

YOUTHCARE

**Performance and
Quality Improvement
-Quarterly Report-**

2020 Quarter 4

Section One – Introduction

Welcome to our second PQI Quarterly Report! This report is part of YouthCare’s PQI (Performance and Quality Improvement) Program that we launched in Fall 2020. Our goal is to regularly use data to promote efficient, effective service delivery and achievement of the organization’s mission and strategic goals and ultimately, to provide the most excellent services we can to young people. Check out YouthCare’s **DRAFT PQI Plan** for more information.

Moving forward, a PQI Report will be compiled and shared quarterly by YouthCare’s PQI Team. This report is intended for all stakeholders, including clients, staff, community members, board members, funders and any individual who is interested in the great work that we do. In this report, we will provide information on both our accomplishments and opportunities for improvement. YouthCare strives to model a growth mindset, seeking to learn from our experiences and grow. As you read through this report, when you see progress that is not up to our expectations, there will always be a plan for how to address the challenge. It is important that we acknowledge and take ownership of our shortcomings and work to improve them.

This is the beginning of making PQI an integral part of our organization. We hope this report demonstrates our commitment to the clients we serve, our transparency for when things don’t go as well as planned, and desire to receive feedback from others. If you have ideas on how this document can be improved or feedback about this report, please contact us at PQI@youthcare.org.

In appreciation & collaboration,

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Section Two – Indicators of Quality

As YouthCare builds out our PQI Program, there will be several indicators of quality that will be collected. In our second report, there are three areas where YouthCare collected data, analyzed, and aggregated that data, and summarized results. Included in this report are graphs and data along with themes for where we are successful and areas for improvement. The three areas reviewed for this report and in Q4 of 2020 are:

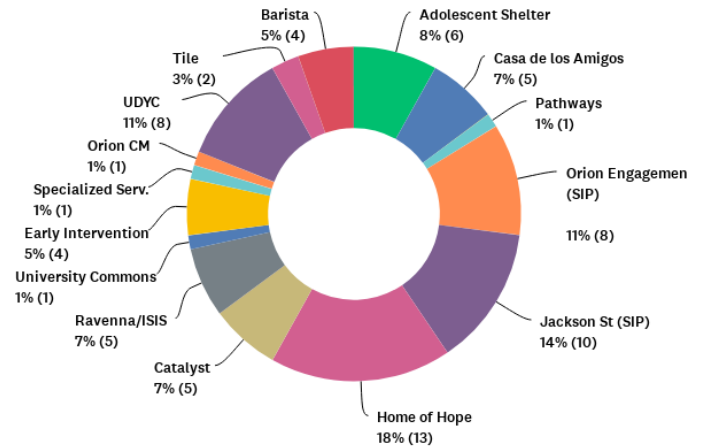
- Client Satisfaction & Experience Surveys
- Incident Reports
- Client File Reviews

Over time, YouthCare will continue to add to and refine the data we collect from both services and administrative practices.

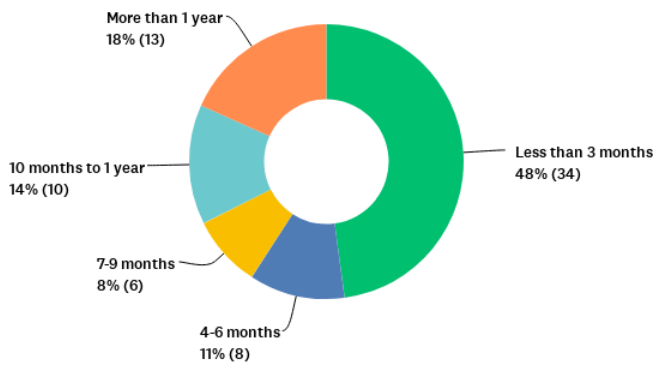
Section Three – Client Satisfaction & Experience Surveys

During the month of January, we administered our Client Satisfaction & Experience Survey across the agency for the second quarter. This survey is a way to obtain accurate information regarding the experience and level of satisfaction from the participants of YouthCare’s services to identify trends on how services are provided and make program and organization improvements, as necessary. Client satisfaction is critical to the success of YouthCare’s mission.

Q: Which program asked you to complete this survey?



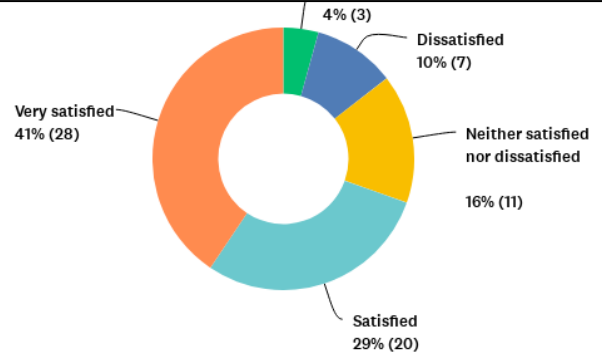
Q: How long have you been enrolled in this program?



