

# **YOUTH**CARE

## **PQI Annual Report - 2022**

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# Welcome

Welcome to the PQI Annual Report for 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 will take a deeper look at data for Q4 2022, as well as the entire year. 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 to highlight 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.

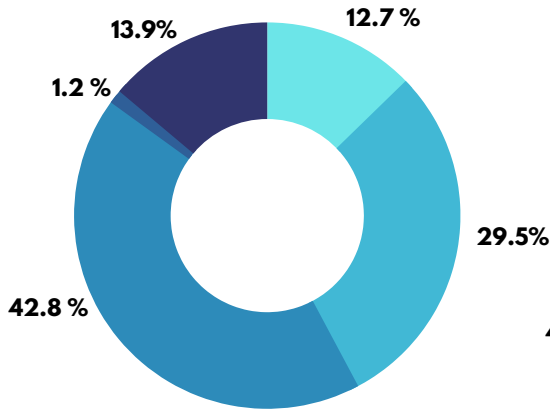


## Indicators of Quality

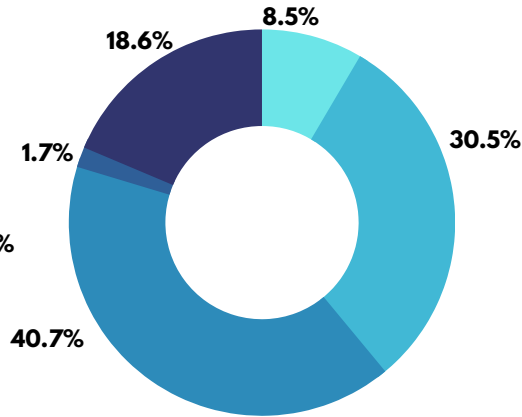
**Staff Demographics**  
**Staff Retention & Turnover**  
**Staff Exit Surveys**  
**Client Satisfaction Survey**  
**File Reviews**  
**POPs**  
**2022 Highlights**  
**Values in Action**

# Staff Demographics

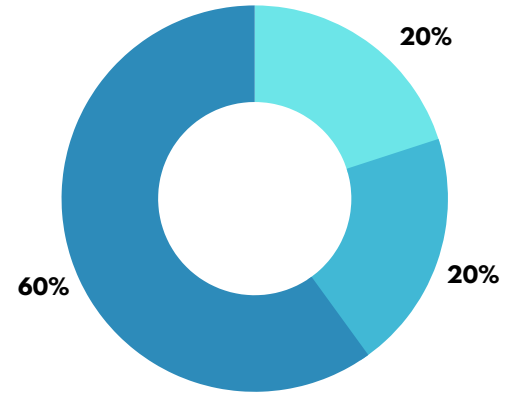
**Full-time, Part-time, Temp, & On-Call Staff**



**Directors, Associate Directors, Managers & Supervisors**



**Executive Team**

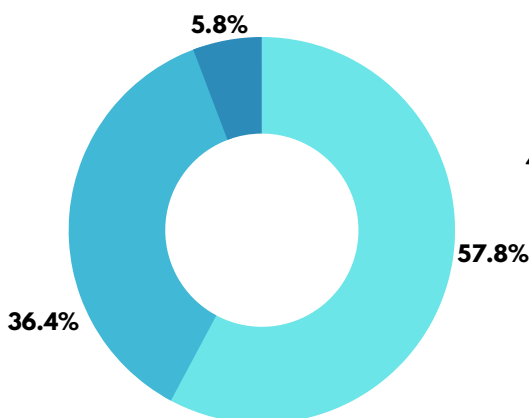


■ Black or African American
 ■ Native Hawaiian or other Pacific Islander
 ■ Two or more races
 ■ White
 ■ Hispanic or Latino

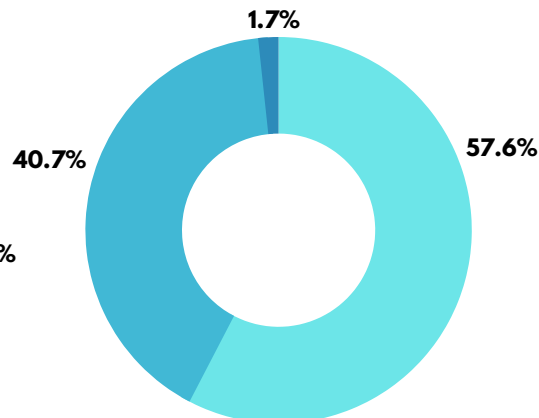
YouthCare reviews monthly reports of staff demographics. This information is reflective of the December 31, 2022 report. There are currently 173 active employees at YouthCare, with 59 of those being Directors, Associate Directors, Managers & Supervisors. Our Executive Team makes up 5 of the 173 employees.

