



**YOUTH
OPPORTUNITY
CENTER
INCORPORATED**

**PERFORMANCE
QUALITY
IMPROVEMENT**

Stakeholder Packet
2013

3700 West Kilgore Avenue
Muncie, IN 47304

Quality Assurance Department Contact Information:
Director of Quality Assurance: Justin Wallen, 765.289.5437 ext. 2207
Quality Assurance Coordinator: Mark Johnson, 765.289.5437 ext. 3330

Performance Quality Improvement

As an extension of the YOC’s mission to provide excellent services for children and families, the YOC has a comprehensive Performance Quality Improvement (PQI) Program. The YOC was initially accredited through the Council on Accreditation (COA) in 2005 and re-accredited in 2009, since then the PQI process has evolved tremendously. The fundamental principles of the PQI program at the YOC are to improve customer satisfaction, to improve personnel satisfaction, and to improve the quality and effectiveness of the services provided.

PQI Structure

The structure of the PQI Plans 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 treatment in the programs and services offered.

PQI Council Defined

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. The PQI Council will serve as the governing body over all PQI processes. The YOC has also developed eight committees that individually carry out the PQI Plan for various specific aspects of the YOC. PQI Council meets monthly. 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.

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) 	Director of Admissions , TASC Unit Program Manager, Residential Program Manager, TASC Team Leaders, Cottage Managers, Counselors, and Advanced Staff
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 Clinical Services, Director of Internship Training, TASC Unit Program Manager, Director of Quality Assurance, Director of Program Services, Cottage Managers, Counselors, and Advanced Staff
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 • 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 , Chief Executive Officer, Chief Financial Officer, Chief Operations Officer, Director of Human Resources, Director of Clinical Services, Director of Program Services, Director of Internship Training, Director of Business Development & Communications, Director of Information Technology & Facilities Management
Elite Activities Team	<ul style="list-style-type: none"> • Plans and implements campus wide activities and events for the YOC residents • Assists programs in activity planning within the individual program • Reviews and assesses previous activities and events to ensure effectiveness, cost efficiency, and benefit to the residents and their families 	Rotating Cottage Managers , Wellness Coordinator, Quality Assurance Coordinator, Childcare Specialists
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, Training Coordinator, Director of Program Services, Director of Detention Services, TASC Unit Program Manager, and Residential Program Manager
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 	Director of Quality Assurance , Chief Operations Officer, Director of Compliance, Director of Program Services, Director of Clinical Services, Director of Internship Training

QA-Medical	<ul style="list-style-type: none"> • Identify and act on client safety and security needs • 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 	Director of Program Services , Medical Services Coordinator, YOC Nurses, Contract Psychiatrist, Contracted Medical Provider, and Contract Pharmacist
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

Stakeholder Involvement in PQI

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 input. Many of these stakeholders also receive our newsletter, fliers, social media sites, 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 Process to help guide the course of the organization. It is done to help YOC be more effective in service delivery, resource utilization, and growth initiatives. YOC conducts a complete Strategic Planning Process every two-three years. 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. (See Section III for the current Strategic Long Term Plan.)

Long Term Planning Participation:

When YOC conducts a Strategic Planning Retreat, there will be representation from various levels of the organization. The process will be planned and initiated through the office of the CEO. Board members will be invited and encouraged to attend. The entire Management Team will attend, 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.

Long Term Planning Product:

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

- Executive Summary of the Previous Strategic Plan
- 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 Cored Values
- Employment Patterns, Analysis, and Community Demographic Data
- History of YOC

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

2013-2015 Strategic Long Term Plan Initiatives

Theme: “Leveraging Adversity”

Strategic Guideposts:

1. **Emerge** as a strong, vibrant, residential provider positioned to capitalize on contractions in the residential sector.
2. **Expand** our service model in our region and in other regions, as defined by DCS, as appropriate; to better leverage various funding streams from DCS, Medicaid, and grants. This includes being creative and innovative with helping clients receive needed service.
3. **Employ** our credentialed and expert staff, quality outcome measures, and campus assets in increasingly effective ways. We will solidify our position as a preferred provider for youth with a dramatically more severe profile.

Strategic Goals:

1. **Diversify Funding Sources** – We will seek to increase key revenue streams for the organization. We will examine internal systems and processes relating to Medicaid, private insurance, PRTF, and DCS service agreements. We will begin leveraging Medicaid Rehab Option (MRO) dollars by implementing skill building services. We will provide ongoing assessment of customer needs and potential new referral sources and adapt accordingly in an effort to meet or exceed census projections. In addition, we will continue emphasis on donor recruitment and solicitations, events, grants and planned giving opportunities.
2. **Enhance Our Outcomes Culture** – Outcomes will continue to be a top priority for YOC. We will identify and develop tracking mechanisms for all data required by external regulating bodies. We will analyze the efficiency of current data entry and reporting mechanisms. Our data will be accessible, easily distributed, and utilized for ongoing improvement of services.
3. **Maximize Our Marketing Machine** – Communication is the number one focus for our marketing machine. We will communicate and engage with our placing agents, donors, families, staff members and community via social media, increased face-to-face visits, direct mailings, campus tours and telephone contact. YOC management team, internal stakeholders and marketing committee will have on-going dialogue regarding progress, status and feedback on the implementation of the marketing plan and the resulting effects on census.
4. **Implement Evidence Based Practices** – We will continue to assess our population trends and ensure that evidence based practices are utilized and implemented within our clinical services and treatment milieu. As population needs change, we will adapt and bring new treatment techniques as supported by research and best practice in our field.
5. **Enrich the Workplace** – Having educated, healthy, quality staff members is the key to providing the best service for our clients. Therefore, we will enhance services and utilization of the Health and Wellness Center for our staff. Additionally, we will review and assess our recruitment and retention strategies to decrease staff turnover. To achieve these goals, we may consult with a third party agency, in addition to internal analysis.

Short Term Planning

Annually, each of the following programs and/or departments will conduct a short term planning process: Admissions, Business Office, Clinical Services, Detention Services, Educational Services, Food Services, Foundation, Human Resources, Information Technology, Marketing, Maintenance Services, Medical Services, Outpatient Counseling Services, Psychological Services, Quality Assurance, Residential Services, Supply Services, TASC Unit, Training Services, Transportation Services, 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.

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: change in clinical status, change in 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 are 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.

Four Main Media Outlets:

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

The Well – A wellness based supplemental flier attached to personnel paychecks once a month. Content includes information regarding wellness initiatives, activities, trainings, and useful wellness tips.

Bridges – 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 as well as a letter from the CEO.

Social Media Site – The YOC has a fan page on facebook. This is updated regularly with current events, resident community participation, and info about the YOC and its employees.