

Performance and Quality
Improvement Program

Harborcreek Youth Services
5712 Iroquois Avenue
Harborcreek, PA 16421

Information Packet

Community Stakeholders

Revised
April 15, 2011

Contact Person:

John Petulla
Chief Executive Officer
Phone: 814/899-7664
Fax: 814/899-3075
www.hys-erie.org

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Performance and Quality Improvement Program

I. Statement of Philosophy

Harborcreek is committed to the advancement of quality improvement principles designed to promote the delivery of efficient and effective services to agency clients and the attainment of strategic and program goals. This commitment to quality is shared by the agency Board, administration, supervisory and direct service staff and stakeholders supportive of the agency mission and value system. The agency invests significant resources in its attempt to achieve excellence and continuous improvements in its programs and services.

The agency has identified priorities and goals as reflected in its 2008-2010 Strategic Plan, including:

1. The development and improvement of quality services to meet changing client and community needs.
2. The enhancement of a supportive and healthy agency culture.
3. The enhancement of relationships with internal and external stakeholders.
4. The promotion of a holistic approach to service delivery and in relationships with agency staff consistent with the principles of the Sanctuary model.
5. The development of a public information plan designed to enhance awareness of the agency and its mission.
6. The management of agency physical and financial resources in a manner consistent with sustainability and growth priorities.

The agency Strategic Plan forms the basis for quality improvement initiatives targeting organizational performance, service delivery and client outcomes in all the programs and services provided by Harborcreek Youth Services.

II. Overview

Approximately 20 primary areas of agency operation are reviewed regularly by participants in the performance and quality improvement efforts and include such primary agency domains as:

- management and administrative services
- service quality initiatives
- service delivery effectiveness
- client and program outcomes
- strategic goal attainment

A total of five sub-committees focus on specific performance areas:

Quality Sub-Committee

This committee is charged with the responsibility to assess agency performance in such areas as financial management, policy review, program outcomes and annual plan development.

Safety Sub-Committee

The Safety Committee oversees the effectiveness of risk prevention activities including accident prevention and the development of an agency emergency response plan.

Human Resources Sub-Committee

Human Resources evaluates agency effectiveness in such areas as staff training, employee retention and staff satisfaction.

Incident Review Sub-Committee

Incident Review monitors agency performance in the areas of Safe Crisis Management, Behavior Management interventions and client grievance procedures.

Clinical Review Sub-Committee

Clinical Review is charged with the responsibility of measuring agency performance in the areas of client outcomes and assessment of client satisfaction with services provided.

Sub-Committee membership includes direct service, supervisory and management level staff, Board representation and external stakeholders. In addition, the agency Performance and Quality Improvement Coordinator holds membership on all sub-committees.

Sub-Committees report findings and recommendations for performance improvement to the Management Committee which assumes overall responsibility for the development and implementation of the agency-wide Quality Improvement Program. This committee submits recommendations to the agency Governing Board of Directors for final action on policy related issues.

III. Stakeholders

Harborcreek encourages the participation and involvement of a wide range of both internal and external stakeholders in its Quality Improvement initiatives. Agency stakeholder groups include:

- clients and families
- employees at all levels
- volunteers
- consultants
- referral agencies
- citizen review and advisory groups
- consumer advocates
- funders
- contractors and partners
- community members interested in the work of the agency

The agency is committed to an open and transparent process in its efforts to achieve performance goals and attain positive results for clients and their families. Both

internal and external stakeholders hold positions in the organization's sub-committee structure and review performance data and outcome results fundamental to promoting organizational change.

IV. Measurement

Harborcreek is committed to the principles of quantitative analysis in its review of program and service quality performance areas, including:

Management and Operations Measures

The agency has identified reviews of its financial viability status, workforce stability levels, and safety and security procedures as priorities.

Strategic Plan Measures

The Strategic Plan, based on a three year planning cycle, mandates the achievement of selective performance goals and outcomes, including strategies for goal attainment and the development of performance improvement plans.

Service Effectiveness/Client Outcome Measures

Methods of measuring and evaluating service quality include case record reviews, client satisfaction surveys and client outcomes data.

The agency Performance and Quality Improvement Plan is updated annually and is designed to be comprehensive in its approach to performance assessment. Both staff and stakeholders collaborate on the development of outcome measures, jointly review results, and monitor efforts by the agency to improve programs and professional practice.

Harborcreek Youth Services

Performance and Quality Improvement Program

Performance and Quality Sub-Committee Measurement by Agency Domain					
Domain					
Sub-Committee	Operation & Management	Service Quality	Program Results	Client Satisfaction	Client Outcomes
Quality	1. Financial targets / investment results	1. External Satisfaction Surveys	1. Strategic Plan goals 2. Program evaluation/ annual plans		1. PQI Plan annual review
Safety	1. Risk prevention 2. Accidents 3. Emergency Response Plan				
Human Resources	1. Staff grievances 2. Staff retention	1. Staff training plan 2. Staff Satisfaction Surveys			
Incident Review			1. Incident reports 2. Behavior management interventions	1. Youth Advisory Board 2. Client grievances	
Clinical Review		1. Client rights 2. HIPPA compliance 3. Information security		1. Client Satisfaction Surveys 2. Parent Satisfaction Surveys	1. Case reviews/outcomes 2. Medication safety/ administration outcomes

Harborcreek Youth Services Performance and Quality Improvement Program

PQI Organizational Chart

