



**YOUTH
OPPORTUNITY
CENTER**
INCORPORATED

**PERFORMANCE
QUALITY
IMPROVEMENT**

Stakeholder Packet

3700 West Kilgore Avenue
Muncie, IN 47304

Quality Assurance Department Contact Information:
Director of Quality Assurance: Justin Wallen, 765.289.5437 ext. 2207

Performance Quality Improvement Mission

As an extension of the YOC’s mission to provide excellent services for children and families, YOC has a comprehensive Performance Quality Improvement (PQI) Program. YOC’s PQI plan was initially developed and implemented in 2004 as part of our preparation for accreditation through the Council on Accreditation (COA). Since then the PQI process has evolved tremendously. The fundamental principles of the PQI program at YOC are to identify areas for needed improvement and develop action plans to support achievement of performance targets, program goals, client and personnel satisfaction and positive client outcomes. PQI is, in the most basic sense, a way of approaching and examining any process within a system and seeking to create beneficial changes in that process in order to provide improved services. The term “system” is extremely important in approaching any problem by PQI standards, as this approach seeks to view the issues under consideration more from a generalized standpoint, and is less interested in the individual inputs into the system. A well-developed PQI process; however, does not ignore individual inputs into the system, but should be organized to look at those individual inputs as a part of the greater whole. In addition, YOC’s PQI structure is a broad-based, organization-wide process that involves key stakeholders, including staff at all levels of the organization. By including more people in the PQI process, this allows for a variety of opinions and perspectives, more creative problem-solving approaches, improved accountability, and broader support within the organization. YOC’s PQI plan emphasizes overall improvement by using reliable and valid methods to study processes, removing barriers to cooperation, taking the necessary steps to improve processes, and fostering a constructive commitment to improvement of services within every program and department of YOC.

PQI Structure

The structure of the PQI Plan begins with identification of the problem to be considered, then moves through the following steps: elaborating on the causes of the problem, developing aids or remedies to the problem, laying out a plan to correct the problem, enforcing the plan of correction, and then re-examining the problem. This final step is known also as “closing the loop,” and is a key element in the process. This system-based approach to problem solving is ideally suited to the YOC’s efforts to implement and improve processes and services.

PQI Council

The PQI Council serves as the governing body over all PQI processes. The PQI Council is comprised of management team members, all director level positions, and inclusively the council will invite selected guests such as supervisors, counselors, and support staff to participate in the council meetings. The PQI Council has tasked eight committees to carry out various aspects of the PQI Plan. The PQI Council meets monthly to receive updates on progress. This meeting is known internally as the Macro Management Team Meeting. The forum of the meeting is a cohesive, macro approach to ensure all departments and programs are represented in order to understand the organization and to better service our youth. In this macro meeting, the council focuses on meeting standards of excellence relating to programs and services, reviewing major organizational initiatives, as well as discussing administrative, regulatory, and financial issues relating to the organization. As mentioned above, all eight PQI committees provide routine progress reports to the council which could include, but not be limited to quality assurance measures, corrective action plans, and consumer satisfaction. The council oversees and determines the appropriateness, effectiveness, and outcomes of each committee. Additionally, the council is informed on all stakeholder activities and/or meetings, receives annual updates on the status of short term plans by department, and provides ongoing review of the long term strategic plan. Supplementary organizational initiatives, policies, procedures, regulatory changes, financial information, and philosophical discussions will be reviewed and presented to the council in this meeting as well.

Committee	Area of Focus, Activities	Chair, Membership
Case Record Review	<ul style="list-style-type: none"> • Examine individual and aggregate case record review data • Addresses the findings of the case record reviews • Examines and acts on issues related to conformity to external regulations (accreditation, licensing, state regulations) 	Quality Assurance Coordinator , Director of Compliance, Director of Quality Assurance, Quality Assurance Coordinator, Training Coordinator, Assistant Training Coordinator, Client Records Clerk, Clerical Assistants, Residential Secretary
Clinical Risk Management	<ul style="list-style-type: none"> • Reviews and evaluates agency behavior management policies, procedures, and practices • Develop or approve procedures that address the use of seclusions, restraints, and isolations • Review of research involving service recipients 	Quality Assurance Coordinator & Director of Counseling Services , Director of Clinical Services, TASC Unit Program Director, Director of Quality Assurance, Director of Program Services, Cottage Managers, Team Leaders
Compliance	<ul style="list-style-type: none"> • Develops, implements, oversees, and evaluates the Compliance plan • Assesses the impact of current Medicaid regulations on YOC operations 	Director of Compliance , Chief Executive Officer, Chief Financial Officer, Chief Operations Officer, Director of Human Resources, Director of Clinical Services, Director of Program Services, Director of Psychological Services, Director of Information Technology & Facilities Management

