

YOUTHCARE

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

2021 Quarter 2

Section One – Introduction

Welcome to our third 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 **PQI Plan** for more information. This plan is in the process of being finalized, building in lessons learned from our pilot.

Some changes are taking place within the PQI Department. Brooke Beckwith departed her role on June 1st and Erin Chapman-Smith has been supporting PQI along with trainings. Melanie Mayo was hired in August to continue the PQI efforts as the Performance & Quality Improvement Manager

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. So far, there are three areas where YouthCare has collected data, analyzed, and aggregated that data, and summarized results. This includes:

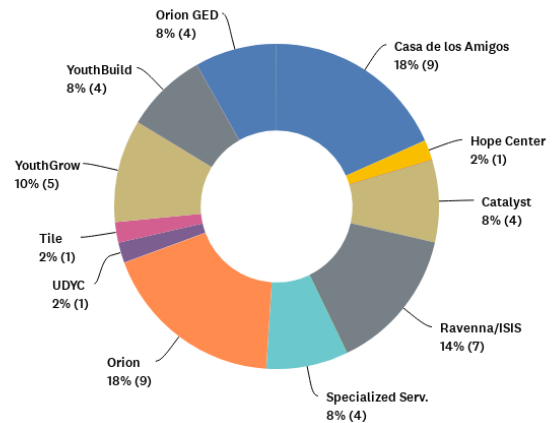
- Client Satisfaction & Experience Surveys
- Incident Reports
- Client File Reviews

This quarter we focused primarily on the Client surveys and have included graphs and data along with themes for where we are successful and areas for improvement. YouthCare launched our new Client Management system, CaseWorthy, in June 2021. The PQI team continues to build out dashboards for teams that include more program indicators of quantity along with improvements for reviewing Incident Reports and client files

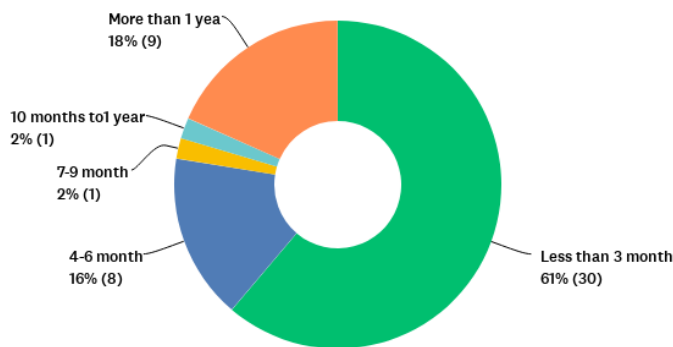
Section Three – Client Satisfaction & Experience Surveys

During the month of July, 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?



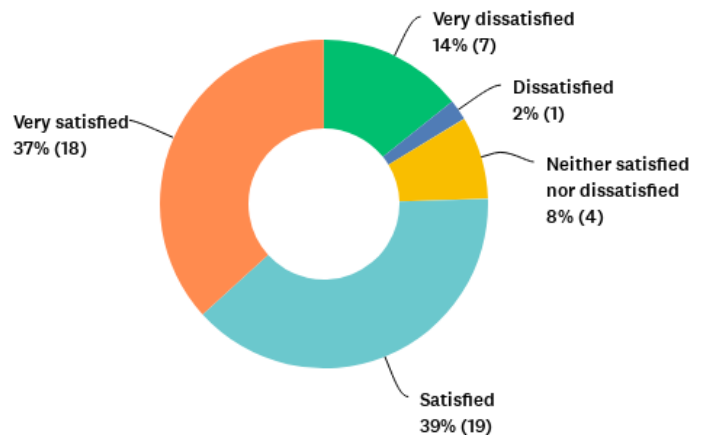
Q: How long have you been enrolled in this program?



This quarter, 57 clients participated in the survey across 11 YouthCare Programs. While we did not reach our goal of 100 surveys for Q2 we are continuing to work with programs to encourage the participation of all clients. We saw a higher number of clients who’ve been enrolled for less than 3 months this quarter than past quarters, a decrease in clients enrolled for more than 1 year (left) and an increase in program satisfaction (below).

This report shows data for all of YouthCare in order to highlight agency trends. This is combined with Department Reports provided 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**. On the next page are charts showing the change in scores from 2021 Q1 to 2021 Q2 with strengths highlighted in green and areas for improvement in red. This quarter our strengths remained consistent with an additional two items that moved into the strength category.

