Welcome to the PQI Quarterly Report for Q2 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@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
- Staff Exit Surveys
- Client Satisfaction Surveys
- Agency Updates
- POPs
- Priorities
- Values in Action
This quarter we saw a significant increase in the number of exit survey responses from 3 to 9. Collecting exit survey responses from individuals leaving YouthCare continues to be one of our priorities. The DEI Director is focusing on assessing the exit survey and exit interview processes to identify best practices on gathering information before staff exit the agency.
Staff Exit Surveys

This quarter, we reviewed data collected from staff exit surveys from April 2022 - June 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 with a 100% participation. A total of 9 staff completed the exit survey upon their departure from the agency. Among the total surveys collected we saw the highest turnover among Directors. Additionally, the department with the greatest amount of staff transitions was the Over-18 Housing Services department with a total of 3 staff exiting the agency. The survey asks a series of 13 questions as it is related to their experience working for the agency.

Of the data gathered from the 9 surveys, YouthCare is working on improving staff appreciation through the Values in Action survey, as well as agency wide and department specific outings. Additional feedback received highlighted the need for opportunities for staff to learn and be trained. To improve our training and professional development within the agency we have created an agency training calendar. We are also prioritizing hiring of a Training Manager for Q3 who will focus on the development of a robust onboarding and training program.
The Client Satisfaction & Experience survey allows the agency to obtain accurate information regarding the experience and level of satisfaction from 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.

This quarter, 109 clients participated in the survey across 14 YouthCare programs. We have been successful in our efforts to engage with clients on their thoughts and feedback regarding programming and ensuring their voices are heard. By collecting over 100 surveys from program participants, we can identify accurate trends in enrollments and overall program satisfaction. The move to a bi-annual survey has allowed for more intensive reviews of program quality. Each department will be receiving their specific data from the survey, which will aid in creating Q4 Performance Opportunity Plan action items.

Results show that most program participants have been enrolled in programming for less than three months, consistent with last year. Data reflects 74% of clients are either very satisfied or satisfied with programs.
Finally, the survey provides opportunity for participants to provide feedback in their own words on something they appreciate about the program and where we can improve. We are so appreciative for the very specific feedback provided by participants. After asking clients what improvements could be made to programs, the key areas identified were food and activities/outings. The merging of our Workforce Services & Engagement teams will increase staff capacity to host activities and take clients on outings. Our food programs have been partnering with outside organizations to increase food donations and diversity in food options for our clients.

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:

**What is something you appreciate about this program?**

*I appreciate how you can tell everyone here cares and wants to help you.* - **ISIS/Ravenna House**

*I appreciate the dialogues we would have with each other, and how the space was ensured to be a safe place to express opinions.* - **Tile**

*I appreciate that there is someone else besides me trying to push me to be successful and show me the way.* - **YouthBuild**

*It's really welcoming and they always make sure I leave with stuff to be healthy regardless of if it's someone I work with.* - **Early Intervention Case Management**

*I appreciate all of the support I have received from staff and youth alike.* - **Hope Center**
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 medical emergencies, and physical altercations, threats, and aggression. This data informs us there is a high need for connecting clients to counseling services. Additionally, this data supports a need for staff training on reporting to CPS, motivational interviewing, de-escalation skills and best practices, and harm reduction. A goal of the agency is to provide CPR/First Aid training in Q3.

Review of incident reports is an opportunity to assess reporting best practices. We can see there are 18 IRs in "open" status. This is a significant decrease from the 42 that remained open last quarter. IRs are expected to be reviewed and "closed" within 3 business days of submission.

We will continue to improve our incident report tracking and process by discussing the opportunities in management and POP meetings in Q3.
**Agency Updates**

**COA Updates**

We will be conducting a self-study 6 months before our on-site review for our accreditation process. The self study consists of collecting evidence and data that we are executing our practices across sites.

