




# **YOUTH**CARE

# **PQI REPORT**

**Q1, 2022**

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# Welcome

Welcome to the PQI Quarterly Report!

YouthCare's PQI Department strives to utilize data as a means to inform and promote efficient, effective service delivery and achievement of the organizations mission and strategic goals and ultimately, to provide the most excellent services we can to young people.

This report offers an overview of the agency's strengths and areas of opportunity. 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](mailto:PQI@youthcare.org). For more information on YouthCare's PQI efforts, check out the PQI Plan.

YouthCare continues to build out the PQI initiative, adding new indicators of quality collected each quarter. This report reviews information intended to drive the agency towards data-informed decision making enhancing the experience of staff and promoting quality client service provision.



## Indicators of Quality

- **Staff Retention & Turnover**
- **Incident Reports**
- **Client File Reviews**
- **Updates**
- **Values in Action**

# Staff Retention & Turnover

**27**

staff exits Q1

**3**

exit survey responses

**59%**

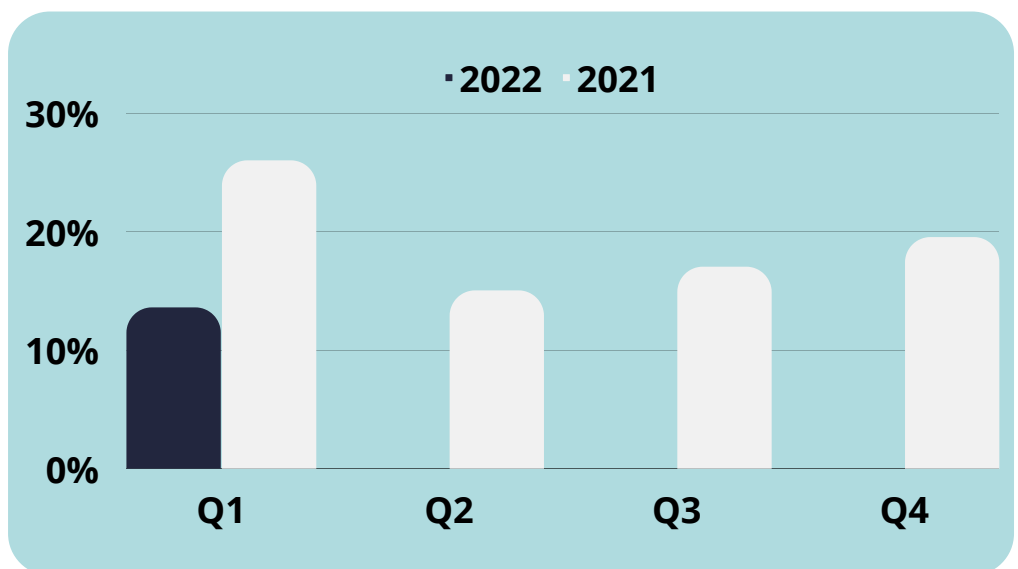
of exits direct service staff

**84%**

retention

Staff retention remains a top priority for the agency. In quarter 2, the PQI team, in partnership with the Human Resource's department, will meet and assess areas of opportunity for increasing retention and overall staff experience at YouthCare. This meeting is also intended to identify tracking systems for data collected during staff exit interviews, work plans for implementation of Council on Accreditation HR standards, and updates on the YouthCare DEI action plan.

## Turnover Rates



This graph represents quarterly staff turnover, comparing 2022 and 2021 figures.

