliminate and/or expand services in response to changing demographics and the needs and wishes of the community.
3. RMYA will create a demographic profile of both its defined community and the actual consumers that includes the following:
- annual income;
 - gender;
 - age;
 - language of choice;
 - racial/ethnic composition; and
 - religious affiliation (*Note: this is gathered only for our actual consumers*)

The demographic profile for our actual consumers at our residential programs will also include, in addition to the above, the following:

- length of stay;
- level of service (admission)
- level of service (discharge)

As a result of the review, the Board of Directors and staff shall develop a three-year strategic plan and the plan will be approved at a board meeting by a formal action.

RMYA conducts annual (short-term) planning in support of the organization's long-term strategic plan. It is staff-driven and puts into operation the goals from the organization's long-term strategic plan, responds to feedback from CQI activities, and permits a flexible response to changing conditions and needs. RMYA incorporates its human resource planning, financial planning, and personnel training planning into both its long-term and short-term plans.

Short-term Planning

Each of RMYA's programs develops a short-term plan on an annual basis. Results from the Annual Staff and Stakeholders Surveys, as well as results from CQI activities are included in each plan. Each program plan outlines in concrete terms the action that will be taken during the fiscal year to move the program towards achieving RMYA's three-year goals.

RMYA develops a human resource plan that will include the program's personnel development plan that demonstrates how each program does the following: promotes open communication and collaboration among personnel; provides opportunities to increase or broaden responsibilities; includes an education and training program that provides opportunities for learning and skill enhancement; encourages creativity and innovation in program development and service delivery; and rewards and acknowledges the contributions of personnel.

1. Annual Budget and Annual Budget Report (Annual Highlights)

The Chief Executive Officer with staff input shall develop an annual budget based upon anticipated services and projections for growth/decrease in service need in accordance with the agency's long term goals and short-term annual objectives. The budget ensures that sufficient resources are allocated to lead and facilitate collection and analysis of data used in to support the CQI process. The budget shall be reviewed and approved by the Board of Directors prior to the start of the fiscal year.

In addition to the Annual Report made to the Board, the Chief Executive Officer also develops an annual budget report of fiscal, statistical, and service data that includes a summary regarding RMYA's financial position. This Annual Report which is also refer to as the "Annual Highlights Report" will be made available to funding bodies and active consumers upon request.

2. Personnel Development and Training Program/Plan

The Senior Director of Human Resources conducts a semi- annual analysis of the training program's effectiveness and personnel training needs and implements training on identified topics. This will be done by reviewing the in-service evaluation forms that are completed by the staff attending the training, in-put form the Annual staff evaluation survey, and pre-service evaluation forms. This will provide necessary feedback regarding the quality of current training and the need for improvement or additional training topics based on staff feedback. The Human Resources Administrator keeps all in-service evaluation forms. Many in-service training sessions also include a posttest for the staff to complete.

3. Annual Staff Survey

In developing the annual improvement plan and budget, the agency shall conduct a formal annual staff survey. Components of the survey shall include:

- staff satisfaction support, communications, wages and benefits;
- staff perception of agency needs;
- staff perception of unmet needs;
- staff recommendations for agency improvements; and
- staff perception of the quality of the environment.

Findings will be discussed in the CQI Risk Assessment Committee Meeting. Staff, as appropriate, will be given a written report and the Senior Human Resource Director will attend staff meetings to discuss results.