While creating this report, we realized we are not collecting the most inclusive and informative data in regards to gender identity. ADP now allows employees to update their name, gender identity, and pronouns. We can use this information to ensure that our staff are reflective of the population of clients we serve, and our staff's identities are being accurately captured. In 2023 YouthCare will focus on recruiting and retaining top diverse talent with the direction of the Director of Diversity, Equity, and Inclusion.

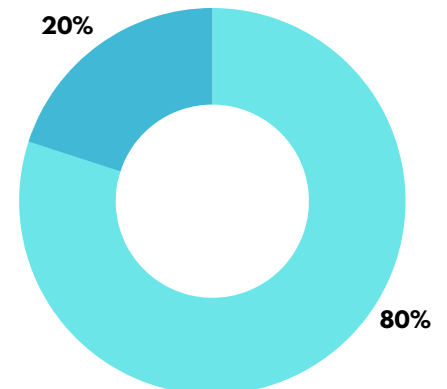
**Full-time, Part-time, Temp, & On-Call Staff**



**Directors, Associate Directors, Managers & Supervisors**



**Executive Team**



■ Female
 ■ Not Specified
 ■ Male

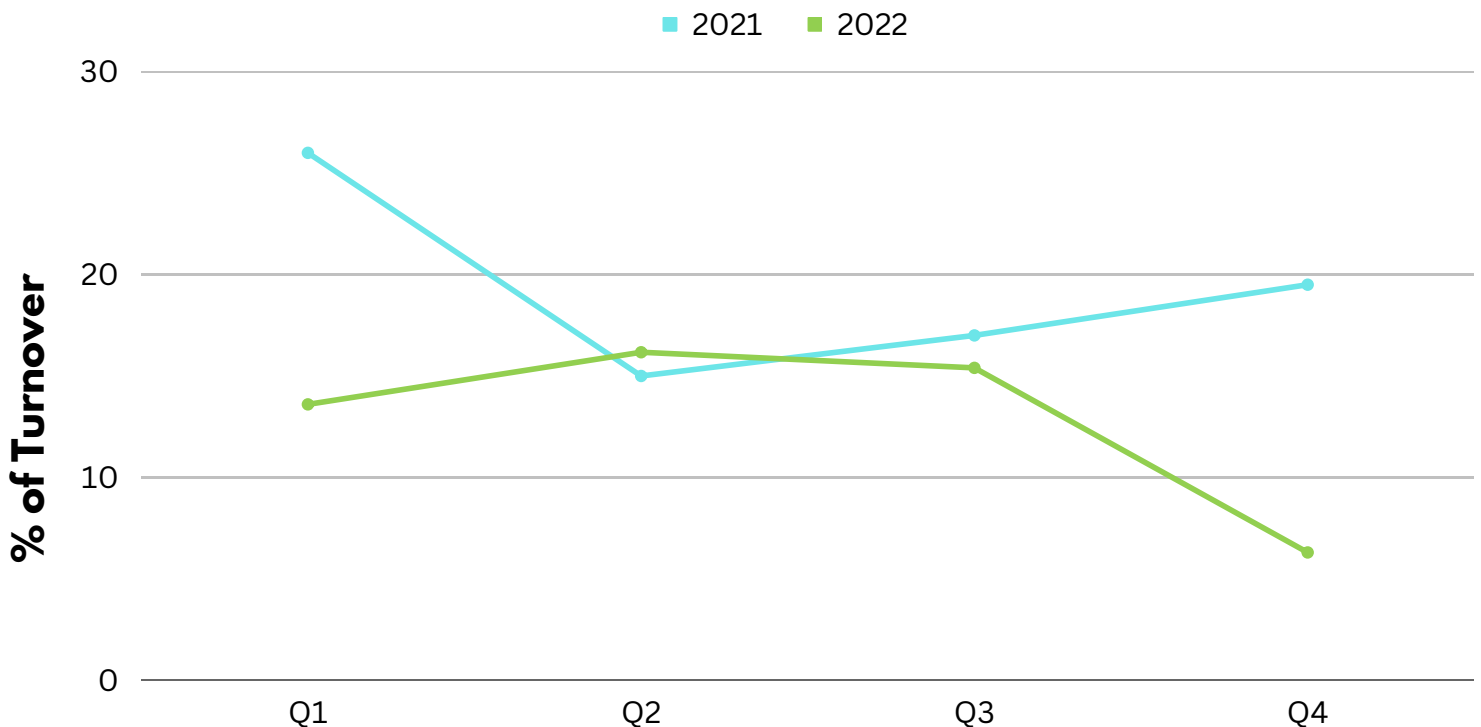
# Staff Retention & Turnover

In Q4 we saw 6.3% of staff turnover, compared to 16% turnover in Q3 of 2022. This is the lowest turnover rate we have had in the past 2 years! As the agency enters 2023, one of our goals is to keep staff turnover percentages low. Utilizing data from the staff survey and a focus on staff appreciation as a priority in 2023 will support in limiting staff exits. In 2023 we will continue to prioritize collecting as many staff exit survey responses as possible including a new process for collecting and analyzing information collected from staff exit interviews.