# Incident Reports

**128**

IRs submitted Q1

**42**

reports remain in "open" status

**31%**

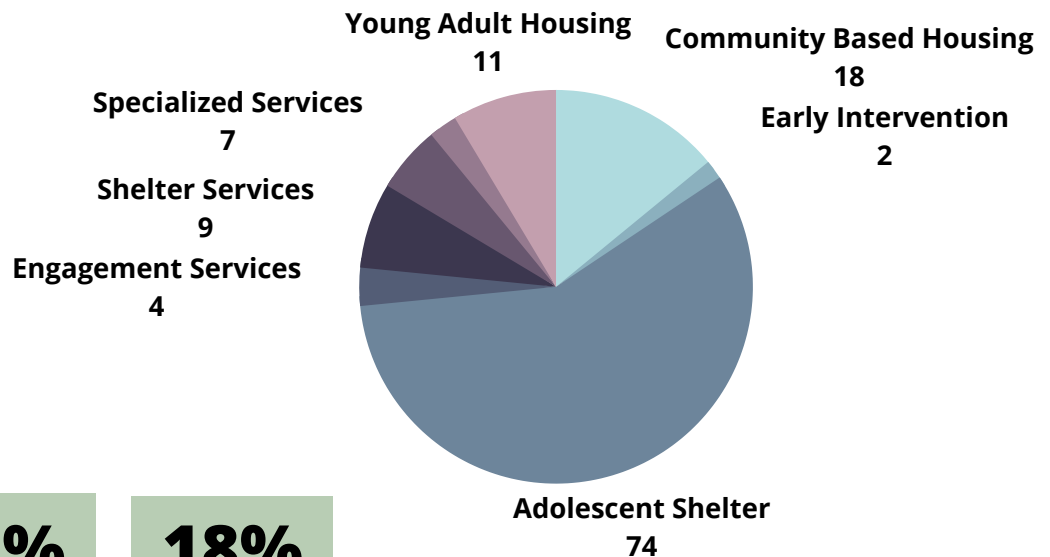
of IRs report current/historical child abuse and/or neglect

**22%**

of IRs involve mental health emergencies and/or drug/alcohol

**18%**

of IRs involve physical altercations, aggressions, and/or verbal threats



YouthCare tracks Incident Reports to monitor our responses to crisis in ways that support the safety of our clients and staff. 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.

By reviewing incident reports quarterly, we can assess several indicators of quality, such as supports and resources needed for clients, and opportunity for staff training. This quarter, we were able to identify three consistent areas of incidents: reported child abuse and/or neglect, mental health crisis and substance use, and physical altercations, threats, and aggression. This data informs us there is a high need for connecting clients to counseling services and chemical dependency supports. Additionally, this data supports a need for staff training on reporting to CPS, motivational interviewing, de-escalation skills and best practices, and harm reduction.

Review of incident reports is an opportunity to assess reporting best practices. We can see there are 42 IRs in "open" status. This information will guide communication to program leaders, ensuring YouthCares IR practices are consistent across the agency. IRs are expected to be reviewed and "closed" within 3 business days of submission. Q2 will focus on ensuring staff have the tools they need to complete all IRs within the timeline outlined in the agency procedure.

# Client File Review

After piloting the client file review process for 3 quarters, the PQI team introduced this process to program leaders. Over the course of 2 sets of training and finalization of the File Review Matrix Tool guided by staff feedback, Q1 file reviews were led by program leaders and their teams.

Client file reviews are held quarterly, and assess the quality of service provision in each program based on the identified needs of the client during initial program intake. Additionally, client file reviews provide opportunity to assess the use of CaseWorthy, identifying areas of strength and growth.

Once file reviews are completed, each review team provides feedback to the program they reviewed. Feedback sessions are to inform teams of immediate action to client files, such as uploading missing required documents, and to provide general feedback for quality of files. An example of this is providing guidance to a teammate on writing case notes in 3rd person language.

For more information on the file review process attend the PQI office hour held weekly.

**25**

programs reviewed

**407**

files assessed

**4.6/5**

completed assessments

**STRENGTH**

**1.4/5**

use of service planning function

**OPPORTUNITY**

**42.52**

agency average score per file out of 70 possible points

**CONGRATULATIONS!**

**PASSAGES!**

Passages scored the highest in file reviews, averaging 60 points per file out of 70 possible points!

# Agency Updates

## **Client Satisfaction & Experience Survey**

Client Satisfaction & Experience survey results will be reviewed bi-annually rather than quarterly. In order to best capture client feedback, programs have been asked to incorporate the survey into program best practices. Reviewing data bi-annually will allow for a more intensive review of program quality assurance. Total goal still remains at 100 per quarter.

## **Performance Opportunity Plans**

Due to agency reorganization and welcoming many new staff, Q1 was used for training program staff on POP practices and brainstorming workgroups for POP goals. Q2 POPs are currently active, with over 75 action items in progress.