The on-site review for COA has been confirmed to begin on November 6th, 2023. The on-site review will take place across all YouthCare sites. COA will be interviewing staff on practices happening at their site, as well as reviewing the standards of each program. Most standards are expected to score a 1 or 2 at the time of the review. COA reviewers will provide feedback corrections post on-site review. YouthCare will have time to implement the suggestions given from COA. We will be holding mock on-site reviews during September and October of 2023 to support teams in completing the process.

The PQI Manager will meet with teams in Q4 of 2022 to explain the accreditation process in more detail and answer any questions staff have.

**Training Updates**

The agency continues to prioritize providing training and professional development opportunities to our staff. The YouthCare Training Calendar was created to provide an accessible way to view all trainings happening within the agency.

The PQI team is working on creating a list of trainings each individual staff has completed in CaseWorthy. This will improve tracking of training and help staff ensure they are up to date on all required trainings. The PQI team is also in the process of creating an onboarding and training website with self paced agency wide training opportunities. The team will be prioritizing having the site go live in Q4.
**Annual Luncheon**

YouthCare will be hosting our 34th Annual Luncheon on September 15th, 2022. The luncheon features youth speakers, video presentations, and more.

**New CEO**

Degale Cooper has been named the new CEO of YouthCare. Degale steps into the role with over 30 years of experience working with children and families in the Puget Sound region. Degale was previously the Chief Program Officer from 2018-2022.

**Chief Program & Impact Officer**

The agency has combined our Chief Program Officer and Chief Impact Officer into the Chief Program & Impact Officer role. This shift will ensure that we are able to provide quality program services to our young people.
Priorities

Training

One of our main priorities for Q3 is to hire a Training Manager. The Training Manager will help increase accessibility to internal and external training and professional development opportunities to our staff. We will also prioritize all staff being trained in the agency required trainings for Q3 and Q4.

Accreditation Process

Q3 we will focus on restarting our accreditation process. With confirmed on-site review dates, the PQI Team will now inform teams on the purpose behind being accredited as well as the steps each department will have to take in order to support in the process.

Standardize Case Management Procedures

The PQI Team and Centralized Case Management Team will begin meeting to standardize all case management procedures across the agency. In Q3 they will create a case management handbook that will serve as a reference guide as well as an on-boarding document.
Performance Opportunity Plans

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

As we prioritize training in Q3 and Q4, programs will implement these goals into their Performance Opportunity Plans. Other areas of focus for POPs could be CaseWorthy as we create new functions within our client management system and encourage staff to use those functions.

Q2 POP Goals

Below are some of the POP goals created for Q2 across different departments. Teams will meet with the PQI Manager at the end of Q2 to assess how these goals are going.

"Have a transition plan for Adolescent Shelter when programs (Hope Center) split to ensure a smooth transition for clients and staff with no or minimal disruption to service plans." - Adolescent Shelter

"Increase the number of Client Satisfaction Surveys by 25%" - Early Intervention & Specialized Services

"This quarter we are focusing on our enrollments for the upcoming cohort, spending leftover dollars to make programs better, aftercare of students, and establishing a solid attendance tracking procedure in CaseWorthy." - YouthGrow
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.

DEBBIE ADAMS
EMPOWERMENT. RESPECT.
DEPENDABILITY. LEADERSHIP
"DEBBIE ALWAYS IS THERE FOR STAFF AND CLIENTS, DEBBIE CAME TO CATALYST TO CHECK ON VOLUNTEERS THAT WERE HERE DECORATING OUR LIVING ROOM, AND STEPPED IN TO SUPPORT STAFF AND CLIENTS. SHE ALWAYS GOES ABOVE AND BEYOND FOR STAFF AND CLIENTS."

AMANDA AYERS-RUIZ
SAFETY. RESPECT. DEPENDABILITY. LEADERSHIP
"AMANDA IS EXPERTLY NAVIGATING ALL OF THE TRANSITIONS IN THE COMMUNITY RESOURCE TEAM, AND IS GOING TO HELP LEAD THE TEAM INTO NEW AND EXCITING OPPORTUNITIES! THEY SHINE AND ALWAYS MAKE THE OFFICE A FUN SPACE TO BE IN."