Intake & Assessment

	2021 Q1	2021 Q2	CHANGE
The purpose behind intake and assessment questions were explained to me.	4.33	4.27	-0.06
Staff asked me the intake or assessment questions in a confidential place.	4.53	4.39	-0.14
I can refuse to answer any intake or assessment questions I feel uncomfortable answering.	4.49	4.41	-0.08
Staff and volunteers take steps to protect my confidentiality and the confidentiality of others.	4.5	4.38	-0.12
I know how to file a complaint or grievance if I have a problem with the program, staff, or volunteers.	3.73	4	0.27
Answered	60	51	
Skipped	2	7	

Program Safety & Support

	2021 Q1	2021 Q2	CHANGE
I feel safe while accessing services and participating in this program.	4.31	4.37	0.06
Staff helped me understand my rights as a program participant.	4.48	4.35	-0.13
Staff helped me understand the rules of the program, why they have them, and consequences of breaking rules.	4.41	4.3	-0.11
Staff treat me with respect (i.e., respecting my boundaries, not making insulting or humiliating remarks, etc.)	4.20	4.43	0.23
I feel okay letting staff know if I have a problem or feel unsafe around others.	4.43	4.41	-0.02
Answered	59	51	
Skipped	3	7	

Voice & Choice

	2021 Q1	2021 Q2	CHANGE
Staff consistently use the name and pronouns I use (ex. she/her, they/them, he/him, etc.).	4.59	4.63	0.04
I've been asked to be involved in program decision making (i.e. advisory group, input on program activities, etc.).	3.83	4.06	0.23
I have seen examples where youth input has led to positive change.	3.67	3.96	0.29
This program helped me explore my interests, talents, and abilities.	4.30	4.22	-0.08
I get to express my culture, religion, heritage, and/or identity while participating in this program.	4.32	4.36	0.04
Answered	58	51	
Skipped	4	7	

Case Management & Goal Planning

	2021 Q1	2021 Q2	CHANGE
I have a case manager or staff person I can meet with on a regular basis.	4.47	4.23	-0.24
I talk about what I want during case management and/or program activities.	4.33	4.27	-0.06
I participate in developing my service plan and setting my own goals.	4.04	4.17	0.13
I feel like the staff in this program care about me, and my needs matter to them.	4.16	4.37	0.21
This program has helped me with my next steps towards achieving my goals.	4.44	4.31	-0.13
Answered	55	49	
Skipped	7	9	

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 highest needed services remained the same as the past 3 quarters – Housing/Shelter & Food/Clothing/Hygiene. There was a significant increase in the level of need for Family Reconciliation at 31.97%. All other services show a decrease in client needs. Legal support saw a 30.68% decrease compared to 16.54% increase in Q1. 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.

	2021 Q1	2021 Q2	CHANGE
Food/Clothing/Hygiene	80.00%	80.00%	0.00%
Family Reconciliation	41.03%	73.00%	31.97%
Housing/Shelter	89.19%	72.00%	-17.19%
Employment Support	78.79%	66.00%	-12.79%
Educational Support	70.73%	61.00%	-9.73%
Counseling/Treatment	74.36%	51.00%	-23.36%
Independent Living Skills	68.42%	51.00%	-17.42%
Fun Activities/Recreation	72.50%	43.00%	-29.50%
Legal Support	73.68%	41.00%	-32.68%
Building Community	58.82%	37.00%	-21.82%
Public Benefits (SNAP, TANF, SSI)	67.65%	27.00%	-40.65%

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. Highest scoring items are highlighted in green and lowest scoring items are highlighted in red. Family Reconciliation saw a large increase in satisfaction again this quarter which is on target for our goal in having items most needed rate higher in satisfaction. There was also a decrease in satisfaction for many services this quarter. This could reflect total number of surveys administered this quarter compared to last, with a 16.2% decrease in survey participants.

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

	2021 Q1	2021 Q2	CHANGE
Food/Clothing/Hygiene	2.7	2.74	0.04
Family Reconciliation	2.67	2.71	0.04
Housing/Shelter	2.65	2.71	0.06
Employment Support	2.6	2.66	0.06
Educational Support	2.68	2.62	-0.06
Counseling/Treatment	2.6	2.61	0.01
Independent Living Skills	2.6	2.57	-0.03
Fun Activities/Recreation	2.74	2.55	-0.19
Legal Support	2.56	2.5	-0.06
Building Community	2.67	2.46	-0.21
Public Benefits (SNAP, TANF, SSI)	2.46	2.32	-0.14

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?

