

# **YOUTH**CARE

## **PQI Report - Q3 2022**

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# Welcome

Welcome to the PQI Quarterly Report for Q3 of 2022!

YouthCare's PQI Department strives to utilize data as a means to inform and 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 our 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 report can be improved, please contact us at [PQI@yotuhcare.org](mailto:PQI@yotuhcare.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**  
**Staff Exit Surveys**  
**Agency Updates**  
**CaseWorthy**  
**Performance Opportunity Plans**  
**Priorities**  
**Values in Action**

# Staff Retention & Turnover

**32**

staff exits  
Q3

**8**

exit survey  
responses

This quarter we saw 15.4 %staff turnover, compared to 17% turnover in Q3 of 2021.

Going into Q4 we will continue to prioritize collecting as many staff exit survey responses as possible, evaluating responses at the executive level and incorporating staff feedback to agency improvement efforts.

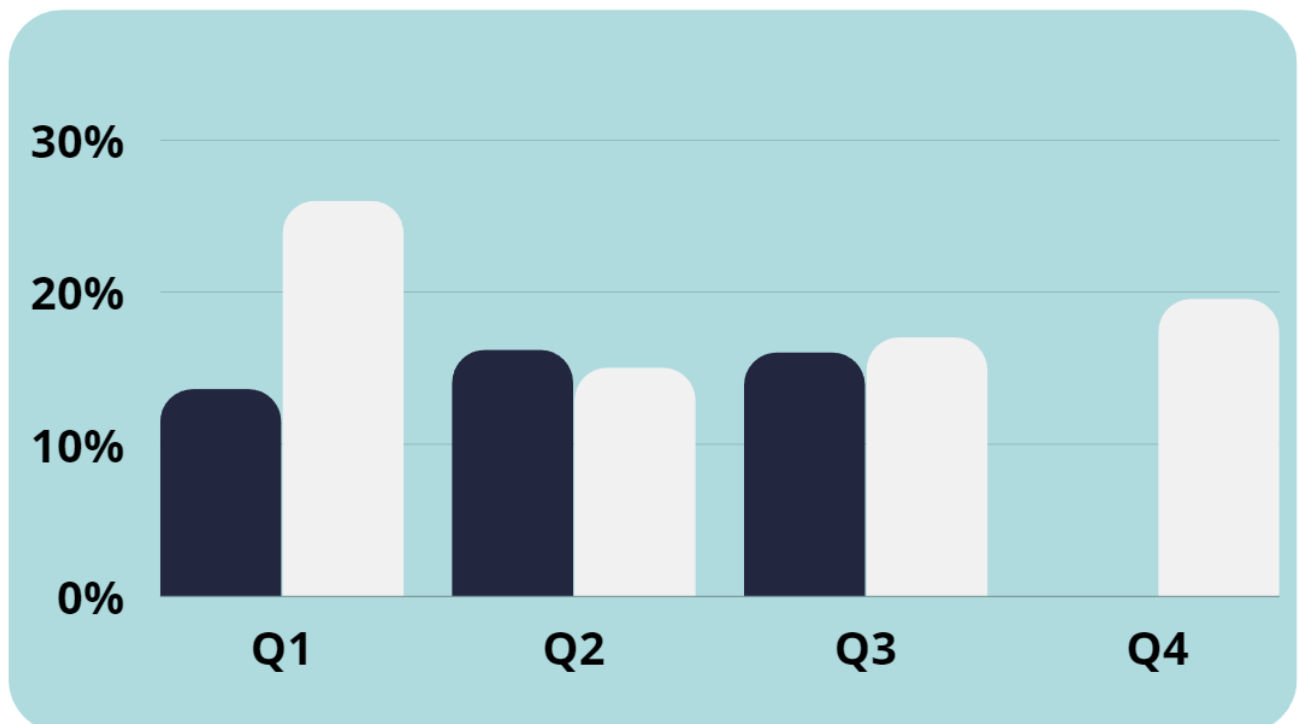
**78%**

of exits direct  
service staff

retention

**84%**

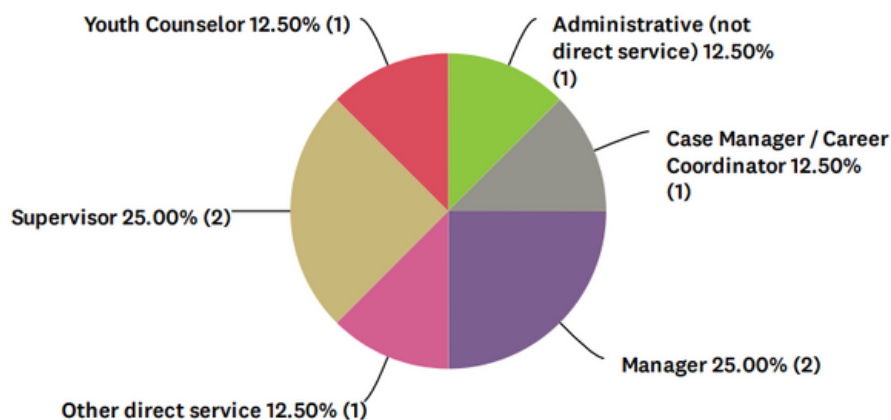
## Turnover Rates



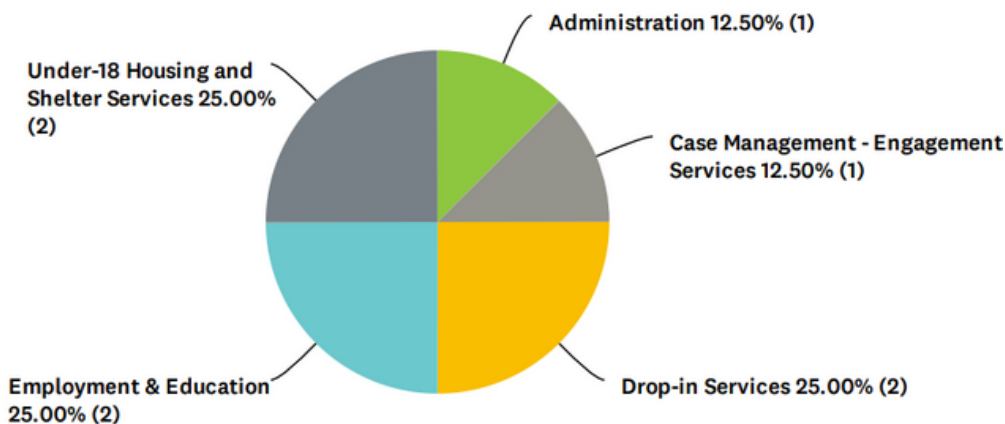
# Staff Exit Surveys

This quarter, we reviewed data collected from staff exit surveys from July 2022 - September 2022. The information provided in this report provides transparency and sets the foundation for agency improvements. Quarterly, the goal is to administer the Staff Exit Survey to 100% of staff transitioning out of the agency. A total of 8 staff completed the exit survey upon their departure from the agency. Among the total surveys collected we saw the highest turnover among Supervisors and Managers. The survey asks a series of 13 questions as it is related to their experience working for the agency.

## What was your position within YouthCare?



## What department did you work in at YouthCare?



Of the data gathered from the 8 surveys, communication across programs and from leaders was identified as the highest need of improvement. The creation of multiple office hours across various departments throughout the agency will support staff in getting to know teams and answer any questions they might have in regards to cross departmental work. Our recurring all agency meetings and all leadership meetings provide space for leaders to communicate agency updates to all staff. In Q4 we will continue to focus on improving agency communications.