MAYRA ALAMO
EMPOWERMENT. DEPENDABILITY. COLLABORATION
"MAYRA HAS JUST JOINED THE TEAM AT UDYC, AND IS ALREADY LEADING ACTIVITIES, TAKING INITIATIVE, AND CONNECTING AND BUILDING MEANINGFUL RELATIONSHIPS WITH CLIENTS AND STAFF. WAY TO GO, MAYRA!"

VIKTORIA BALISZE
EMPOWERMENT. DEPENDABILITY. LEADERSHIP. COLLABORATION
"VIKTORIA IS CONSISTENTLY DEPENDABLE TO BE THERE FOR OTHER STAFF MEMBERS. IN PARTICULAR, VIKTORIA GOES OUT OF HER WAY TO SUPPORT AND EMPOWER NEWER STAFF MEMBERS BY PATIENTLY EXPLAINING AND DEMONSTRATING HOW TO DO THINGS AND ANSWERING QUESTIONS. ON HER OWN INITIATIVE, SHE RECOGNIZES WHEN WORK TASKS CAN BE USED AS TRAINING OPPORTUNITIES FOR NEW STAFF, AND ALWAYS SEEMS HAPPY TO PROVIDE THE TRAINING."

MARTIN AWACHIE
SAFETY. RESPECT. EMPOWERMENT.
DEPENDABILITY. SOCIAL JUSTICE. DEI.
LEADERSHIP. COLLABORATION
"MARTIN WAS THE LAST PIECE TO THE PUZZLE OF MAKING CATALYST GREAT. I HAD A LOT OF EXPECTATIONS AND HOPE FOR WHO WOULD MOVE IN TO THIS ROLE AND MARTIN IS TRULY EVERYTHING I WAS HOPING FOR AND HAS MET EVERY EXPECTATION HE IS ON THE FLOOR WORKING SIDE BY SIDE WITH STAFF AND CLIENT, GETTING THE PROGRAM WHAT WE NEED TO RUN SMOOTHLY, EVERYTHING IS DONE AS A TEAM AND WE ALL KNOW THE GAME PLAN FOR EACH CLIENTS AND HE IS RIGHT THERE WITH US MAKING THAT PLAN HAPPEN."

ALLISON BARBER
DEPENDABILITY. LEADERSHIP. COLLABORATION
"ALLISON’S COMMITMENT IS UNMATCHED. DESPITE SUCH A SMALL TEAM AT THE MOMENT, SHE IS LEADING HR EFFORTS WITH DECISIVENESS, STEADY COMMUNICATION, AND GENUINE CARE FOR STAFF."
BELLA BOWMAN
SAFETY. RESPECT. DEPENDABILITY. DEI. COLLABORATION
"BELLA AND I HAD FIELD A YOUTH WHO HAD BEEN REFERRED TO OUR SERVICES. BELLA’S KNOWLEDGE AND RESOURCEFULNESS WAS IMPRESSIVE AND IMPECCABLE! BELLA TAUGHT ME SO MUCH ON HOW TO FIND PLACEMENT FOR OUR YOUTH. THANK YOU BELLA FOR LIVING OUT OUR MISSIONS AND VALUES AND SHOWING THE PASSION IN THEIR WORK."

SIDNEY BROWN
SAFETY. RESPECT. DEPENDABILITY. LEADERSHIP
"SIDNEY IS AN AMAZING TEAM MEMBER AND, HAVING BEEN ON THE TEAM FOR SOME TIME, HAS BEEN INCREDIBLY WELCOMING AND SUPPORTIVE TO ALL THE NEW FOLKS ON THE DEVO TEAM."

