

PERFORMANCE QUALITY IMPROVEMENT (PQI)

The Children's Home of Lubbock is committed to a style of leadership and organization that helps achieve the goal of creating the highest quality services possible. This quality improvement plan is a system, a philosophy and even a culture that helps management and all staff members strive to create a constantly improving agency in all its programs and processes. Its purposes are to monitor, assess and improve the quality of the agency and individual client services. Simply stated, our Performance Quality Improvement (PQI) Plan is like a treatment plan for the agency.

Goals of PQI include:

- Promoting excellence and continuous improvement through an organizational-wide process that includes staff and stakeholders.
- Providing assistance and guidance regarding quality to all programs, processes, performance, and client outcomes.
- Ensuring a safe environment and high quality of service for all clients.
- Aiding the agency in meeting all external standards and regulations.
- Assisting all programs of the agency to meet strategic long-term and short-term goals and objectives.

In addition to the goals of PQI, there are many positive and beneficial reasons that this type of management is preferred, including:

- Improving accountability to consumers, donors, board and staff.
- Enhancing our data systems and documentation.
- Assisting our agency in being flexible toward changing community needs.
- Helping meet accreditation standards.
- Increasing staff morale and communication through the PQI team process.
- Refining the service delivery processes.
- Assisting in helping create new programs.
- Helping to track program integrity and effectiveness.
- Increasing our ability to secure contracts.

The PQI Written Plan starts with information given as input from the administration, board, staff, consumers and all stakeholders. This information is developed into the Strategic Plan. This long-term plan is reviewed and redeveloped every four years and is the "hub" for all other plans. The Strategic Plan sets goals for the agency. The various activities provided by the PQI process monitor and improve the quality and services of the agency to individuals served. Feedback is provided to the board and all stakeholders. Each program conducts an annual assessment of the work they do and develops short-term plans for that program. All short-term plans support the Strategic Plan.

Various teams meet as part of the PQI Functional Process. These include:

- Peer Record Review Teams that meet quarterly to internally review program records.
- PQI teams meet quarterly to work on various agency issues and to monitor programs to insure that we provide the safest possible environment.
- Steering Team meets monthly to review personnel issues
- CORE team meets monthly to work on issues to implement our trauma responsive organizational model.
- Information Management Team meets bimonthly, or as needed, to provide reliable computer and information systems for the agency.
- Client satisfaction surveys are conducted annually or at the time of discharge to identify problem areas and to provide feedback.
- Internal process review committee meets annually to assess outreach, intake, service delivery and reporting laws.

- A PQI external review committee makes an annual report regarding progress made on regulatory reviews such as licensing, accreditation, Youth for Tomorrow, contracts, etc.
- A PQI team meets quarterly to look at recruitment efforts in finding foster and adoptive families. There is a performance loop of inputting information, reviewing, analyzing data, providing correction plans and then giving feedback to all stakeholders..

Stakeholder Involvement:

Stakeholder involvement and input is crucial to the quality process and the PQI Plan. Stakeholders are anyone that has involvement in the agency, clients, customers, community advocates, donors, employees and the Board. The primary method of including representatives from all these groups is through the formulation of the Strategic Plan. Members of the community are selected from the above categories to lend their expertise in developing a Strategic Plan for The Children's Home. During the planning process, a committee of the Board and staff are formed to assist in defining the organization's mission and value statements, to identify quality improvement goals and to help set long and short-term goals. A focus group consisting of senior and ex-students are brought together to give input on their ideas for long term planning. In addition, a survey is conducted that polls such persons as therapists, consultants, former clients, donors, Child Protective Service personnel, members of other child area agencies, other service providers, educators and community leaders. The survey requests their input as to the quality of our services and what additional services might benefit the community.

Stakeholder input is present in other PQI processes. Customer/child/family surveys are solicited annually and at the child's discharge. Employee satisfaction questionnaires are completed yearly and employee exit interviews occur upon leaving employment. All staff members are members of a quarterly PQI team and work on agency evaluations and improvements. Donor input is solicited through a questionnaire in our annual report and newsletter, as well as telephone calls to significant donors and those that have not participated in the past four years. Finally, about once every four years, an outside consultant is brought in to conduct an assessment and overview of the entire agency. The Children's Home feels that those who use and provide our services should have a voice in all our endeavors.