4. Annual Stakeholder Survey, Stakeholder involvement, and RMYA's Advocacy Efforts

Definition: STAKEHOLDER: Any person, group, or organization that has a vested interest in the services provided by the organization. Examples: clients, consumers, personnel, funding organizations, referral organizations, vendors, and governmental bodies. For this part – stakeholders will be those that are outside the agency (not employees or board member, they are covered in another section of the plan)

Stakeholders are involved in the CQI process by participating in the following:

- Identifying quality improvement goals
- Helping set the organization's long-term and annual direction
- Informed of agency status through distribution of the annual report
- Reviewing the organization's overall performance in relation to established expectations

Information Provided to Stakeholders

- Annual Stakeholder Survey will be conducted to solicit input from the broader community on the quality of the agency and how to improve it.
- Annual CQI report
- Annual CQI Plan
- Annual MOA report
- Resident and Guardian Survey Results
- Long-Range Plan

How Information is passed on to Stakeholders

- They are provided with RMYA's website and many of these reports are posted on a CQI link: www.rmya.org
- Quarterly Newsletter highlight positive comments made by residents and guardians, and placing agencies
- The most recent Annual CQI report, CQI Plan and Resident / Guardian Satisfaction survey Results are available at intake and discharge
- If email is available we request and email them annual stakeholder survey

5. Agency Collaboration Efforts

The Counseling Center Director will annually evaluate how RMYA's governing body and management has collaborated with national and local voluntary organizations, public organizations, and community and ethnic groups to advocate for issues of mutual concern, such as: improvements to existing services; redress for gaps in service; the full and appropriate implementation of applicable laws and regulations regarding issues concerning the service population; improved supports and accommodations for persons with special needs; and service coordination.

6. Selection and Training of Peer Reviewers

Each year all staff will receive a brief review of CQI and how CQI efforts are a part of each staff's job description and completed on a regular basis through the following; daily shift responsibilities, shift paperwork, staff meetings, supervision of the residents, etc....The CQI Coordinator will be responsible for ensuring that the appropriate staff are involved in the different CQI quarterly meetings that are held and make changes to these committees as needed.

8. Feedback mechanisms

The CQI plan is annually up-dated, reviewed by senior management and the Board of Directors and is recorded in the board meeting minutes.

At least annually, RMYA shares findings from its CQI processes with personnel, persons and families served and other stakeholders. RMYA also submits a review of its educational efforts and summary results of its planning and evaluation process to include a summary of the nature of RMYA's risks and actions take to address them to the board. This is accomplished through the Annual Report to the Board, which is published in October for the prior fiscal year of July 1 through June 30.

To insure Continuous Quality Improvement within the organization, RMYA conducts internal quality monitoring through quarterly Case Review, Risk Management and CQI Committee meetings.

1. Quarterly, RMYA reviews a sample of open and closed cases that includes a representative sample of high-risk cases. The Director of Counseling Center will produce a list of children selected randomly who represent a percentage of children in each of the program areas. The Clinical Directors will submit a list of high-risk cases to the Director of Counseling Center for their respective programs prior to each case review. The Director of Counseling Center will distribute these lists to each Case Review Committee members for review. The committee will use the Case Review Checklist to determine completeness of each file.

Personnel who conduct case reviews evaluate the presence or absence of required documents and the clarity and continuity of such documents, which include, but not limited to:

- assessments;
- service plans;
- appropriate consents;
- progress, case notes, or summaries;
- evidence of quarterly case supervision;
- relevant signatures;
- service outcomes; and
- aftercare plan.

RMYA utilizes established criteria for evaluating the appropriateness or quality of the services including, but not limited to, services needed and provided or obtained, length of services, changes in status level, the need for continued service, and compliance with established timeframes.

Staff who are routinely involved in making services decisions participate in case record review and may be involved in reviews of cases in which they have been directly involved if the reviews are conducted by a team. The Counseling Center Director will ensure that there is no conflict of interests among the reviewer and the case file.

2. The CQI Risk Assessment Committee **quarterly** reviews reports from each service program regarding:
 - weighted incident reports from the emergency shelter, residential treatment care, basic care, and transitional living care to collect data regarding total number of

incidents, number of incidents per living group, and trends developing as compared to baselines determined by clinical staff;

- manual restraints conducted during the quarter and follow up with child, parent/guardian and staff. This will be accomplished through a review of each program's restraint log / JABR report;
- cases where a client or resident was determined to be a danger to him/herself or others ;
- incidents regarding administering, dispensing, and/or prescribing medications; and
- review human resources regarding staff grievances;
- review facility safety (data will be aggregated for all programs using the facility safety checklist);
- review client and resident grievances;
- review the number of accidents and injuries and safety issues.