## **Young Adult Shelter Services**

Shelter Services at Orion Center sunset on March 31, 2022. The merging of engagement and workforce services has allowed for all engagement sites to work collaboratively together, standardizing their practices across the department and working intently on connecting young people with resources, education, and employment opportunities. Shelter services remains in full operations at South Seattle Youth Center.

## **Tile Program**

The arts based employment program has shifted operations back to UDYC. The Tile space at Orion will continue to be used for arts-based drop-in programming.

## **YouthCare DEI Plan**

The Director of DEI utilized Q1 evaluating current principles of inclusion, racial equity, and justice within the organization through education, communication, and engagement. Q2 priorities include complete S.W.O.T analysis of YC through a DEI lens to inform development of the equity action plan, identify and refresh agency DEI & Social Justice Values, launch equity lens framework tool intended for leadership training, and hold 2 education/engagement programs and communication pieces.



## **Q2 Priorities**

- 1. Define COA Timeline**
- 2. Identify system for tracking of training**
- 3. Meet with HR to review COA standards**
- 4. Solidify Centralized Client Services Model**
- 5. Review IR practices with leaders**

# Values in Action

We want to acknowledge the phenomenal work that is occurring across the agency to ensure we're providing high quality programming for young people!

There are many staff that deserve recognition for their dedication to the YouthCare mission. This quarter, several staff have shown their commitment to our youth through continued challenges of COVID-19 and staffing shortages. The work at YouthCare would not be possible without you all. Thank you all for your ensuring our young people are valued for who they are and are empowered to achieve their potential.

## **MAURICE TAYLOR**

SAFETY • RESPECT • DEPENDABILITY •  
LEADERSHIP

"WE SEE YOU AND HOW HARD YOU HAVE BEEN WORKING DURING STAFF TRANSITION! THANKS FOR YOUR LEADERSHIP."

## **BECCA LANASA**

SAFETY • COLLABORATION •  
RESPECT • LEADERSHIP •  
EMPOWERMENT • DEPENDABILITY •  
SOCIAL • JUSTICE DEI

"BECCA LED WITH GRACE AND CLARITY THROUGH A COMPLICATED INCIDENT AT ORION. SHE FOCUSED ON CLIENT AND STAFF SAFETY, INCLUDED PEOPLE AS NEEDED IN DECISION-MAKING, AND COMMUNICATED CLEARLY THROUGHOUT. I AM VERY THANKFUL TO HAVE BECCA'S LEADERSHIP AT YOUTHCARE!"

"SUPPORT, ENCOURAGEMENT, INSIGHT, HUMILITY, POSITIVE REINFORCEMENT."

## **LEANDRO PETTINO**

DEPENDABILITY • LEADERSHIP •  
SOCIAL JUSTICE

"LEANDRO CONSISTENTLY GOES ABOVE AND BEYOND FOR HIS CLIENTS. HE KEEPS THEM FRONT AND CENTER DESPITE ALL OF THE CHALLENGES OF THE WORK AND THE ORGANIZATION."

## **MARIA WRIGHT**

EMPOWERMENT

"MARIA STARTED AS AN INTERN FROM YWCA, HERE AT PASSAGES, AND QUICKLY CONNECTED WITH THE YOUTH AND STAFF. MARIA IS NOW AN AMAZING ENGAGEMENT SPECIALIST WHO YOUTH CAN TRUST AND STAFF CAN COUNT ON."

## **BRIAR HIGBEE**

RESPECT • EMPOWERMENT • SOCIAL  
JUSTICE • DEI • COLLABORATION

"THEY STOOD UP FOR A TRANS YOUTH WHO WAS BEING HARASSED BY THEIR PEERS. THIS STAFF MEMBER'S ACTIONS RESULTED IN OUR CLIENT BEING TRANSFERRED TO ISIS; A PROGRAM MUCH MORE APPROPRIATE FOR THIS YOUTH. THANK YOU BRIAR."

