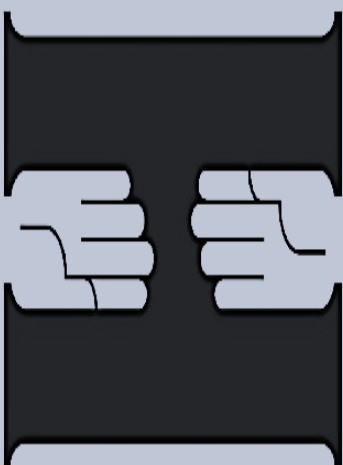


PERFORMANCE QUALITY IMPROVEMENT



ANNUAL SCORECARD 2022



HARBORCREEK
YOUTH SERVICES

HELPING YOUTH SUCCEED SINCE 1911

**HARBORCREEK YOUTH SERVICES
PERFORMANCE AND QUALITY IMPROVEMENT
(PQI) ANNUAL SCORECARD 2022**

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PQI ANNUAL SCORECARD 2022

DOMAIN	TARGETED GROUP	FREQUENCY	PERFORMANCE TARGET	ACTUAL	RESULTS CODE 1. Target Met/Exceeded. 2. Target Close to Being Met. 3. Target not Met.
Council on Accreditation Human Services Benchmarking Program.	A Measure of Organizational Health & Stability. This Program “Contextualizes the Performance of COA-Accredited Organizations Against Peer Entities on Multiple Measures of Organizational Stability. “This Report Compares the Performance of Harborcreek Youth Services to the Performance of Similar Organizations in Fiscal Year 2021”.	Annually.	Individualized Against Approximately <u>12</u> Measures.	Comparative Performance on Identified Metrics.	
COA Financial Health Benchmark.	Unrestricted Net Assets.	Annually.	Compared to Peer Entities Average Benchmark.	At <u>86%</u> of Average Benchmark.	2- Target Close to Being Met.
	Median Staff Salaries.	Annually.	Compared to Benchmark Organizations Average.	At <u>99%</u> of Average.	1- Target Met/Exceeded.
COA Governing Body Metrics.	Membership Count.	Annually.	Compared to Peer Organizations Governance Body.	At <u>87%</u> of Average Benchmark.	2- Target Close to Being Met.
COA Governing Body Board Attendance Rate.	Average Board Attendance Rate is a Measure of Commitment to the Organization.	Annually.	Compared to Benchmark Organization Performance.	At <u>115%</u> of Average.	1-Target Met/Exceeded.
COA Governing Body Member Tenure.	Average Tenure (in years) of All Board Members.	Annually.	Compared to Peer Organizations.	At <u>97%</u> of Average Peer Organization.	1-Target Met/Exceeded.

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DOMAIN	TARGETED GROUP	FREQUENCY	PERFORMANCE TARGET	ACTUAL	RESULTS CODE 1. Target Met/Exceeded. 2. Target Close to Being Met. 3. Target Not Met.
COA Workforce Development Benchmarks.	Management & Non-Managerial Staff.	Annually.	Retention Rates & Related Metrics Compared to Benchmark Organizations.	At <u>114%</u> of Similar Organizations.	1-Target Met/Exceeded.
	Permanent Staff Tenure.	Annually.	Agency Employees Tenure Average.	At <u>150%</u> of Comparison Agencies.	1-Target Met/Exceeded.
	Employee Benefit Costs.	Annually.	Average Cost of Benefits Per Employee at Similar Organizations.	At <u>137%</u> of Benefit Cost for Peer Organizations.	1- Target Met/ Exceeded.
COA Quality Improvement Benchmarks.	Quality Improvement Metrics “Reflect COA’s Comprehensive Approach to PQI in The Promotion of a Broad-Based, Organization-Wide Process Inclusive of Staff & Stakeholders, as a Vital, Necessary Management Tool”.	Annually.	Staff Assigned, to Organizations PQI Department.	At <u>100%</u> of Similar Agencies.	1-Target Met/Exceeded.
Outputs Family Preservation Services.	Families Receiving Services in 2022 by Units of Service.	Monthly.	A total of <u>525</u> Units.	Total of <u>409</u> Units.	3-Target Not Met.
Outputs Residential Treatment Services.	Average of Number of Clients (Daily Census).	Monthly.	Daily Census at <u>64</u> Clients.	A total of <u>55</u> Clients (86% of Target).	2- Target Close to Being Met.
	Average Number of Treatment Days.	Monthly.	Monthly Treatment Days at <u>1947</u> .	A total of <u>1676</u> Treatment Days. (86% of target).	2- Target Close to Being Met.
	Number of Client Admissions.	Monthly.	A total of <u>71</u> Admissions.	A total of <u>65</u> Admissions (92% of target).	2- Target Close to Being Met.