Health & Safety	<ul style="list-style-type: none"> Provides oversight to facility and physical plant needs including sprinklers, pull-stations, smoke detectors, tags on extinguishers, etc. Identify and act on client and staff safety and security needs Reviews environmental/ safety risks 	Director of Compliance , Maintenance Supervisor, Director of Quality Assurance, Director of Information Technology & Facilities Management, Nursing Supervisor, Chief Operation Officer, Assistant Director of Human Resources
Human Resources	<ul style="list-style-type: none"> Assures that staff activity and performance are regularly evaluated Review and update evaluation tools Reviews results from employee exit interviews and personnel surveys Examine employee grievances and/or harassment issues Examines personnel trends such as recruiting, hiring, and retention Examine overall staff deployment and supervision Reviews and makes recommendations on personnel policies Reviews employee job descriptions and make updates based on recommendations from Directors Identify and act on client and staff safety and security needs 	Director of Human Resources , Chief Operations Officer, Assistant Director of Human Resources, Payroll Director, Human Resources Manager, Staffing & Scheduling Coordinator, Director of Compliance, Director of Program Services, Director of Alternative Programs, Director of Detention Services, TASC Unit Program Director Manager, Director of Residential Services, Director of Clinical Services
Medical-QA	<ul style="list-style-type: none"> Assure that all medical service providers are aware of the quality of services provided at the YOC Quarterly outcomes, satisfaction surveys, and other medically related outcomes are presented to this committee, with the goal being awareness of organizational changes, status, and overall effectiveness Committee members also present and discuss any applicable changes in the medical field and make recommendations for any programmatic changes or adjustments needed to address the medical needs of the clients served at the YOC 	Nursing Supervisor , Director of Program Services, YOC Nurses, Contract Psychiatrist, Contracted Medical Provider, and Contracted Pharmacist
Outcomes	<ul style="list-style-type: none"> Review and analyze data Ensures agency compliance with outcomes requirements of external regulations and funding sources Identifies barriers to treatment Identify and act on client safety and security needs 	Director of Quality Assurance & Quality Assurance Coordinator , Chief Operations Officer, Director of Compliance, Director of Program Services, Director of Clinical Services, Director of Counseling Services, Director of Psychological Services, Director of Program Development
Staff Development	<ul style="list-style-type: none"> Examines training needs of staff Reviews current training curriculum Reviews satisfaction of training data Makes recommendations to change current training curriculum 	Director of Quality Assurance & Director of Program Services , Training Coordinator, Assistant Training Coordinator, Director of Residential Services, Director of Detention Services, TASC Unit Program Director, Human Resources Manager, Director of Clinical Services, Director of Counseling Services, All YOC Trainers
Wellness Services	<ul style="list-style-type: none"> Implements trainings, events, and programs for employees and residents to increase wellness in all areas of their life Assesses previous trainings, events, and programs for successfulness Tracks data from Employee Care Clinic Tracks insurance claims from Anthem Reviews employee morale bi-annually 	Wellness Coordinator , representatives from all levels of the organization

PQI Stakeholder Involvement

YOC is involved with many key stakeholders, internally and externally, that are committed to meeting the mission of YOC. YOC encourages participation from key stakeholders and donors such as: Clients, Parents/Guardians of Clients, Department of Child Services, Juvenile Courts, Juvenile Probation Department, Department of Corrections, Community Leaders, Muncie Community Schools, YOC Personnel, and YOC Boards of Directors. These stakeholders may participate in meetings, surveys, focus groups, and/or treatment planning. Many of these stakeholders also receive our newsletter, fliers, social media updates, and annual report to keep informed of events on campus. YOC's website is also a key resource for stakeholders to obtain and review information.

Long Term Planning

YOC engages the strategic planning method to help guide the course of the organization. This is done to help YOC be more effective in service delivery, resource utilization, and growth initiatives. YOC conducts a complete strategic planning process as needed. Following this strategic planning session, the Board of Directors will be presented with the proposed strategic plan for review, input, and adoption. The Board of Directors will review the status of the strategic plan regularly for accountability, progress, and any needed revision.

When YOC conducts a strategic planning retreat, there is representation from various levels of the organization. The process is planned and initiated through the office of the CEO. Board members are invited and encouraged to attend. The entire Management Team attends, which includes the Senior Management Team and all Middle Managers. In addition, there may be representation from frontline management, support staff, and counselors as determined by the CEO and Management Team.