# Incident Reports

**103**

IRs submitted  
Q3

**24**

remain in  
open status

**24%**

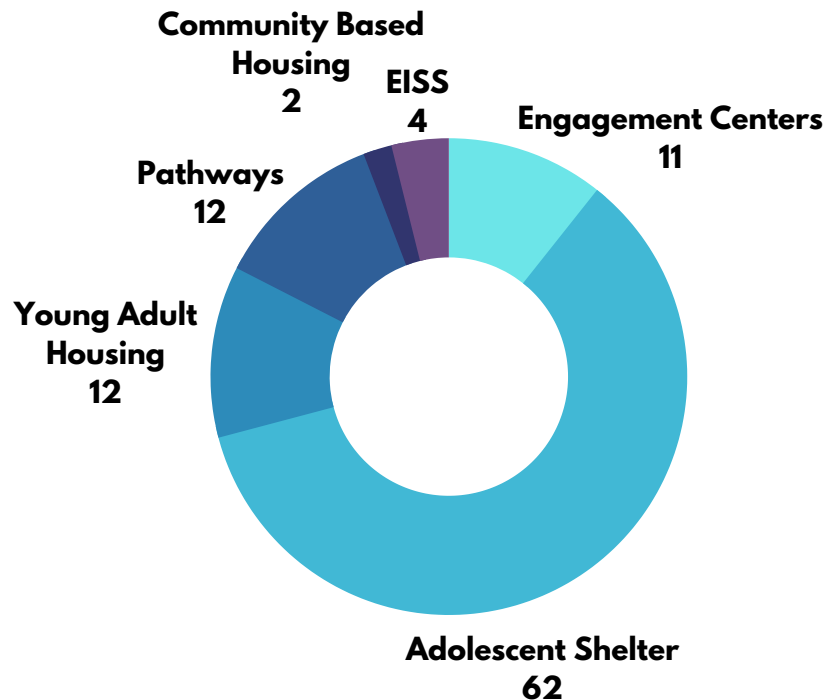
of IRs report  
current/historical child  
abuse and/or neglect

**16.5%**

involve mental health  
emergencies and/or  
injury/medical  
emergencies

**5%**

involve physical  
altercation/aggression  
and/or verbal  
threats/aggression



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. The most consistent area of incidents this quarter were reported child abuse and/or neglect with 24% of incidents. This data supports that there's a high need for staff training on reporting to CPS. This quarter we saw a significant decrease in physical and verbal aggression incidents from 17% in Q2 to 5% in Q3. The decrease in physical and verbal aggressions correlates with our increase in De-Escalation trainings provided to staff in Q3. De-Escalation trainings are provided for staff to better equip them to serve our clients. In Q4 we will continue to provide trainings to support our staff in mitigating incidents.

We can see there are 24 IRs in "open" status. This is an increase from the 18 that remained open last quarter. IRs are expected to be reviewed and "closed" within 3 business days of submission. In Q4 we will continue to prioritize closing IRs within the expected amount of time.

# Agency Updates

## Recruiting Efforts

Our HR team has been working with the outsourced team Helios HR & Recruiting. The group is currently focused on our Engagement and Case Manager roles. Candidates are starting to flow through Taleo for the recruitment process now and will continue in Q4.

## Updated HR Structure

HR is updating their team structure to include HR Business Partners to support the agency. There will be two new staff soon who will be the face of HR to all employees in their assigned groups. These two new HRPS will roughly split the employee population and will be as close to the day to day in their groups as they can be to give direct support in Career Development, Culture, Employee Relations, Performance Management and just about anything related to HR. They will partner with the rest of the HR staff to ensure we are getting everything done that is needed in the groups they support.

## Agency Office Hours

Multiple teams across the agency have started hosting office hours to provide space for staff to ask any questions they might have. As the agency continues to improve cross department communications, office hours provide a space to build rapport and get to know the work of different departments in the agency. Below are the current office hours held.

Budget Questions & Needs Office Hours: Every Monday from 11:30-12:30 Degale's

Office Hours: Every other Monday from 11-11:30

HR's Office Hours: Every Thursday from 11-12

IT's Office Hours: Every Friday 2-3

PQI's Office Hours: Every Wednesday 9:30-10:30 & every other Friday 11-12

Union Contract Questions for Managers: Varies each week

# CaseWorthy

## Services

Services entered in CaseWorthy remained steady in quarter 3 compared to Q1 and Q2 so far in 2022, with around 11,000 services entered per quarter, with 78% of those services coming from Engagement Center Services.