This quarter, 75 clients participated in the survey across multiple YouthCare sites. While we did not reach our goal of 100, this was an increase from the 62 surveys last quarter. We also saw more programs complete surveys (above). There were minimal changes for the length of time a client was enrolled in the program and overall satisfaction with the program. (left, below)

This report shows data for all of YouthCare in order to highlight agency trends. This quarter, we also provided Department Reports to Program Leadership to share more specific feedback to better inform program improvements. Please reach out to your supervisor if you’d like to see more detail!

Q: Please rate your overall satisfaction with this program



Section 1: Categories of Experience

The 19 questions in this section were grouped into 4 different categories of experience:

1. Intake & Assessment
2. Program Safety & Support
3. Voice & Choice
4. Case Management & Goal Planning

Participants were asked “How strongly do you agree or disagree with each statement?” and provided their rating on a 5-Point Scale from Strongly Disagree to Strongly Agree. Each question received a weighted score from 1-5. Items that score above 4.25 are considered **strengths**. Items that score below a 4.00 are considered **areas for improvement**. In Q3’s Report, we had 4 strengths and 5 areas of improvement. In Q4, we saw slight improvements with 5 strengths and 2 areas for improvement. On the next page are charts showing the change in scores from Q3 to Q4 with strengths highlighted in yellow and areas for improvement in red. We can celebrate the gradual improvements made across the agency!

Intake & Assessment

	Q3	Q4	CHANGE
The purpose behind intake and assessment questions were explained to me.	4.14	4.23	0.09
Staff asked me the intake or assessment questions in a confidential place.	4.26	4.36	0.1
I can refuse to answer any intake or assessment questions I feel uncomfortable answering.	4.29	4.34	0.05
Staff and volunteers take steps to protect my confidentiality and the confidentiality of others.	4.21	4.37	0.16
I know how to file a complaint or grievance if I have a problem with the program, staff, or volunteers.	3.88	4.14	0.26
	Answered	58	73
	Skipped	4	2

Program Safety & Support

	Q3	Q4	CHANGE
I feel safe while accessing services and participating in this program.	4.09	4.13	0.04
Staff helped me understand my rights as a program participant.	4.26	4.29	0.03
Staff helped me understand the rules of the program, why they have them, and consequences of breaking rules.	4.14	4.25	0.11
Staff treat me with respect (i.e., respecting my boundaries, not making insulting or humiliating remarks, etc.)	4.14	4.2	0.06
I feel okay letting staff know if I have a problem or feel unsafe around others.	4.05	4.07	0.02
	Answered	58	72
	Skipped	4	3

Voice & Choice

	Q3	Q4	CHANGE
Staff consistently use the name and pronouns I use (ex. she/her, they/them, he/him, etc.).	4.41	4.42	0.01
I've been asked to be involved in program decision making (i.e. advisory group, input on program activities, etc.).	3.69	3.86	0.17
I have seen examples where youth input has led to positive change.	3.95	4.04	0.09
This program helped me explore my interests, talents, and abilities.	3.75	3.97	0.22
I get to express my culture, religion, heritage, and/or identity while participating in this program.	3.95	4.23	0.28
	Answered	56	71
	Skipped	6	4

Case Management & Goal Planning

	Q3	Q4	CHANGE
I have a case manager or staff person I can meet with on a regular basis.	4.07	4.23	0.16
I talk about what I want during case management and/or program activities.	4.09	4.14	0.05
I participate in developing my service plan and setting my own goals.	4.16	4.2	0.04
I feel like the staff in this program care about me, and my needs matter to them.	4.13	4.06	-0.07
This program has helped me with my next steps towards achieving my goals.	4.11	4.19	0.08
	Answered	55	71
	Skipped	7	4

Section 2 – Service Delivery

In this section, participants were asked to review a list of service options and first mark if they needed the service or did not need the service, then mark their level of satisfaction. This quarter, the two highest needed services remained the same – Housing/Shelter & Food/Clothing/Hygiene. There were some significant changes in the level of need for some other services. Both Employment & Education saw a large drop in need across the agency. The chart below shows the percentage of clients who reported needing each service.

For each service, please check the box to indicate if you needed this service when you entered this program.