The CQI Risk Assessment Committee **semi-annually** reviews reports regarding:

- the environmental audit (completed in February and August) to include a review of medication storage and record keeping;
- semi-annual program evaluations are reported at the winter and summer CQI meetings to assess the frequency of restraints, the program history of non-injurious restraints, and the occurrence of appropriate/in appropriate use of restraint. If there are problems in any of these areas, specific strategies will be implemented to reduce the occurrence. The program evaluations will also review the agency's behavior management policies and procedures, including the behavior management training and curriculum.
- review intake, assessment, and service delivery processes, to identify barriers and opportunities to serving any group within its defined service population. This will be completed by assigned Directors submitting a report to Senior Director of Program Operations;
- human resources regarding staff exit information, fair employment practices, staff turnover, reason for turnover: this will be obtained by gathering information from various documents including the employee exit interview form, and annual staff survey; and
- human resources regarding staff training, supervision, and deployment: semi-annually the Senior Director of Human Resources will complete a summary of RMYA's training program based on in-service evaluation forms, indicating what in-services have been helpful and ideas for additional training they would like to have offered. A survey will also be completed so that staff can evaluate how their

experience with supervisory staff has been and ideas for improvement. The Senior Director of Human Resources will monitor staff deployment by reviewing and evaluating copies of each program's staff schedule that will be turned in by the Program Directors.

- human resources regarding work/life practices. RMYA takes action to address identified staff satisfaction and retention concerns by reviewing the agency's Work/Life policies and practices that have been shown to increase employee productivity, job satisfaction, and retention, including: flexible work options and personal and family support.

The CQI Risk Assessment Committee **annually** reviews reports that relate to operations and management, program results, and client / guardian satisfaction outcomes including the following:

- annual evaluation to assess behavior management practices as compared with best practice model (baselines determined by clinical staff and training information provided to staff);
- review outreach/collaboration and educational program;
- review of compliance with legal requirements including fair employment practices, contractual relationships, licensing, mandatory reporting laws, fiscal accountability, and governance;
- review agency's insurance and liability coverage;
- review fundraising activities;
- review volunteer roles and oversight, the volunteer coordinator will provide a report of all current volunteers and their status of service;
- review financial risk, the CFO will provide the annual budget report to the committee;
- review conflict of interest;
- RMYA Safeguards Assessment Tool completed by the RMYA's HIPAA Privacy Officer;
- review the agencies Disaster and Emergency Plan to ensure that policies and procedures remain current and updated for changes in administration, construction, or emergency phone numbers occur (DFPS); and
- review of employment patterns. Note: when the cultural characteristics of staff do not reflect those defined in RMYA's service population, the Senior Director of Human Resource and committee members will create and implement a plan that: establishes goals for recruitment, employment, and promotion; and includes timetables for correction.

- reviews annual client and guardian satisfaction aggregated data for all programs
- review annual Program goal outcomes and clinical baseline outcome aggregated data reports for all programs

After reviewing all required annual CQI performance data and measurement indicators RMYA's CEO, Administrators, CQI coordinator, and stakeholder will work together to administrators