**19**  
staff exits in Q4

**95%**  
Retention

**84%**  
of exits were direct  
service staff



# Staff Exit Surveys

In 2022, a total of 20 staff exit surveys completed. The survey asks a series of 13 questions as it is related work experience at the agency. The information provided in this report provides transparency and sets the foundation for agency improvements.

Of the data collected, three areas of opportunity were identified.

**Improve trainings**

**Increase salaries**

**Increase communication from leaders**

## Action Taken in 2022

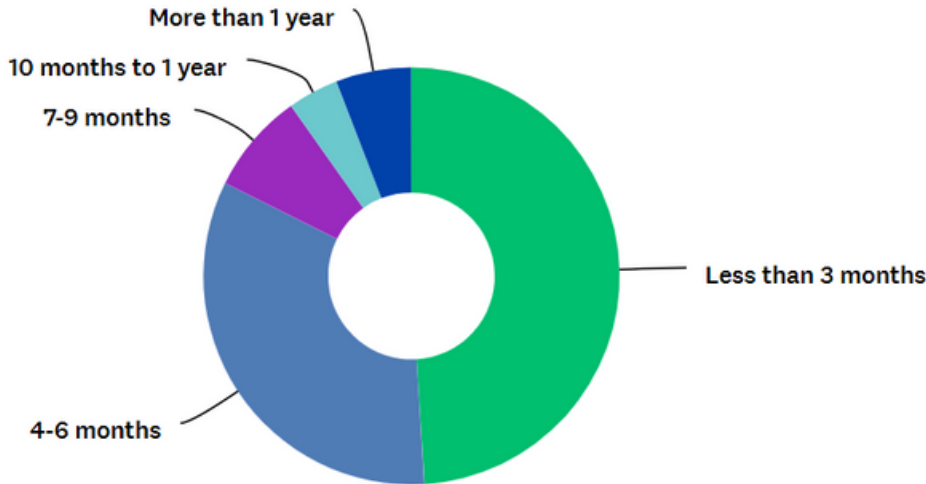
Upon ratification of the Collective Bargaining Agreement, the agency implemented salary increase for all staff, including a 3% COLA. YouthCare worked diligently this year to increase the accessibility and opportunity for agency trainings including several internal staff as certified trainers in trauma informed practices and the launch of a dedicated on-boarding and training website. Additionally, several departments implemented office hours allowing opportunity for staff to connect across the agency, ask questions to support their work, and accessibility to leaders.