- *My supervisor Paula. She really cares about teaching us as individuals, and developing our skills– **Tile***
- *How the staff care about you- **YouthBuild***
- *The kindness and care of the staff– **GED***
- *Kind youth counselors–**Hope Center***
- *I appreciate how honest and open staff and peers are to learning and building community – **UDYC Engagement***
- *This program is really understanding they don't judge you and they help you when it's needed - **YouthGrow***
- *The staff is understanding and patient. They have amazing meal plans and other resources available. roommates – **Orion Engagement Center***
- *I appreciate that I can talk with my family. I appreciate that I can be in school, and I appreciate that they treat me well – **Casa***

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 risk, and (3) 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.

In previous quarters, 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 very close to launching the function of Incident Reporting in CaseWorthy. Over the course of the next few weeks they will be entering backlogged incident reports in order to review quarterly data.

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 also an opportunity to assess the quality-of-service delivery and to ensure that confidential information remains confidential. This quarter we did not complete reviews of every program, but focused on those that had yet to implement the process. Additionally, the department and programs have been prioritizing setting up our new Client Management System and ensuring staff are supported in fully using the system. A few of the ways this system will support the File Review process is:

- Flagging alerts when a document is missing or incomplete;

- Providing real-time dashboards directly to staff and their supervisors to check completion rates of files;
- Case Note templates to ensure consistency and completeness of case and progress notes; and
- Allow for remote file reviews when assessing the quality of services offered.

Additionally, the PQI Department is creating more clear policies, procedures, and training on client care and service provision to accompany the role out of the system.

In the next month staff will work towards uploading documents in CaseWorthy and reports of file documents will be pulled to show file completeness.

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.

Althea Haug from YouthCare's Community Based Housing team has done incredible work this quarter. Althea built a partnership with Housing Connector which has reduced barriers to youth accessing permanent housing. Althea's efforts have streamlined this process for the youth we serve and to date she has moved the most clients through the Home of Hope Bridge Program than any case manager. She also worked with Home of Hope leadership to have youth counselors trained on the housing connector process. This has allowed all staff to assist clients navigating towards independence. Althea has stated that she sees more youth approved for apartments through housing connector versus using other resources, which has been incredibly helpful in building lasting partnerships with many property owners and managers. Althea's client center approach has led to incredible support for our clients and is reflected in the program outcomes to permanent housing.

There are many staff that deserve recognition for their engagement in CaseWorthy! We have truly appreciated all the questions, comments, and desire to learn and improve the processes! Special thanks go to Leandro Pettino, Emily Nicewonger, Casey Hewes, and Nick Goodwin.

Section Six – Values in Action

In June, the PQI team launched an opportunity to recognize staff and how they are living out YouthCare's values in their work. The following staff were mentioned in June and August 2021.



Workforce Development & Education

Paula Mattson: Dependability - Paula has led the TILE Program for over 20 years. What else is there to say! Paula is the true embodiment of dependability. She shows up every day ready to work with any youth in her program. She will always find ways to go above and beyond to support them in succeeding in program.

Ray Hurley: Equity, Diversity, & Inclusion - Ray has found creative ways to identify opportunities outside of program for youth to explore their passions. But most importantly, Ray has identified opportunities for youth that centers their diversity. Youth get to see firsthand that their passions matter. Youth can truly see themselves in the work they're doing.

Nick Goodwin: Empowerment - Nick comes to work every day with relentless passion to not only empower youth in program but also staff. His passion for the work is infectious. Nick always centers clients' needs in program.

Jamie Rose Pinilla-Odea: Leadership, Collaboration- Jamie Rose is showing leadership through a staff transition at YouthBuild. She is collaborating with the other program staff to make sure the program operates seamlessly until the vacant position is filled. Her excellent performance in this season is directly tied to her investment in seeing positive outcomes for clients in the program. She cares and it shows!

Jamie worked so hard to build partnerships with the Urban League and working on the partnerships with construction sites! This has been so exceptional and has led to us having funding opportunities to better services for young people!!! She's worked so hard to advocate and collaborate with others for her program and her young people!!

Erica Limon: Leadership, collaboration - Erica continues to lead in all she does. She leans into hard work and hard conversations, and always centers our mission and the young people we serve. Her ability to work cross functionally across teams drives the agency towards its theory of change goals.

Young Adult Housing

Jennie Jepsen: Collaboration, Respect, Empowerment, Dependability - She is always incredibly helpful at sharing information and is truly detail oriented and has come up with so many resources as well as connected herself to so many resources. She is a fantastic teammate and very to the point but also supportive and comforting at times when it is needed. Jennie initiates collaboration with community partners in service of her clients. Her commitment and person-centered approach fosters growth and development of the young people on her case load.