	Q3	Q4	CHANGE
Food/Clothing/Hygiene	85.00%	79.07%	-5.93%
Family Reconciliation	18.87%	19.51%	0.64%
Housing/Shelter	88.14%	88.10%	-0.04%
Employment Support	85.96%	69.77%	-16.19%
Educational Support	71.43%	52.38%	-19.05%
Counseling/Treatment	78.18%	73.17%	-5.01%
Independent Living Skills	71.43%	73.81%	2.38%
Fun Activities/Recreation	76.36%	67.44%	-8.92%
Legal Support	57.41%	57.14%	-0.27%
Building Community	53.70%	53.66%	-0.04%
Public Benefits (SNAP, TANF, SSI)	67.27%	62.79%	-4.48%

For level of satisfaction, clients rate on a scale from unsatisfied to satisfied. Each service received a rated score from 1-3. Assessing this section for successes and improvements is not as simple as reviewing the rated score for each item. We also compare the level of need with the level of satisfaction. Our goal is to have items most needed rate higher in satisfaction and the analysis of this section will continue to be refined in piloting our PQI Plan. In Q3, our areas of success are highlighted in yellow and services needing improvement were highlighted in red. Food/Clothing/Hygiene and Housing/Shelter remain our highest rated services. Counseling/Treatment saw a .11 increase in score, highlighting a small improvement in satisfaction!

For each service you needed, please let us know how satisfied you were with this service.

	Q3	Q4	CHANGE
Food/Clothing/Hygiene	2.88	2.8	-0.08
Family Reconciliation	2.48	2.38	-0.1
Housing/Shelter	2.84	2.75	-0.09
Employment Support	2.6	2.6	0
Educational Support	2.56	2.54	-0.02
Counseling/Treatment	2.47	2.58	0.11
Independent Living Skills	2.51	2.56	0.05
Fun Activities/Recreation	2.63	2.52	-0.11
Legal Support	2.52	2.49	-0.03
Building Community	2.55	2.5	-0.05
Public Benefits (SNAP, TANF, SSI)	2.55	2.64	0.09

Answered	46	56
Skipped	16	19

Finally, we asked 2 questions for participants to provide narratives. We are so appreciative for the very specific feedback provided by participants. Some of the most valuable information we get is in the form of the comments in the narrative section. The Department Reports provide all feedback collected for those departments. Below are a few examples of the appreciations provided:

Q: What is something you appreciate about this program?

- *Being able to stay with Orion has been tremendously helpful during this difficult time for my life and family. I'm thankful and confident for the community support, encouragement and guidance from experienced local perspectives. Greatly thankful for food, shelter, and career development counseling. – Orion Center*
- *Staff typically take initiative when needed and tend to be highly adaptive to various situations – Jackson St.*
- *Everything. Staff and the way they treat everyone – UDYC*
- *They show they care about they clients, showing up with that needs that person, needs. It motivates me personally to stay that right track because during that time I been working with youthcare I fall plenty of times but at all situations she stick with me I could talk to her and let her know what was my situation she helped me trying to deal with it. – EISS*
- *Being able to be creative with projects – E&E*
- *that everyone is nice an always check up on each other and be there and help each other out – Adolescent Shelter*
- *That I have a place where to attend classes – Casa*
- *I appreciate the feeling of community that YouthCare provides. I feel like I have a voice here. – Community Based Housing*
- *independent and hands free but also helpful if you need it to be. Staff are understanding and helpful. – UCommons*
- *I appreciated that I was able to stay in a private room that also shielded me from the elements. I appreciated that the Home of Hope took precautions when the COVID-19 pandemic hit. – Home of Hope*
- *all the staff are so friendly and have made me coming here from canada amazing making it feel like home – Catalyst*
- *The fact that this program exists, means a lot, step by step I regret being in this position, but its perfect to get me out this position with preparation I'll achieve my goal. – Passages*
- *The staff is always supportive and the community living here is nice. – Ravenna/Isis*

Section Four – Incident Reports

YouthCare tracks Incident Reports to monitor our responses to crisis in ways that support the safety of our clients. Incident Reports (IRs) are to be completed when a significant event involving a client, a behavior out of the ordinary, and/or an event in the facility occurs. Our goal is to review Incidents on a quarterly basis to (1) identify trends in type of incidents that are occurring and (2) assess the quality of the response including timelines, de-escalation and crisis response techniques, access to sufficient resources, and use of external agencies for support.

Last quarter, we identified the need to improve our procedures for writing, reviewing, and storing Incident Reports. In response to these improvements needed, the PQI Team provided an Info Session on Incident Reports in December 2020 and made some improvements to the Incident Report Form. This quarter, we still

see the need to improve our procedures evidenced by inconsistencies in our reviewing and storage procedures. The PQI Team is focused on building and launching YouthCare’s new Client Management System and will include Incident Reports in the system.