## Looking Forward

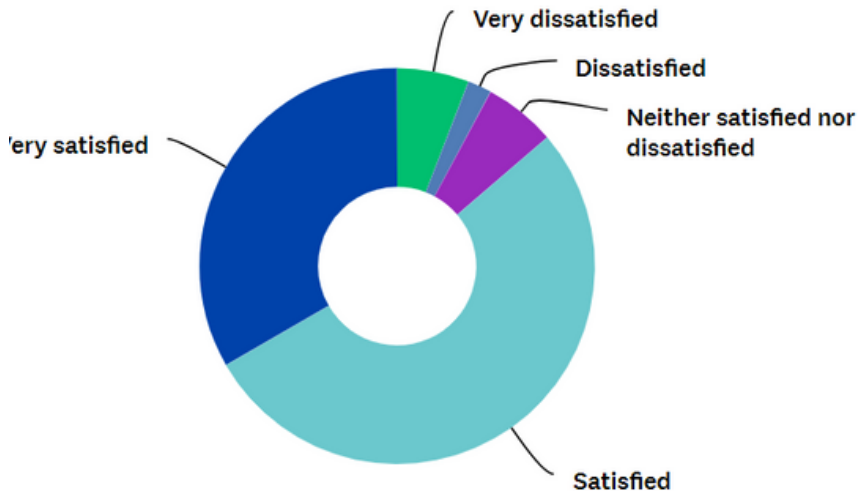
YouthCare continues to strive for excellence in providing quality working conditions. YouthCare's recurring all agency meetings and leadership meetings provide space for leaders to communicate agency updates to all staff. We will continue to work towards excellence in 2023.

# Client Satisfaction Surveys

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



## Q: How would you rate your overall satisfaction with this program?



## Q: What is something you appreciate about this program?

"How supportive and caring everyone here is to me."

"I appreciate everything about this program and all the services that I can utilize to better my life."

"I appreciate the sense of community & that I feel as though I am getting the help & support I need to be independent."

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.

We collected survey data from July 2022 - December 2022. 63 clients participated in the survey across 11 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. Starting in 2023, we will update the survey's language to make it more accessible to clients participating in order to collect the most accurate data possible.

Results show that 40% of program participants have been enrolled in programming for less than three months, consistent with 2021. Data reflects 86% of clients are either very satisfied or satisfied with programs, an increase from 74% in the first half of the year.

We want to highlight YouthBuild and UDYC for collecting the highest number of client surveys. Thank you for your commitment to prioritizing client voice!

