



## 2017 Performance Improvement Plan Summary

The EA Continuous Quality Improvement Team was formed in 2017 and provides ongoing operational leadership of continuous performance improvement activities across the organization. The members of the performance improvement team act as champions of performance improvement and work as liaisons between programs, staff, and the performance improvement team.

### Performance Improvement Team Activities for 2017

- Reviewed sample Performance Improvement Plans and formed a plan for 2018
- Created an annual team self-assessment to be completed at the end of the calendar year
- Reviewed Critical Incident Reporting for 2017

### Overview of Performance Indicators for 2017

#### Business Functions:

- Employee Safety - EA had 9 reportable Worker's Compensation cases, a reduction from 12 in 2016.
- Regulatory Compliance – No issues to report.
- Financial Sustainability - EA maintained sufficient funds for continued operation, with \$667,000 in retained earnings in 2017 (unaudited).
- Increase Retained Earnings through Increased Days of Care - EA experienced a decrease of 18,108 clients, equivalent of a 6% decrease from 2016 to 2017.
- Operational Efficiency – Laserfiche implementation in progress, to be completed by end of 2019.
- Increase Number of Clients Served – EA experienced a loss in number of clients served (1915 in 2016, 1786 in 2017), equivalent to 6.7% decrease.

#### Effectiveness:

- Regulatory Compliance – EA received 24 citations during 2017.
- Demonstration of our Priority as Meeting the Needs of Clients and Families – 87% of employees report EA demonstrates this priority.
- Communication from Leadership – 75.4% of employees report communication from senior leadership ranges from acceptable to great.
- Clients Feel Successful – 90.4% of FFA clients and 95.7% of GH clients feel they can be successful in EA's programs.
- Clients Feel Safe – 94.7% of FFA clients and 82.6% of GH clients feel safe in their homes.
- Caregivers Adequately Trained – 95.9% of foster parents feel adequately trained.

#### Efficiency:

- Comprehensive, Timely Reports – 82.3% of stakeholder respondents report documents are reports are timely, thorough, and complete.
- On-Call System – 87.8% of stakeholder respondents report EA’s on-call system is effective and efficient (or they do not have need to utilize it).
- Staff Productivity – EA utilizes a Caseload Efficiency report to track assigned caseloads. During 2017, full-time social workers and case managers functioned at an average of 95.32% efficiency.
- Visit Timeliness – EA began using a Home Visitation tracking report to measure visits to foster homes within 7 days of placement and to transitional housing clients on same day of placement.

#### Accessibility:

- Accessible to Customers – 78.2% of stakeholder respondents reported EA staff are accessible.
- Accessible to Clients – 85.5% of THP client respondents report they are able to reach EA when needed.

#### Satisfaction:

- Quantity of Responses to Survey – The number of responses to satisfaction questionnaires was universally low. Changes will be made with the intent of increasing level of responses in subsequent surveys.
- Employee Satisfaction – 83% of employee respondents expressed overall satisfaction with EA.
- Customer Satisfaction – 81.7% of stakeholder respondents expressed overall satisfaction with EA.
- Customer Referral – 66.7% of stakeholder respondents would refer EA to a friend or colleague.
- Client Satisfaction – 83.8% of FFA client respondents expressed overall satisfaction with EA; 80.4% of GH client respondents expressed overall satisfaction with EA; 82.6% of THP client respondents expressed overall satisfaction.

#### Human Resources:

- Maintain adequate staffing levels to provide services – Average caseload for 2017 was 13.7, which is adequate to provide services.
- Assure timely performance evaluations for all staff – Annual evaluations were delivered by the end of 2017, as required. We are considering changing evaluations to employee anniversary of hire, rather than all at the end of the calendar year.
- Ensure all staff are adequately trained within 30 days of hire – All employees hired in 2017 participated in HR New Hire Training.
- Ensure all staff are adequately trained annually – All employees participated in required trainings or make-up trainings.

#### Additional Areas for Review & Assessment

The Continuous Quality Improvement team identified several areas for on-going review and analysis that are important to EA performance improvement but do not lend themselves to the definition of performance indicators or that would be subject to benchmarking:

- Annual Review of Critical Incident Reports

- Bi-Annual Review of Restraints
- Number of client grievances (including resolution)- None for CY 2017
- Number of employee grievances (including resolution)- None for CY 2017
- Trends from Audits/Records Reviews – Individualized Needs & Services Plans need to include client goals, as well as be more comprehensive across all areas. Quarterly Assessment Reports are not consistently being completed in a timely manner.

#### New Indicators and Focus of CQI Team for 2018

- Quality Records Review for comprehensive documentation
- Options to increase Survey responses
- Measure and increase staff retention
- Implementation of CANS measure for FFA/GH clients
- Implementation of Referral Tracking form to measure how many placements we accept compared to how many referrals we receive as well as how quickly placements are made