Aidan Simpson: Empowerment, Dependability - Aidan consistently shows up looking to support our youth every day. Not only is he physically present and always in a good mood, but he is also looking for ways to grow professionally and in the program. He recognizes the needs for the program and asks to assist before we can think of asking!

Brandin Tolbert: Leadership, Respect, Dependability – Brandin supports his teams through challenges with dignity and respect. He always challenges his team to focus on centering our clients at the heart of all of their actions and to lead with racial and social justice in all they do. Brandin's ability to hold a steady and calm demeanor even during the most stressful

situations allows him to be a true support to his team.

UDYC Engagement Center

RJ Solomon: Dependability, Leadership, Collaboration - RJ and I led a huge deep clean at UDYC this past week! RJ really stepped up and was the partner I needed to make this project a success! We made great connections and are excited to see what future projects we can host at UDYC.

Shannon Tucker: Dependability, Equity, Diversity, & Inclusion, Collaboration - I have the pleasure and honor to supervise Shannon she is our community advocate csec and she does amazing with our clients by supporting them getting the documentation getting them house while also meeting them where they are she very dependable reliable and always ready to better the client world day and situation she finds a way to get things done when it seems to be no way thanks for always being an amazing case manager and being selfless you rock.

Lisa Byoune: Respect, Empowerment, Dependability, Social Justice, Equity, Diversity, & Inclusion, Leadership, Collaboration - Lisa lives these values in the work she does everyday. She leads social justice initiatives at the agency in ways that welcomes everyone in and invites them to engage, from staff BBQ's, the Juneteenth Celebration, and the way she engages all of the staff and clients who come through the doors at UDYC. She leads with love, and by example. Lisa is an exemplary leader, and I want to be more like her in the way I lead.

Adolescent Housing Services

Sara Berner: Dependability, Leadership, Collaboration - For 9 plus years Sara has been a dedicated leader at Adolescent Shelter. I am excited to see her in her new well deserved role of Associate Director for Ad Housing Services. She is an awesome team member and collaborator, leader and demonstrates excellence in everything she does. She has been a critical part of shelters success and stability over the years. I appreciate and respect her leadership and support throughout the years and going forward. Sara has been a consistent resource to other under 18 programs and is the ideal Associate Director. I am excited about her leadership and collaboration in her new role.

Melissa Martinez: Safety, Respect, Dependability - Melissa is a great example of YouthCare's values of safety, respect, and dependability! Melissa has a gift in clearly explaining medical processes to Casa clients and helping them feel safe. She is always doing her best to advocate for them and ensure they receive the best medical care upon arrival to the U.S. She has been coordinating COVID vaccines for all our clients. Recently Melissa assisted a client in receiving a new hearing aide which was an impactful moment in this client's life. Thank you for your hard work and dedication, Melissa!

Development Department

Alexis Silva: Dependability, Leadership, Collaboration - Alexis has been a complete team player, always positive and always ready to help in any way needed. Lately, she has been helping to bridge the gap of client needs during staff transition, and it has been essential in being able to serve clients and staff well.

PQI Department

Emma York-Jones: Dependability, Collaboration - Emma is reliable, trustworthy, and supportive across the board. She has five million things going on and is always willing to dive in and help out.

Erin Chapman-Smith: Empowerment, Leadership - Erin is so exceptionally helpful and encouraging. Her daily support allows for folks to rise to the occasion and build their skills. I am so exceptionally grateful for Erin.

Melanie Mayo: Dependability, Leadership, Collaboration - Melanie for the past year has shown up at the Orion Center bringing her best self for the entire teams. She ensured high quality of services were provided to our young people through these difficult times, and also being reliable and supportive to each of our team members. I feel honored to have worked with her and wish her the best in the PQI team! Thank you Melanie for all your hard work at the Orion Center!

HR Department

Colleen Goodwin: Leadership - Welcomed me to YouthCare and made sure I was comfortable! Always helped with any questions I had and made my first weeks great! As well as the whole HR team :)

Finance Department

Pat Kurtz: Dependability, Collaboration - Pat took the time to carefully review the federal ACF Transitional Living Program grant application budget worksheet and budget narrative and provided helpful feedback and guidance, during a very busy time when the Finance team had limited capacity. She demonstrated dependability and collaboration, and a deep commitment to YouthCare's success in our efforts to secure this important funding.

Carmon Jenkins: Dependability - Carmon has an amazing talent of dependability. She responds to payroll and finance questions timely, and has taken on leadership in her department, where her staff have come to depend on her!