## External Referrals

Referrals to our external partners entered in CaseWorthy have continued to drop throughout the year, with 99 entered in Q1, 46 in Q2, and 40 in Q3. We have been meeting with program leadership and are hoping to see these numbers rise in Q4!

## Enrollments

Enrollments have maintained relatively consistent across the first three quarters of 2022, with 495 in Q1, 426 and Q2, and 455 in Q3. A breakdown of Quarter 3 enrollments by Program is below. Engagement Center Services leading the way here too!



# Performance Opportunity Plans

Performance Opportunity Plans (POPs) are created by the leaders in each department each quarter. POPs are meant to identify an area of growth within the program and create actionable steps for improvement. POPs were started to increase communication across departments and increase accountability within programs. POPs have 3 different sections: Plan, Do, and Check & Act.

**18**

**POPs created  
in Q3**

**5**

**different  
departments  
participating in  
POPs**

Many teams prioritized CaseWorthy in the creation of their Q4 POPs. Our Data Management team is working with each department to streamline data tracking in CaseWorthy. As we on-board new employees in Q4, teams agency-wide made it a POP goal to utilize the new training and on-boarding SharePoint site to support our new employees as they start in the agency.

## **Q3 POP Goals**

Below are some of the POP goals created at the end of Q3 across different departments. Teams will meet with the PQI Manager at the end of Q4 to assess how these goals are going.

*"UDYC will work on making sure our clients are signing the documents and that staff are entering the required documents needed for new and current clients."* - **UDYC**

*"Visit at least 5 housing programs in-person to network and provide orientation to the team."* - **Housing Navigation, Centralized Client Services**

*"Schedule and implement weekly Outreach team meeting."* - **Outreach, Centralized Client Services**



# Priorities

## Employee Handbook

HR is currently in the process of updating the Employee Handbook. This will be sent out from ADP in Q4.

## Accreditation Process

In Q4 the PQI Manager will be meeting with teams to discuss the accreditation process and provide more context on what standards will need to be met. This graphic provides more context on why we are pursuing accreditation.

### Why strive for Accreditation?

Accreditation provides a framework to manage resources, offer best practices, and strive for continuous improvement. This supports an organization's sustainability, encourages its growth, and helps it to achieve measurable results.

#### Deliver quality service to your clients

- Meet best practice standards
- Deliver services with appropriately trained staff
- Ensure that services are culturally competent
- Include clients in the decision-making process
- Provide services in a safe and respectful environment
- Protect clients' privacy
- Support positive outcomes

#### Support your staff

- Protect health and safety
- Minimize risk and liability
- Define professional staff qualifications
- Provide appropriate employee protections
- Ensure a performance evaluation system is in place
- Foster service environments that are efficient, effective, and backed by a culture that embraces quality improvement

#### Board Support

- Put sound financial management practices in place
- Ensure practices are ethical
- Maintain a current, relevant, and monitored strategic plan
- Cultivate effective quality improvement and risk management systems
- Uphold policies and procedures addressing conflicts of interest, preferential treatment, accountability, and delegation of authority

## Standardize Case Management Procedures

The PQI Team and Centralized Case Management Team have worked together to create a Case Management handbook draft. This draft will be finalized and implemented in Q4.

## Data Management Site Visits

The Data Management team made 3 site visits in Q3 to assist program staff in better utilizing CaseWorthy functionality to track their work, and in each case saw marked improvement in data entry almost immediately. Continuing in Q4, they will be making targeted contact based on usage data to assist staff in making sure all their hard work is accounted for in CaseWorthy.

# Priorities Continued

## Client Satisfaction Survey

Our Client Satisfaction Survey will be open until the end of Q4. Our goal is to collect at least 100 surveys. These are the QR codes for clients to complete the survey.