1. RMYA shall have a quarterly formal CQI committee. The membership will include the CQI Coordinator and Directors from each RMYA programs (Emergency Shelter, Residential Care, Basic Care, Transitional Living, and Counseling). All items to be reviewed are included on the CQI Agenda. The responsibility of the CQI Committee is to complete the structured one-hour agenda to raise questions related to important quality improvement issues. It does not make decisions, only raises questions and/or makes recommendations. The minutes are forwarded to the CEO and COO for a decision on what shall be done with recommendations. Recommendations made of an emergency nature will be addressed immediately. At each quarterly CQI Committee meeting the CQI Committee Panel shall report to the CQI Committee on decisions made regarding recommendations from the last quarterly CQI Committee meeting and will advise what corrective actions were taken, if any.
2. The CQI Coordinator and/or The Chief Executive Officer shall report on a quarterly basis to the Board of Directors and staff (during already scheduled meetings) on agency improvement plans, and the status of achievement of them. All planning will be aligned with the corporate mission statement, vision statement, and strategic plan. The organization disseminates information through its' annual report, staff minutes, minutes of CQI meetings and the CQI Coordinator's report to the Board of Directors.
3. Through the CQI process our agency is able to support the ethical practice of employees ability to report suspected misconduct within the agency. RMYA prohibits employment-related retaliation against employees and others affiliated with the organization, who come forward with information about suspected misconduct or questionable practices and provides an appropriate, confidential channel for reporting such information. To help maintain and insure our agency's policy on this, the CQI Coordinator will communicate directly with the CEO, COO and/or Governing Body any findings form the CQI process that are deemed to effect the overall function and well-being of the agency. This is an effort established to help ensure the role of the CQI program as a means to safely and anonymously report any agency wide issues employees feel compelled to report.

Ongoing efforts support the CQI process through a variety of mechanisms.

1. RMYA requires direct service staff to report incidents through the use of an "Incident Report" form stating date, time, type of incident, names of parties involved, authorities notified and times notified, description of the incident, and disposition and/or follow-up. This report is written as soon as possible after the incident has taken place. This report is always written prior to the end of the shift in which the incident occurred, unless (on rare occasion) approved by a director in which case the report will be completed by the next business day. The report is routed immediately to the program director or his/her

designee of the appropriate program service that in turn refers it to the Senior Director of Program Operations. During weekends and evenings, the report is made to the Director who is on-call. All incidents are reviewed by the Senior Director of Program Operations, Senior Director of Clinical Services, and the Clinical Directors to insure appropriate action is taken. These incidents include:

- Serious behavior problems
- Drug abuse or possession of drugs
- Insubordination
- Medications error

2. Incidents requiring emergency intervention will be reported to the Director on On-Call immediately. A written report will be provided to the Senior Director of Program Operations within twenty-four hours or the next workday. The "Incident Report" form will be used stating date, time, staff or children involved and a description of the incident. Emergency Intervention includes incidents involving:

- Suicide attempts
- Suicide gestures or statements
- Medical Emergencies
- Abusive treatment or abusive activity to or between children
- Absence from the program without permission
- Incidents that critically injure or permanently disable a child
- Child's death

Incidents will be summarized and presented to the CQI Committee through a report created by JABR, RMYA's client management system.

3. Outcome Measurements:

RMYA, in each of its programs and on an ongoing basis, measure service outcomes and the achievement of service goals for all persons served, including at least one of the following:

- change in clinical status;
- change in functional status;
- health, welfare and safety;
- permanency of life situations; and
- another quality of life indicator of the RMYA's choice.

Each program reviews the results of all of its outcomes measurement activities to determine overall program effectiveness. Program outcomes will be reviewed and modified or changed to if necessary to accomplish RMYA's mission.

4. The Senior Director of Program Operations shall monitor applicant and resident demographics to assure the organization is providing timely nondiscriminatory services to children and families. This will be done through a JABR report and timelines of service reports.