Section Five – Random File Review

Random client file reviews are now taking place on a quarterly basis and conducted by a variety of staff members from different levels of the organization. The intent of the file review is to ensure that the records contain all the required information to provide services. It’s an opportunity to assess the quality-of-service delivery and to ensure that confidential information remains confidential. This quarter was focused on clarifying what documents are required in client records and ensuring they are complete. The PQI Team is continuing to work on building the new CMS system and move towards completing digital client records in 2021!

Quarterly File Review

A list of clients served in Q1, Q2, Q3, Q4 of 2020 were generated, and organized by program. For services that generally serve over 100 clients per year, 25 files are to be reviewed each quarter. For services where fewer than 100 clients are served, 100% of cases are reviewed each year - thus all clients served, up to 25 were reviewed during this review period. Files were randomly chosen using a random number generator. Files that were reviewed were recorded, so to be removed from subsequent file reviews. **482** Files were identified to be reviewed this quarter.

We made some improvements based on last quarter’s review:

- Updated File Review Forms after Q3 reviews
- Client Rights Forms, Policies, Procedures update & training
- Included Case Managers/Career Coordinators in reviews

Below are some areas we’ve identified as needing improvements this quarter and some actional steps to respond to the needs:

Areas of Improvement	Upcoming Improvements
Service Plans & updates/reviews	<ul style="list-style-type: none"> • Service Plans and reviews will be integrated and scheduled in the new CMS system in Phase 2
ROIs	<ul style="list-style-type: none"> • Sending out training on Client Rights by 2/16/21 • ROIs will be integrated into new CMS system in Phase 2
Homeless Verifications	<ul style="list-style-type: none"> • Recently provided clarification on contracts not needing HVs • Will send out online HUD video on writing Homeless Verifications
Case Notes	<ul style="list-style-type: none"> • Case notes will be built into CMS system in Phase 1 • Training will be provided on writing Case Notes
Attainment & Exit Reports	<ul style="list-style-type: none"> • Files will move from paper to virtual in Phase 2, thus no need for attainment sheet
Process	<ul style="list-style-type: none"> • File reviews will be conducted through the CMS system

Section Five – Recognition

We want to acknowledge the phenomenal work that is occurring across the agency to ensure we're providing high quality programming for young people! Each quarter we will highlight a few staff who have contributed to improving the quality of what we do.

Josh Wood

Thank you to Josh (Adolescent Case Manager) who has demonstrated his commitment to quality improvement in multiple ways! Josh consistently and quickly responds to opportunities to provide feedback on forms and documents. Josh prepared several years of Adolescent Shelter files for archiving and stayed communicative and efficient during the process. Your input and engagement are valuable, thank you Josh!

Whitney Eich & Katrina Go

Appreciation to Whitney (Assistant Director – Casa) & Katrina (PMII – Student Resource Navigator) for starting conversations with YouthCare's leadership team on policing and the ways it can show up in our work. These conversations are challenging us to reflect on our own practices, how policing shows up in our teams, the barriers we face in addressing it, and taking action to address these barriers. Thank you for holding these conversations and all of us to higher expectations!

Erin Dolan

Erin (Barista Training Program Supervisor) had some of the most complete files during this quarter's file reviews! Additionally, she was the first staff to make edits and submit to the PQI Team. Thank you, Erin, for your attention to detail and efficiency!

Jayelan Spice

Appreciation to Jayelan (Peer Outreach Worker – UDYC) for his work soliciting feedback from UDYC clients and putting plans into action! Below are a few notes from Jayelan on the work happening at UDYC. Thank you, Jayelan for your commitment to youth voice!

The clients asked for more staff interactions and they also wanted to know a little bit more about us as a collective, so we decided to implement movie day for 2 reasons, in honor of black history month and to interact with them more. They finally get the chance to know the team as well as us getting to know our clients better and what are their hobbies and sense of humor are as well as them getting to know ours...Healing pages another program from doorways is a book club that is for people who like to read and also to help people who struggle with reading as well as speaking. The meetings will be starting back up on the fourth of march and anyone who participates will receive compensation for their time.

Another program that is starting up is called the Youth Action Board (Y.A.B) which is also partnered with doorways and another new program called restorative pathways community. The goal of this program is to gather youth/young adults who have been homeless or have/currently experienced homelessness as well. We want to gather their stories and experiences on how they went through the system and how that has affected them in a Positive and Negative way. The first Y.A.B meeting was on Feb 26th, 2021 @UDYC it was amazing to say the least we had a huge show out of youth come through and share their truths.