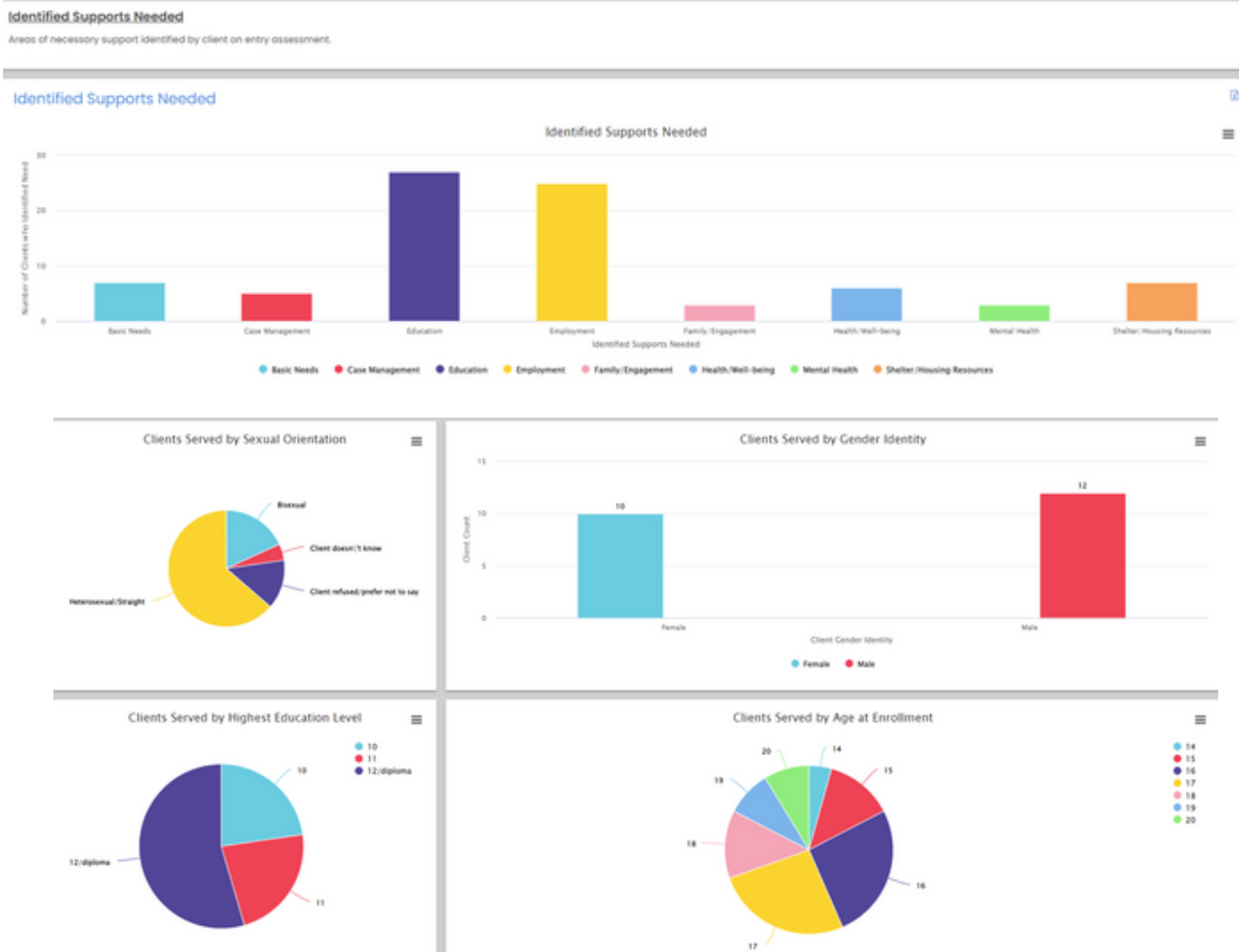
Youth Voice Survey (English)



Youth Voice Survey (Español)

## Program Evaluation Dashboards

Detailed and extensive program evaluation dashboards are coming! These tools will allow staff to track client assessment data, demographics, and program outcomes on the provider, program and organization level. Below is a preview.