"THEY CONTINUE TO STAY OPTIMISTIC AND PUT IN GREAT EFFORTS TOWARDS HELPING OUR CLIENTS SUCCEED. ALWAYS WILLING TO HELP AND GOING BEYOND EXPECTATIONS. THIS PLACE WOULDN'T BE AS AWESOME WITHOUT BRIAR!"



# Values in Action Cont.

## **YARELYS RIVERA RODRIGUEZ**

### LEADERSHIP

"YARELYS HAS COME TO CENTRALIZED CLIENT SERVICES AND BROUGHT JOY, COLLABORATION, MUTUAL RESPECT, AND SUPPORT. SHE HAS SHOWN UNWAVERING SUPPORT TO PROGRAM MANAGERS AND DIRECT SERVICE STAFF. I LOOK FORWARD TO SEEING HOW OUR DEPARTMENT GROWS AND DEVELOPS UNDER HER LEADERSHIP."

## **TRACI STARR**

### COLLABORATION

"TRACI RESPONDED IN PERSON, TO A SAFE PLACE CALL FROM THE ORION CENTER. SHE WORKED WITH ORION STAFF TO ENSURE THESE TWO UNDER 18 YOUNG PEOPLE WERE SAFE AND COMFORTABLE. TRACI WENT ABOVE AND BEYOND BY ENSURING THESE YOUNG PEOPLE NOT FELT SAFE GOING HOME, BUT PLACED REFERRALS FOR ONGOING CASE MANAGEMENT. SHOUT OUT TO TRACI FOR HER COLLABORATION WITHIN YOUTHCARE, COMMUNITY PARTNERS, AND MOST OF ALL THE YOUNG ADULTS SHE SERVES."

## **ZACH PETERSON**

### LEADERSHIP • DEPENDABILITY •

### COLLABORATION

"THEY HELPED ME LEARN THE MAIN OFFICE PROCESSES, THEY CHECKED IN ON ME AS I WAS LEARNING, AND THEY OFFERED ME A LOT OF SUPPORT!"

"DESPITE A MOVE TO A NEW POSITION AND TEAM, ZACH STEPPED UP TO COORDINATE AND SUPPORT PROCUREMENT OF BUS TICKETS FOR CLIENTS WHEN OTHER STAFF DIDN'T RESPOND."

## **TONY OTERRORMARRERO**

### RESPECT • COLLABORATION

"TONY WORKS HARD TO SUPPORT MANY EXTREMELY DYNAMIC PROJECTS! HE CARES DEEPLY ABOUT PEOPLE, HAS EXCELLENT CUSTOMER SERVICE, AND IS DEDICATED TO DOING A GREAT JOB. THANK YOU FOR ALL THE UNSEEN THINGS YOU DO TONY!"

## **ONNA JAEGER**

### RESPECT • SAFETY • SOCIAL

### JUSTICE • DEPENDABILITY • COLLABORATION

"SUPPORTING CLIENT WHILE INCARCERATED, TAKING THE TIME TO WALK WITH THEM AND LISTEN TO THEM. MAKING SURE THEY FEEL SAFE AND HAVE WHAT THEY NEED TO START AGAIN. TURE COMPASSION AND RESPECT FOR THE YOUTH SHE WORKS WITH."

## **ALLISON BARBER**

### SAFETY • DEPENDABILITY • COLLABORATION

"ALLISON IS SO DILIGENT AND DEPENDABLE. SHE GOES ABOVE AND BEYOND TO HELP, RESPOND QUICKLY, AND FOLLOW THROUGH. YOUTHCARE IS A BETTER PLACE BECAUSE OF ALLISON'S DEDICATION AND EXPERTISE."

## **DEGALE COOPER**

### LEADERSHIP • RESEPECT

"DEGALE CARES ABOUT THE PEOPLE SHE WORKS WITH AND HAS SHOWN UP WITH SOME UNWAVERING OPTIMISM OVER AND OVER AGAIN. I APPRECIATE HER LEADERSHIP!"