NICK CASHION
RESPECT. EMPOWERMENT. DEPENDABILITY. SOCIAL JUSTICE. DEI. LEADERSHIP. COLLABORATION
"NICK HAS BEEN AN ESSENTIAL MEMBER OF THE YOUTHBUILD TEAM. HE MOTIVATES, ENCOURAGES, AND EMPOWERS THE YOUTH WHOM WE WORK WITH IN THE CLASSROOM AND BEYOND. HE IS AN INCREDIBLE TEAM MEMBER THAT HAS SHOWN INITIATIVE, COLLABORATION, AND FLEXIBILITY. HE IS COMPASSIONATE AND BRINGS SUCH POSITIVE ENERGY TO THE PROGRAM. HE IS ALSO DEDICATED TO AN ANTI-RACIST AND TRAUMA INFORMED LENS. WITH A STAFF MEMBER OUT, NICK HAS STEPPED UP AND TAKEN ON SOME LEADERSHIP ROLES AT PROGRAM, SHOWING INITIATIVE AND COMMUNICATION."

ERIN CHAPMAN-SMITH
LEADERSHIP
"DAILY, ERIN DEMONSTRATES CREATIVE AND VISIONARY LEADERSHIP. SHE HAS BEEN LEADING THE HOUSING TEAM THROUGH A SEASON OF CHANGE AND CHALLENGE, AND CONTINUES TO SHOW UP FOR HER STAFF, HER COLLEAGUES, AND OUR CLIENTS."

DEGALE COOPER
RESPECT. EMPOWERMENT. LEADERSHIP. COLLABORATION
"IN THE MIDST OF HER BUSY SCHEDULE, DEGALE MADE TIME TO ATTEND A STAFF PICNIC RECENTLY. SHE NOT ONLY CONNECTED WITH STAFF ONE-ON-ONE THROUGHOUT THE AFTERNOON, SHE JOINED IN ON GAMES (INCLUDING A WATER BALLOON FIGHT). THANK YOU DEGALE - FOR BEING ACCESSIBLE AND GOOD-HUMORED, AND FOR CONTINUALLY REAFFIRMING YOUR COMMITMENT TO BUILDING A CULTURE OF INCLUSIVITY, WELLNESS, AND CONNECTION."

PAT KURTZ
EMPOWERMENT. DEPENDABILITY. SOCIAL JUSTICE. COLLABORATION
"PAT HAS A VERY HIGH LEVEL OF INTEGRITY AND HONESTY IN WHAT SHE DOES, ENSURING THE CORRECT AMOUNTS ARE BILLED ACCORDING TO OUR GOVERNMENT CONTRACTS. SHE PUTS YOUTHCARE FIRST AND ESTABLISHES GOOD RELATIONSHIPS WITH OUR CONTRACT MONITORS, AUDITORS, STAFF, AND LOOKS OUT FOR THE BENEFIT OF YOUTHCARE IN HER ROLE AS SENIOR GRANTS AND CONTRACTS ADMINISTRATOR. THANK YOU PAT FOR EVERYTHING THAT YOU DO, AND THE BENEFITS GO BACK TO YOUTHCARE AND THE YOUNG PEOPLE THAT WE SERVE."

SHAINA LIPPARD
RESPECT. EMPOWERMENT. LEADERSHIP. COLLABORATION
"SHAINA HAS STEPPED INTO A NEW ROLE WITH THE AGENCY, AND IS DOING AN INCREDIBLE JOB. SHE APPROACHES CHALLENGES WITH CURIOSITY AND CREATIVITY, CHAMPIONS EQUITY AND INCLUSION, AND IS FUN TO WORK WITH!"