# 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, many staff have shown their commitment to our youth through continued challenges of staffing shortages and program changes. The work at YouthCare would not be possible without you all. Thank you all for ensuring our young people are valued for who they are and are empowered to achieve their potential.

## **ORYAN AYERS**

**RESPECT.EMPOWERMENT.COLLABORATION**

"WHILE ORYAN IS NEWER TO YOUTHCARE HIS DEDICATION TO DOING WELL IN HIS WORK IS NOT. ORYAN HAS JUMPED INTO HIS WORK AS TRANSITION CASE MANAGER AND HAS PICKED UP WHERE THE PREVIOUS CASE MANAGER LEFT OFF. HE CENTERS HIS WORK IN COMPASSION AND DIGNITY FOR HIS CLIENTS, AGENCY PARTNERS AND CO-WORKERS. HIS COLLABORATION WITH COMMUNITY PARTNERS GOES ABOVE AND BEYOND. YOUTHCARE AND EARLY INTERVENTION ARE LUCKY TO HAVE ORYAN ON OUR TEAM."

## **ALLISON BARBER**

**DEPENDABILITY.LEADERSHIP.**

"ALLISON IS JUST AMAZING. THANKS FOR KEEPING US GOING ALLISON."

## **BOBBY BROOKS**

**DEPENDABILITY**

"BOBBY HAS DONE A GREAT JOB AT SUPPORTING THE FRONT DESK AND MAIN OFFICE. HE'S GRACIOUSLY ROLLED WITH THE PUNCHES AND MAKES EVERYONE FEEL WELCOME!"

## **AUDRA LAYMON**

**RESPECT.EMPOWERMENT.DEPENDABILITY.  
DEI.LEADERSHIP.COLLABORATION**

"AUDRA IS AN INCREDIBLY SUPPORTIVE LEADER. SHE IS ALWAYS AVAILABLE FOR QUESTIONS AND GUIDANCE, AND ENCOURAGES SELF-CARE. SHE VALUES THOUGHTS FROM ALL PARTIES AND COLLABORATES WITH THOSE WITH WHOM SHE WORKS. AUDRA ACKNOWLEDGES SYSTEMIC ISSUES AND ACTIVELY WORKS WITH A TRAUMA-INFORMED AND ANTI-RACIST LENS. A GREAT REPRESENTATIVE OF YOUTHCARE'S VALUES IN ACTION, DAY-TO-DAY."

## **ZOE MATTHEWS**

**SOCIAL JUSTICE.COLLABORATION**

"ZOE IS A VERY COMMITTED PERSON WHO CARES AND OPENLY ADVOCATES FOR SOCIAL JUSTICE. HER WORK PUTS YOUTHCARE'S VALUES AND REPUTATION ON A HIGH STAND AMONG OUR PARTNERS."

## **MELANIE MAYO**

**EMPOWERMENT.DEPENDABILITY.LEADERSHIP.  
COLLABORATION**

"MELANIE DOES SO MUCH BEHIND THE SCENES TO KEEP THINGS RUNNING SMOOTHLY, TO REFINE OUR PROCESSES, TO COORDINATE EFFORTS, TO INTERPRET OUR DATA, AND TO READY US FOR ACCREDITATION. THANKS FOR ALL YOU DO, MELANIE!"

## **TERRY MOE**

**DEPENDABILITY**

TERRY SHOWS UP EARLY EVERY DAY AND ALWAYS BRINGS ENERGY, SUPPORT AND ENTHUSIASM TO THE SHOP."



# Values in Action Cont.

## **RHINA NAVAS**

**SOCIAL JUSTICE.DEI.LEADERSHIP.  
COLLABORATION**

"RHINA HAS BEEN SO AMAZING NAVIGATING STAFF TRANSITION AND ALL OF THE DEMONSTRATIONS ABOUT CASA THAT HAVE BEEN HAPPENING. SHE HAS CONSISTENTLY BEEN A TEAM PLAYER AND HAS GONE ABOVE AND BEYOND TO ENSURE HER TEAM FEELS SUPPORTED DURING THIS TIME. YOUTHCARE IS VERY LUCKY TO HAVE RHINA AND HER LEADERSHIP/KNOWLEDGE!!"