5. The Senior Director of Clinical Services will review all intake denials. This information will be used to let the CEO know current placement trends and staffing needs.
6. On quarterly basis for the Emergency Shelter and a semi-annual basis for the other RMYA programs, a Director conducts a random survey of twenty-five percent of youth in care and reports the results to the Senior Director of Program Operations. The Senior Director of Program Operations will include this data in their report to the CQI committee. The survey includes information on safety, living conditions, support services, etc.
7. At the time of discharge, children and parent/guardian shall be surveyed to assess their satisfaction with RMYA and the services they received and to identify if there are unmet needs. The organization uses a standardized survey instrument when feasible and the survey instrument used ensures confidentiality; assesses basic satisfaction or dissatisfaction with RMYA's personnel and services; and includes basic demographics. The surveys also inquire about services the clients/families may need upon discharge. If services are identified then the RMYA staff will provide appropriate referrals for the family and this will be documented on the survey form. Results from the surveys shall be summarized monthly and provided at the quarterly CQI committee meeting. The results of this survey are incorporated into the Annual Report. The respective program directors or an individual designated by the program director will administer the exit survey and send them to the Senior Director of Program Operations for compilation.
8. All of the programs at RMYA contact each resident/client and their guardian so they can participate in a follow-up survey. If contact cannot be made after two phone attempts a satisfaction survey will be mailed to the address listed on the discharge form. The purpose of the follow-up is to ask residents/clients and their guardian if they are making positive progress. They are also used to help ensure that families and clients have all necessary services and resources they need. RMYA staff conducting the follow-up call will document on the form if the family is in need of any services and what referrals for services were offered, if any. Results of the follow-ups will be compiled by the Program Directors and/or designated staff and submitted to the Senior Director of Program Operations. The results of the follow-ups are incorporated into the Annual Report.
9. Residential and client records are maintained in JABR, the organizational computerized client management information system. The system protects confidentiality, is dependable, and provides rapid access to information. A permanent file on each resident is also maintained for information. Resident records shall be stored in a secured file cabinet, which may be located in the Program Director's office or in another secure location. The doors to the closet and/or office shall be locked when staff is not present. Resident records are available only to those staff who are involved with the case or to those who have supervisory or CQI role. The organization protects electronically maintained data as follows:
 - All computers have up-to-date anti-virus protection
 - Secure protocols, including the use of passwords and firewalls, govern the electronic collection and transfer of sensitive data; and
 - Data are automatically backed up each evening and verified by the Business Manager. Tapes of back-up files are taken home every Friday by a staff member.

Any violation of confidentiality is reported on the internal incident report and delivered to the HIPAA Privacy Officer and Chief Executive Officer.

10. The organization disseminates information to its employees and board members through the following ways:

- Weekly and bi-weekly directors and program staff meetings
- Quarterly board meetings
- Quarterly CQI committee meetings
- Annual results shared with all in meetings at time the results are available
- CQI notebooks located at every program with many CQI reports in them, kept up to date by each Program Director.
- CQI training is done at initial hire, pre-service training, and annual CQI in-service (outlines available upon request)
- RMYA Web-site, CQI tab
- Chief Executive Officer's report to the Board of Directors

11. CQI Information Regarding Aggregated Data Reports and Various CQI Reports

There are many CQI Binders kept by the CQI Coordinator that house actual reports, surveys, and evaluations that were given. It is from these documents that annual reports and CQI data is compiled. Below is a list of actual reports documents that are found in our RMYA CQI Notebooks. These are all available for on-site viewing at anytime.

- All monthly Clinical Director Reports for the MeadowLand Campus
- All monthly Baselines for the TurningPoint and Bridge Programs
- Timelines of services documentation for TurningPoint and Bridge Intake Requests
- All completed staff, volunteer, foster parent's surveys
- All data entry from in-service evaluation forms, the actual in-service evaluations forms are kept in the Human Resources Department
- All data entry from discharge follow-ups
- All data entry from Residents and Guardian Exit surveys
- All monthly program reports from all RMYA programs
- All youth surveys that have been administered
- All supervisor surveys that have been administered
- Risk Management, CQI Committee, and Case Review assignments and minutes
- Case Review file checklists showing documentation of random files selected for review
- Environmental Audit surveys done at the Programs