# File Reviews

**686**

Client files reviewed in  
Q3 & Q4

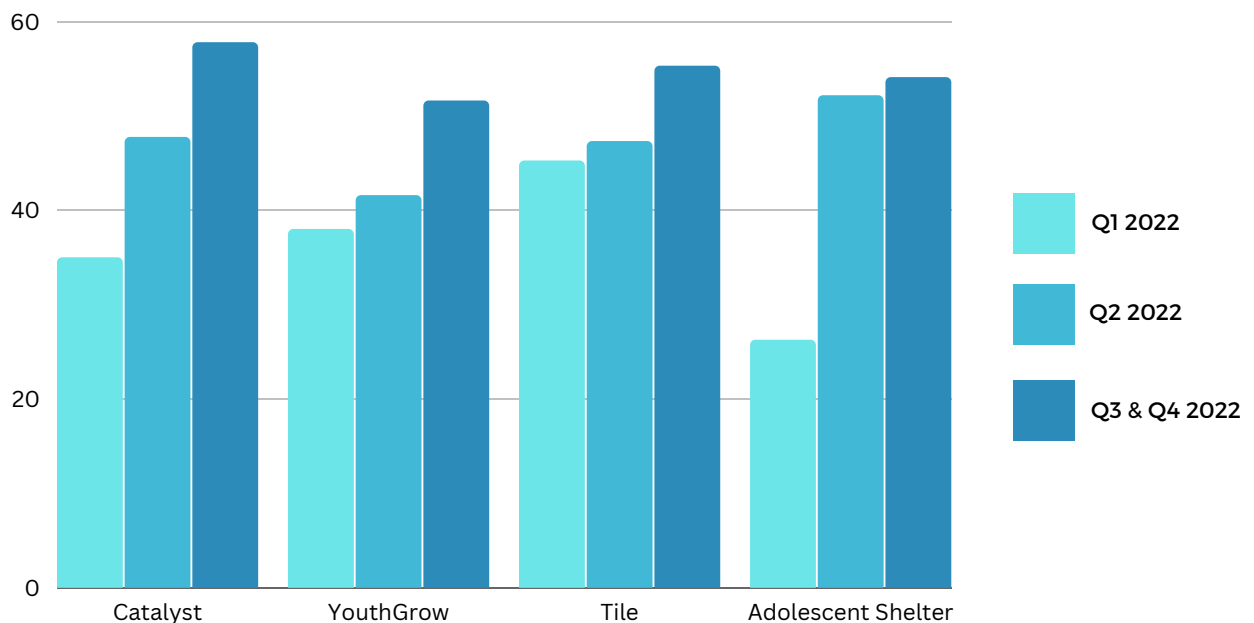
**22**

Programs reviewed

YouthCare has conducted quarterly file reviews of each program throughout 2022 to ensure accurate and detailed tracking of client data. Teams review 6 different categories of client files and score them on a scale of 1-5. Teams then go through a correction period where they fill in any missing information in each client file. The goal of the correction period is to keep our client files as up to date as possible and ensure we are providing the best service for our clients.

For Q3 and Q4 of 2022 we prioritized two categories: required documents and service plans. Many of our teams had improved scores for required documents. Highlighted below are some of our teams that improved their scores in 2022.

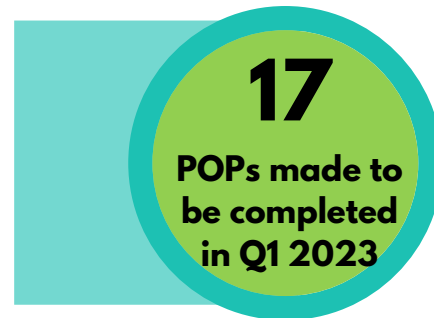
## File Review Program Scores



As we become more familiar with CaseWorthy as an agency, we are seeing opportunities for growth in tracking client data. The Data Team is going to reevaluate the service plan function in CaseWorthy in 2023, with the goal of all teams moving to creating service plans for each client in the system.

# Performance Opportunity Plans

Performance Opportunity Plans (POPs) are created by department leaders each quarter. POPs are intended identify an area of growth within programs, leading us to 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.



In Q4 leaders began including their teams in POPs. Leaders brought back their initial ideas to team meetings and provided space for staff to add goals and ideas of their own. Including entire teams will contribute to POPs being a collaborative process in programs.

The PQI Team has a goal to begin POPs with every department in the agency in 2023. PQI will begin introducing departments to this process in Q1 of 2023, with an implementation in quarter 2.

## Q4 POP Goals

Below are some of the POP goals created at the end of Q4 across different departments. Teams will meet with the PQI Manager at the end of Q1 2023 to assess how these goals are going.

*"After a pilot launch of the CSTP in Q4 - 2022, we are building the CSTP to allow for more pathways into Customer Service internships and permanent employment opportunities."* - **Customer Service Training Program**

*"Increase partnerships and pathways for clients to have access to mental health services in program."* - **Passages**

*"Create and implement an engagement programming schedules for the center."* - **SSYC**



# 2022 Highlights

## Collective Bargaining Agreement

After 3 years the CBA between OPEIU Local 8 and YouthCare was officially ratified on November 1, 2022! Some of the highlighted benefits and accomplishments are listed below.

- Salary increase for unionized team members
- 16 hours of paid Mental Health Related Leave granted to every employee annually
- Updated Employee Handbook
- Increased commitments to the work of diversity, equity, and inclusion across our agency

## Accreditation Process

The accreditation process was relaunched in 2022, with the goal of becoming accredited at the beginning of 2024 through the Council on Accreditation (COA). We are striving for accreditation to support our staff and board, as well as delivery quality services to our clients. COA will conduct their site visit in November 2023. The PQI team is currently working with programs across the agency to prepare for the process.

## Customer Service Training Program

The Customer Service Training Program was launched at the end of 2022. CSTP is a 6 week program where clients learn valuable skills that they can apply to various industries within customer service.