## **LEANDRO PETTINO**

**SAFETY.RESPECT.EMPOWERMENT.  
DEPENDABILITY.SOCIAL JUSTICE.DEI.  
LEADERSHIP.COLLABORATION**

"LEANDRO IS A STRONG LEADER AT YOUTHCARE. HE ADVOCATES FOR THOSE AROUND HIM WITH EQUITY AND RESPECT AT THE FOREFRONT OF HIS INTERACTIONS. HE HAS A DEDICATION TO SERVING YOUNG ADULTS WITH EMPATHY AND THROUGH THE LENSES OF SOCIAL JUSTICE. LEANDRO HAS MAINTAINED THESE VALUES AS HE GROWS IN OUR AGENCY. HIS UNWAVERING SUPPORT TO OUR TEAM CREATES TRUST AND MUTUAL RESPECT. LEANDRO IS AN AWESOME TEAM PLAYER AND REGULARLY SHOWS UP FOR COLLABORATION WITHIN AND OUTSIDE OF THE AGENCY."

## **DOROTHY PIERCE**

**RESPECT.LEADERSHIP.COLLABORATION**

"THEY SUPPORTED CLIENTS WHEN THE SUPPORT WAS BEYOND THEIR JOB TITLE. THEY SUPPORT NEW INCOMING STAFF AND MADE THEM FEEL VERY WELCOMED AND SUPPORT THEM IN THEIR NEW START."

## **ALICIA RAMIREZ**

**LEADERSHIP.COLLABORATION**

"IN A SHORT AMOUNT OF TIME, ALICIA HAS CREATED POSITIVE CHANGE IN THE PROGRAMS SHE OVERSEES. SHE IS A THOUGHTFUL, CREATIVE, AND COLLABORATIVE LEADER."

## **DANEE SMITH**

**DEPENDABILITY.LEADERSHIP.  
COLLABORATION**

"DANEE LED THE RIGHT RESPONSE TRAINING. SHE DID A GREAT JOB AT COVERING THE MATERIALS AND SHARING KNOWLEDGE THAT IS SO VALUABLE TO THE WELLBEING OF OUR STAFF AND CLIENTS."

## **THE STAFF APPRECIATION COMMITTEE**

**LEADERSHIP.COLLABORATION**

"THIS COMMITTEE HAS EXEMPLIFIED ALL OUR VALUES IN ACTION. THEY HAVE WORKED EXTREMELY HARD TO ARRANGE MONTHLY STAFF APPRECIATION EVENTS AND GESTURES. IT IS A SPECIAL THING WHEN COWORKERS WORK SO HARD AND ARE SO THOUGHTFUL ABOUT ENSURING THEIR COLLEAGUES HAVE A CHANCE TO TAKE A MOMENT AWAY FROM THE DAY-TO-DAY WORK, GATHER, AND GET TO KNOW EACH OTHER BETTER."

## **SCOTT MYRICKS & LINZY BURTON**

**RESPECT.DEPENDABILITY**

"SCOTT AND LINZY TOOK ON THE INCREDIBLY HARD JOB OF CLEANING AND REFRESHING YOUTHCARE'S MEMORIAL FOUNTAIN. THEY WERE EXTREMELY RESPECTFUL OF THE PURPOSE OF THE FOUNTAIN, TOOK THE JOB VERY SERIOUSLY, AND DID A VERY THOROUGH AND BEAUTIFUL JOB. THE FOUNTAIN HASN'T BEEN IN THIS GOOD OF SHAPE FOR YEARS, AND IT REALLY SHOWS HOW MUCH THEY CARE ABOUT STAFF AND CLIENTS, CURRENT AND PAST."