"SHAINA IS AN INCREDIBLE LEADER AND IMPACTFUL PART OF YOUTHCARE’S TEAM. SHE READILY AND ACTIVELY JUMPS INTO PROBLEM SOLVING MODE AND ALWAYS APPROACHES SITUATIONS FROM A POINT OF COLLABORATION AND LISTENING. SHE EMPOWERS OTHERS TO TAKE ACTION AND RESPONSIBILITY AND ALWAYS LENDS A SUPPORTIVE EAR. SHE IS THOUGHTFUL IN HER LEADERSHIP AND PERSISTENT IN HER DEDICATION TO STAFF WELL-BEING AND CLIENTS SERVICES. SHE IS A STABLE FORCE ON THE EARLY INTERVENTION TEAM AND AN ALWAYS ACTIVE AND EMPOWERED LEADER. THANK YOU SHAINA! WE ARE SO HAPPY TO BE YOUR TEAMMATES."
KENY LOPEZ  
SAFETY.DEPENDABILITY.LEADERSHIP. COLLABORATION  
"KENY IS DEPENDABLE, OBSERVANT, FOLLOWS THROUGH ON ISSUES, COMMUNICATES, RESPECTS THE CLIENTS AND STAFF, AND ALWAYS SEEMS TO LOOK OUT FOR OUR BEST INTERESTS. THEY STAY ON TOP OF THE NEEDS OF THE SOUTH SEATTLE SHELTER AND DO THEIR BEST TO MAKE IT HAPPEN."

GABI MAKI  
RESPECT.DEPENDABILITY.COLLABORATION  
"GABI HAS CONSISTENTLY SHOWN UP IN SUCH AMAZING WAYS AT ORION. GABI IS COOL AND COLLECTED WHEN WORKING WITH CLIENTS. GABI HAS SHOWN REAL LEADERSHIP WITHIN THE CENTER BY PRESENTING AREAS OF GROWTH WITHIN THE PROGRAM TO HER TEAM AND WORKING COLLABORATIVELY TO FIND SOLUTIONS. GABI IS A ROCKSTAR!"

MARLA MOHR  
DEPENDABILITY.DEI.  
"MARLA WENT TO THE HOSPITAL AND SAT WITH ONE OF HER CLIENTS SO SHE WAS NOT ALONE."

GEOFF RINGWALD  
DEPENDABILITY.COLLABORATION  
"GEOFF IS A JOY TO WORK WITH. EVEN THOUGH HE IS KNEE-DEEP IN DATA AND CASEWORTHY, HE ALWAYS FOCUSES ON THE PEOPLE IMPACTED BY THESE SYSTEMS, CLIENTS AND STAFF."

ANTONIO RODRIGUEZ  
LEADERSHIP  
"ANTONIO HAS BEEN A GREAT LEADER AND TEAM PLAYER SINCE JOINING OUR TEAM! HE IS A HARD WORKER AND HAS SHOWN THAT HE IS ABLE TO TRANSLATE HIS AMAZING SKILLS FROM PROGRAM INTO DEVELOPMENT STYLE WORK! :) HAPPY TO HAVE HIM IN THE YOUTHCARE FAMILY!!"

ROSE SCHNIEDER  
RESPECT.EMPOWERMENT.DEPENDABILITY. LEADERSHIP.COLLABORATION  
"ROSE IS ALWAYS LETTING HER LIGHT SHINE TO OUR CLIENTS, SHE IS KIND AND PATIENT AND IS ALWAYS AVAILABLE TO LISTEN AND SUPPORT OUR CLIENTS WITH WHATEVER THEY ARE NEEDING IN THAT MOMENT."

ALEXIS SILVA  
SAFETY.RESPECT.DEPENDABILITY.LEADERSHIP  
"ALEXIS HAS STEPPED INTO HER NEW ROLE WITH ENERGY AND DEFINITELY MAKES THE DEVO TEAM FEEL LIKE A FAMILY!"

LENA SUMMERS  
DEPENDABILITY  
"LENA'S FIRST WEEKS IN HER INTERNSHIP AT CATALYST, SHE CONTINUED TO SHOW UP FOR CLIENTS AND LIVE OUT YOUTHCARE'S VALUES. SHE HAS PROVEN HERSELF TO BE DETERMINED TO MAKE A DIFFERENCE IN THE SOCIAL WORK INDUSTRY."