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DOMAIN	TARGETED GROUP	FREQUENCY	PERFORMANCE TARGET	ACTUAL	RESULTS CODE 1. Target Met/Exceeded. 2. Target Close to Being Met. 3. Target Not Met.
Outputs Residential Treatment Services.	Client Length-of-Stay.	Monthly.	Length-of-Stay at <u>325</u> Days.	A total of <u>349</u> Days.	1- Target Met/Exceeded.
Management & Operations: Financial Stability.	Balanced Budget.	Monthly.	Close Year With Balance Greater Than Zero.	Projection Exceeded.	1-Target Met/Exceeded.
Management & Operations: Investment Returns.	Returns at S&P 500 Averages.	Monthly.	(19%).	Projection Exceeded.	1-Target Met/Exceeded.
Management & Operations: Staff Retention.	Full & Part-time Permanent staff.	Monthly.	<u>30%</u> Turnover Rate.	<u>31%</u> Rate.	1-Target Met/Exceeded.
Management & Operations: Staff Grievances.	Permanent Staff Members.	Monthly.	At <u>6</u> Grievances or Fewer.	A Total of <u>5</u> Grievances.	1-Target Met/Exceeded.
Management & Operations: Staff Accidents.	All Employees.	Monthly.	At <u>12</u> Accidents or Fewer.	<u>15</u> Accidents.	2-Target Close to Being Met.
Person-Centered Logic Model Client Outcomes: (Child Welfare Indicators of Quality).	Residential Treatment Service Clients.	Monthly Measurement.	Child Prevention Indicators of Quality at <u>83%</u> .	Performance at <u>90%</u> .	1- Target Met/Exceeded.
			Child Safety Indicators of Quality at <u>85%</u> .	Compliance at <u>83%</u> .	2-Target Close to Being Met.
			Child Permanency Indicators of Quality at <u>80%</u> .	Actual at <u>88%</u> .	1-Target Met/Exceeded.

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DOMAIN	TARGETED GROUP	FREQUENCY	PERFORMANCE TARGET	ACTUAL	RESULTS CODE 1. Target Met/Exceeded. 2. Target Close to Being Met. 3. Target Not Met.
Person-Centered Logic Model Client Outcomes: (Child Welfare Indicators of Quality).	Residential Treatment Service Clients.	Monthly Measurement.	Child Well-Being Indicators of Quality at <u>92%</u> .	<u>97%</u> Actual.	1-Target Met/Exceeded.
	Family Preservation Services (MST) Clients.	Quarterly, Semi-Annually & Annually.	Child Prevention Indicators of Quality at <u>88%</u> .	Performance at <u>91%</u> .	1-Target Met/Exceeded.
			Child Safety Indicators of Quality at <u>86%</u> .	Compliance Score at <u>83%</u> .	2-Target Close to Being Met.
			Child Well-Being Indicators of Quality at <u>88%</u> .	Actual at <u>88%</u> .	1-Target Met/Exceeded.
Community Stakeholder Satisfaction Surveys.	Residential Clients Entrance Survey.	Administered Within Two Weeks of Client Admission.	Satisfaction at <u>80%</u> .	<u>88%</u> Satisfaction.	1- Target Met/Exceeded.
	Residential Clients Ongoing Survey.	Distributed in March & September of Calendar Year.	<u>80%</u> Satisfaction.	<u>74%</u> Satisfaction.	2- Target Close to Being Met.
	Residential Clients Exit Survey: (Four Sections).	Processed Within Two Weeks of Client Discharge.	Satisfaction at <u>80%</u> (Cumulative Score.)		

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DOMAIN	TARGETED GROUP	FREQUENCY	PERFORMANCE TARGET	ACTUAL	RESULTS CODE 1. Target Met/Exceeded. 2. Target Close to Being Met. 3. Target Not Met.
Community Stakeholder Satisfaction Surveys.	Section I: General Impressions of The Agency.			<u>83%</u> Satisfaction.	
	Section II: Views on Agency Treatment Program.			<u>91%</u> Satisfaction.	
	Section III: Views on Discharge Planning.			<u>92%</u> Satisfaction.	
	Section IV: Exit Survey Overall Satisfaction Score.		<u>80%</u> Satisfaction.	<u>87%</u> Satisfaction.	1. Target Met/Exceeded.
	Parents Participating in Family Preservation Services Program.	Monthly.	Satisfaction at <u>80%</u> .	<u>93%</u> Satisfaction.	1 Target Met/Exceeded.

NOTES FAMILY PRESERVATION SERVICES

1. The identification of quality indicators is based on the widely accepted group of Child Welfare indicators of quality in the United States.
2. Outcomes will be updated by the staff-led Logic Model Workgroup periodically from the following Fidelity & Regulatory sources including:
 - Quarterly, MST Dashboard Report
 - Semi-Annual MST Program Review and;
 - Contract-Specific Outcomes Mandated by Funders & Regulatory Bodies
3. Data is available to the Workgroup continuously through Calendar & fiscal year schedules & are largely based on Evidence-supported family-based treatment models developed by the Multisystemic Therapy Institute.

NOTES: RESIDENTIAL TREATMENT SERVICES

1. Residential Outcomes as presented were initially developed utilizing a “Pilot Project Model”(3-6 month phase-in process).
2. Similarly, the staff-led Logic Model Workgroup anticipated initial & ongoing updates to the manner in which outcomes are presented & measured.
3. The workgroup selected several Evidence-based outcomes consistent with measurement strategies.
4. The organization identifies client outcomes in the areas of change in client clinical status & change in functional status.
5. A key area of outcomes assessment includes the disaggregation of data by race or ethnicity to identify & monitor potential disparities in service provision & effectiveness.

NOTES PERSON-CENTERED LOGIC MODEL OUTCOMES

1. Client outcomes have been established by a staff-led workgroup beginning in the Fall, 2021.
2. Data presented in this report is reviewed by the organization PQI Clinical Review sub-committee.
3. A total of 11 outcomes have been identified for Residential Treatment Clients, & 15 outcomes for families active in Family Preservation Services (Multisystemic Therapy Program).
4. Logic Model Outcomes include content related to the organizational priorities of child wellness & theoretically-based Trauma informed approaches.