# Values in Action Cont.

## **CALEB CASTO**

RESPECT • SAFETY • SOCIAL JUSTICE •  
DEPENDABILITY • COLLABORATION •  
LEADERSHIP • EMPOWERMENT • DEI

"CALEB IS A TRULY EXCEPTIONAL MANAGER AND PERSON. I HAVE NEVER FELT I COULD TRUST A MANAGER MORE THAN CALEB. CALEB GOES SO FAR ABOVE AND BEYOND WHAT IS REQUIRED OF HIM AS A MANAGER. HE IS ALWAYS WILLING TO DO WHAT NEEDS TO BE DONE TO TAKE STRESS OFF HIS STAFF, EVEN IF IT'S NOT SPECIFICALLY HIS RESPONSIBILITY. HE RADIATES POSITIVITY, AND IS ONE OF THE FUNNIEST PEOPLE I'VE MET. HE LISTENS TO HIS STAFF, AND IF STAFF HAVE AN IDEA THAT CAN BE INCORPORATED INTO PROGRAM TO MAKE IT RUN BETTER, CALEB IS THE FIRST ONE ON BOARD. HE CLEARLY HAS A PASSION FOR THE WORK HE DOES. HE HAS NEVER ONCE TALKED DOWN TO ME. MUCH THE OPPOSITE. CALEB IS THE TYPE OF LEADER THAT MAKES ME WANT TO BE BETTER AND DO MORE FOR THIS PROGRAM. IF THERE WAS SOMEONE FROM THIS ORGANIZATION THAT I WOULD WANT TO MODEL MYSELF AFTER, IT WOULD BE CALEB CASTO."

## **BELLA BOWMAN**

RESPECT • LEADERSHIP • EMPOWERMENT •  
DEI • COLLABORATION

"BELLA WENT ABOVE AND BEYOND BY DEVELOPING AND DELIVERING A TRAINING FOR ALL ENGAGEMENT CENTER STAFF IN ADVANCE OF TRANS DAY OF VISIBILITY. THEY PROVIDED RESOURCES, HIGHLIGHTED AGENCY POLICY, AND ALLOWED SPACE FOR STAFF TO ASK QUESTIONS ABOUT HOW TO SUPPORT TRANS STAFF AND CLIENTS. THIS TRAINING IS NOT PART OF THEIR JOB DESCRIPTION, THEY DID IT OF THEIR OWN VOLITION AND WILLINGNESS TO SEE STAFF THRIVE WHEN IT COMES TO EQUITY AND INCLUSION IN OUR CENTERS."

## **TORI STEVENS**

RESPECT • SAFETY • SOCIAL JUSTICE •  
DEPENDABILITY • COLLABORATION •  
LEADERSHIP • EMPOWERMENT

TORI IS ONE OF THE HARDEST WORKERS I KNOW. SHE HAS BEEN INCREDIBLE AS A CASE MANAGER, AND AS SOMEONE WHO HAS HAD TO TRAIN A NEW CASE AIDE. SHE CONSISTENTLY GOES OUT OF HER WAY TO MAKE SURE HER CLIENT'S NEEDS ARE MET, AND HAS AN AMAZING WEALTH OF KNOWLEDGE AND UNIQUE PERSPECTIVE FROM WORKING WITH UNDERSERVED PEOPLE IN OTHER PARTS OF THE WORLD. I HAVE ALWAYS FELT LIKE I CAN DEPEND ON HER. EVEN WHEN TORI DOESN'T HAVE ALL THE ANSWERS FOR ME, SHE'S WILLING TO LEND A HAND TO WORK THROUGH A PROBLEM."

## **DOROTHY PIERCE**

RESPECT • SAFETY • SOCIAL JUSTICE •  
DEPENDABILITY • COLLABORATION •  
LEADERSHIP • EMPOWERMENT

"DOROTHY COMES TO WORK EVERYDAY WITH A HEART FOR OUR YOUTH. SHE CONSISTENTLY WORKS TO ENSURE EACH STUDENT IN OUR CLASSROOM IS CARED FOR AND HAS WHAT THEY NEED TO SUCCEED!"

## **TIREION TURNER**

EMPOWERMENT

"TIREION HAS INCORPORATED 30,60,90-DAYS PROGRAMING FOR THE YOUTH TO REACH THEIR FULL POTENTIAL AND GOALS, THAT ARE BROKE DOWN TO DAILY SO THEIR ACHIEVEMENTS CAN BE TRACKED ."