MO TAYLOR  
SAFETY.RESPECT.DEPENDABILITY. LEADERSHIP.COLLABORATION  
"MO, WAS ON VACATION WITH HIS KIDS ABOUT TO BOARD A PLANE AND WAS THE ONLY PERSON TO ANSWER HIS PHONE WHEN I CALLED TO HELP ME OUT WITH A PROBLEM I WAS HAVING IN SHELTER. THE ISSUE WAS WITH A CLIENT SO HE THEN MADE PHONE CALLS TO GET STAFF THAT COULD HELP ME. I HAVE WORKED WITH MO FOR A WHILE NOW AND TRULY BELIEVE HE IS A ROLE MODEL FOR STAFF AND CLIENTS."
This quarter we received the highest number of Values in Action survey responses since starting the survey! All 27 submissions highlighted the wonderful work our staff are doing across the entire agency. Our goal is to have over 15 submissions a quarter to ensure our hardworking staff are being recognized for living our agency’s values.

LUCAS THOMPSON
EMPOWERMENT. DEPENDABILITY. LEADERSHIP
"LUCAS LEADS FEARLESSLY FROM HIS GARDEN OASIS IN COLUMBIA CITY. LUCAS HAS JUMPED RIGHT IN FROM DAY ONE WITH AN UNPARALLELED PASSION FOR SUPPORTING CLIENTS WITHIN HIS PROGRAM. IF YOU HAVEN’T HAD THE OPPORTUNITY, VISIT THE YOUTHGROW GARDEN TO SEE THE INCREDIBLE WORK HE HAS PUT IN WITH THE HELP OF CLIENTS IN THE PROGRAM!"

AMETHYST THORPE
EMPOWERMENT. DEPENDABILITY. COLLABORATION
"AMETHYST CONSISTENTLY SHOWS THAT THEY ARE DEDICATED TO THE WORK THAT WE DO FOR OUR CLIENTS. AMETHYST ADVOCATES NOT ONLY FOR OUR CLIENTS, BUT FOR OUR TEAM AS WELL. THEY ARE ALWAYS COVERING ANY MISSED BASES AND BRING UP CONCERNS IN A RESPECTFUL AND THOUGHTFUL MANNER, MAKING SURE THAT THEIR PEERS AND THE CLIENTS THEY WORK WITH ARE SUPPORTED IN ANY AND ALL WAYS. AMETHYST WILL ALWAYS BE AN INCREDIBLY VALUED COWORKER AND WE ARE STRONGER WITH THEM ON OUR TEAM."

SHANNON TUCKER
RESPECT. DEPENDABILITY. LEADERSHIP. SAFETY. EMPOWERMENT. SOCIAL JUSTICE
"SHANNON IS OUR ROCK AND OUR GO-TO FOR EVERYTHING. SHE WORKS WITH HER HEART AND IT SHOWS TO BOTH CLIENTS AND STAFF."

TAMMI WOODALL
SAFETY. RESPECT. DEPENDABILITY. COLLABORATION
"TAMMI SHOWS UP EVERY SHIFT (OR EVEN ON HER DAYS OFF) TO SUPPORT EACH CLIENT. TAMMI HAS A GREAT SKILL IN READING CLIENTS AND COMING UP WITH PLANS IMMEDIATELY AFTER MEETING THEM TO MAKE SURE THEY SUCCEED WHILE AT CATALYST. SHE ALSO KNOWS A WIDE RANGE OF RESOURCES FOR CLIENTS TO UTILIZE. TAMMI GOES ABOVE AND BEYOND FOR THE CLIENTS AT CATALYST, BUT ALSO SHOWS UP TO SUPPORT YOUTH AT OTHER LOCATIONS (SUCH AS SOUTH SEATTLE YOUTH CENTER)."