The product of the planning process is a document that contains the following information:

- Master Goal Sheets with Action Steps and Target Dates
- Retreat Agenda, Survey, and Context Documents
- Summary of Retreat Feedback
- Reconfirmed or Revised Vision, Mission, and Core Values
- Employment Patterns, Analysis, and Community Demographic Data
- Implementation Recommendations
- Survey Documents and Stakeholder Roster

The Long Term Strategic Plan is reviewed with staff at all levels of the organization.

The Purpose of the Strategic Planning:

- Establish measurable long-term goals based on actionable data and experience
- Prioritize activities and resource allocation towards the most impactful initiatives
- Allow Senior Management to hear from internal and external stakeholders
- Establish a strategic mindset that influences nimble decision-making
- Learn more about our organization and ourselves through the process
- Rally our entire team toward a common direction
- Demonstrate good stewardship and intentionality to external stakeholders

Strategic Focus Areas:

- **Serving Our Kids & Families** – YOC recognizes that our service to children in our care is the reason we exist. We are committed to the continuous quality improvement of all current and future programs based on three key factors: positive impact on kids and families, demand from the marketplace, and financial sustainability. Keeping these elements in mind we will ensure the organization is in a position to deliver the highest level of care.
- **Building Our Team** – It will be a key part of our culture to ensure that every member of the YOC team will passionately and selflessly work to create a culture that is known for caring and competency so that YOC is known throughout our community and industry as a preferred place of employment. We will recruit and retain the very best staff members to work with our kids and families, invest in each person on our team through training and professional development, celebrate performance that reflects our vision and values, and reward our staff appropriately.
- **Sharing Our story** – Consistent with our role as a leader in our industry and community, the YOC will proudly share our story of impact on the lives of kids and families in innovative and strategic ways. To encourage more child placements, stronger staff recruitment, more contributions and better good will, we will communicate, educate and engage our many stakeholders including families, placing agents, donors, staff members and community.
- **Leveraging Our Resources** – YOC knows the importance of financial vitality to the ultimate realization of our vision. Sustainability and long-term impact will be possible only when we identify, monitor, cultivate, and steward a variety of resources. Our pledge is to keep in mind that resources are simply a means to the end and not the end in and of themselves.

Short Term Planning

Annually, each of the following programs and/or departments will conduct a short term planning process: Admissions, Business Office, Clinical Services, Compliance, Educational Services, Foundation, Human Resources, Information Technology, Juvenile Detention Services, Maintenance Services, Marketing, Medical Services, Outpatient Counseling Services, Psychological Services, Quality Assurance, Residential Services, Supply Distribution, Training Services, Transportation Services, Treatment of Adolescents in Secure Care (TASC) Unit, and Wellness Services. The short-term plans are developed based on the long-term goals of the organization, the previous year's short-term plan, feedback obtained in the PQI evaluation process, and observations of staff members within the program and/or department. The short term goals are divided into tasks/methods which a person(s) is(are) designated to complete within an associated timeline and budget requirement. The status of the short-term plan's goals is addressed at least annually at the PQI council meeting and/or mini-strategic planning retreat.

Outcome Measurement

YOC utilizes a variety of standardized outcome measurement tools and a variety of organization-specific outcome measurement tools that are utilized across programs to evaluate the effectiveness of our programs and services, to measure the individual progress of our clients, and to measure consumer satisfaction. On an ongoing basis, service outcomes are measured in the following areas: clinical status, functional status, health, welfare, satisfaction, safety, and other relevant indicators. Specific data is combined into reports and reviewed by the various committees on a regular basis. Based on these reports, committees can assess areas of strengths and weaknesses, analyze trends, and determine corrective action.

Feedback Mechanisms

Data from outcome measures is routinely shared with the PQI Council. This information is reviewed and shared with exempt and hourly staff through the chain of command. A more formal review of these various reports occurs during the PQI committee meetings and corrective action plans are developed when needed. The results of these reports, any related corrective action plans, and meeting minutes are reviewed with the PQI council the following month. In addition, outcomes measures and other qualitative data is shared with stakeholders as outlined below:

Annual Report – A summary report sent to staff members, clients, placing agents, donors, and other key stakeholders. Contents include client demographic data, outcome measures, organizational financial data, inspiring stories, and donor recognition.

The Well – A wellness based email newsletter sent to all staff members once a month. Content includes information regarding wellness initiatives, activities, trainings, and useful wellness tips.

YOC Newsletter – A newsletter to all staff and various stakeholders in the community. Content includes organizational updates, donor recognition, staff recognition, and major events of the organization.

Social Media Sites – The YOC utilizes facebook, LinkedIn, and twitter. These are updated regularly with current events, resident community participation, and info about YOC and its employees.