## Onboarding & Training Site

The YouthCare Onboarding & Training Site was created by the PQI Team to serve as the home for all training materials in the agency. The site includes a calendar of all upcoming trainings with links to register, as well as all onboarding materials for staff to easily access. An agency goal in 2023 is to expand trainings and professional development opportunities for our staff.



# Data Management

The Data Management team works across the agency to ensure quality reporting and tracking of data. The team had 3 overarching goals in 2022. Through the implementation of new practices and improvements, the team has created more efficient systems for programs across the agency. Below are their 2022 goals as well as a highlight of some of the improvements made throughout the year.

## Goals for 2022

- Make CaseWorthy easier and more efficient for staff to use
- Develop deeper and stronger relationships with programs
- Create more holistic and defined expectations and training

## Successes

- More people are reaching out to the team and attending office hours, which indicates more engagement
- The team started attending quarterly Performance Opportunity Plan meetings with each program to integrate data driven goals into POPs
- The Data Team worked with the Catalyst and Street Outreach teams on how to capture work to better serve young people and increase communication among the team and across the organization
- The Keyword search capability for Case Notes was created to streamline access to client information/records
- A data dictionary was created to define and support data entry expectations
- A plan for the roll out of a File Review feedback loop was started with a 2023 implementation



# 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.

## **BELLA BOWMAN**

**RESPECT.DEPENDABILITY.SOCIAL JUSTICE.LEADERSHIP.COLLABORATION**

"BELLA IS A PASSIONATE LEADER AND IT IS EVIDENT THROUGH THEIR WORK THEY ARE DEDICATED TO THE YOUTHCARE MISSION. BELLA IS A DEPENDABLE LEADER THAT IS ALWAYS THINKING CREATIVELY ON HOW TO BEST SERVE STAFF AND CLIENTS ACROSS THE AGENCY. WE ARE LUCKY TO HAVE BELLA AS PART OF THE YOUTHCARE TEAM!"

## **V DAMIANO**

**DEPENDABILITY.COLLABORATION.**

"V HAS SHOWN TREMENDOUS INITIATIVE IN HER SHORT TIME WITH YOUTHCARE. SHE HAS REALLY HIT THE GROUND RUNNING AND HER ENTHUSIASM AND PASSION FOR THE YOUTH WE SERVE HAS SUSTAINED LIGHT INTO THE YOUTHGROW PROGRAM!."

## **TAYLOR PIOLI-OSTER**

**RESPECT.EMPOWERMENT.DEPENDABILITY. COLLABORATION**

"TAYLOR HAS COME TO YOUTHCARE BRINING HER SKILLS OF STRONG ADVOCACY FOR YOUNG PEOPLE. SHE SHOWS UP FOR HER CLIENTS 110% AND MAINTAINS PROFESSIONAL BOUNDARIES AND RESPECT IN HER WORK. SHE HAS SHOWN TO BE A STRONG COLLABORATOR WITH COMMUNITY PARTNERS AND OTHER TEAMS AT YOUTHCARE. TAYLOR WORKS WELL WITH HER TEAM AND HAS PRIDE IN HER WORK."

## **JOSE PIZARRO**

**RESPECT.DEPENDABILITY.LEADERSHIP**

"JOSE LEADS HIS TEAM WITH RESOLVE, COLLABORATION, AND GENUINE CARE FOR CLIENTS. HE HAS BEEN LEADING THE SOUTH SEATTLE TEAM THROUGH A SEASON OF CHANGE - NAVIGATING CHALLENGING SITUATIONS WITH THOUGHTFULNESS AND CLARITY. THANKS FOR ALL YOU DO, JOSE!"

## **EMMA YORK-JONES**

**LEADERSHIP**

"EMMA DOES EVERYTHING. SHE HAS SPENT HER CAREER GETTING TO KNOW OUR PROGRAMS INSIDE AND OUT. HOW MANY TIMES HAVE YOU HEARD...."ASK EMMA"? SHE IS DEDICATED TO SERVING HER EMPLOYEES FROM A STRONG FOUNDATION WHICH GIVES US THE SUPPORT WE NEED TO SERVE OUR YOUTH THE SAME. HER LEADERSHIP IS UNWAVERING IN SUPPORT AND DEDICATION."

