

# YSBIV Performance & Quality Improvement 2020 Annual Report

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YSBIV is a community-based agency, whose Mission is “to help young people and families succeed by serving them in their home, school, and community”. YSBIV strives to promote a culture that values quality and the efforts made to accomplish these performance results for the people we serve. The agency continues its efforts at improving the overall performance of its programs, and its function as an agency. The following is a summary of Quality Improvement efforts by the agency for 2020:

## **Agency Wide Continuous Quality Improvement (CQI) Process:**

The agency’s CQI process remains in place, however due to COVID 19 Pandemic and the restrictions in place, formal CQI activities have been scaled back during this year beginning in March 2020. CQI teams met as scheduled in January 2020, with an Agency-wide CQI meeting occurring on February 14, 2020. After COVID 19 restrictions were implemented with staff working remotely as appropriate for the program, CQI meetings were mostly suspended for the 3<sup>rd</sup> and 4<sup>th</sup> quarters of FY 2020. Some teams met for the 1<sup>st</sup> Quarter of FY 2021 in October/November 2020. Other teams, particularly in the child welfare programs of Foster Care and Intact Family Services who have been experiencing staff shortages and high caseloads, have not been meeting. Teams have been requested to submit reports with required data in lieu of their meeting, as data continues to be monitored.

It is the goal of the agency to resume the regular CQI process as COVID 19 restrictions allow, that includes in an agency wide and team level CQI process, with quarterly CQI team meetings and the quarterly agency-wide CQI meetings which occur with all the CQI team leaders. The CQI Executive Summary report will be prepared, quarterly, and shared with the Board, Staff and posted on the agency website for stakeholders.

The Q.I. Department continued to provide support and guidance to the CQI teams and their CQI Leader in this process and participated in each team’s CQI meeting. The Q.I. Department continues to monitor the IL Dashboards for both the Foster Care and Intact Family Services programs and participates in the monthly IL DCFS Agency Performance Team (APT) meetings. The Q.I. Department imports and downloads the IL DCFS Dashboards for the Foster Care and Intact Programs. Quality Improvement also monitors the data on permanencies achieved, to ensure the agency’s data is accurate. The agency has seen a surge in the number of children reunified with their families. For the first time in 4 years the agency had more reunifications (66 reunifications of 103 permanencies achieved) than other permanency goals combined.

Quality Improvement will continue to participate in the monthly Administrative Team meetings, and report on the ILDCFS Dashboard progress, and any other related COA or quality improvement items. The Administrative Team meeting minutes are posted on the internal agency website, to promote communication and transparency.

## **Outcome Measures, Analysis and, Improvement Planning:**

Each program has established outcome measurements, and tools for collecting this data. The program outcome data is reviewed and discussed during the quarterly team meetings. Each program’s data is recorded in the Program CQI Reports, and other required reports for funders. Several programs have routinely met

their outcomes in most areas. Data generated from the internal database continues to be monitored for its validity.

The IL Department of Children and Family Services has removed the moratorium on issuing levels for the Performance Dashboards in the Child Welfare programs. The data from Dashboards is now discussed at the APT meetings that occur monthly with each team, and levels are issued based on performance. Additionally, the Department has been monitoring caseload ratios more closely. The Q. I. Department continued to provide the Dashboards and the agency monitored its own progress in meeting the outcome goals, especially as it relates to contact with children, parents and caregivers. The IL DCFS Dashboards have not been updated as previously stated by the IL Department of Children and Family Services. Currently the Dashboards for the Intact Family Services program are not reflective of the current program plan/contract performance requirements for contact with children and parents. It is unknown whether any modifications will be made in the future.

During the last year the agency experienced a high number of staff turnover and has not been operating at full staff capacity, as experienced by many non-for-profits and for profit child welfare agencies throughout the State of Illinois over the past year. In addition to this, the agency began to see a higher number of cases are being referred through the agency's contract based on the volume of cases coming into the foster care system at the beginning of new fiscal year FY 2021 in July 2020.

This has caused YSBIV to experience much higher than normal caseloads over the past months due to the staff vacancies and difficulty in being able to hire qualified candidates despite diligent efforts to recruit candidates. YSBIV along with many Illinois private child welfare agencies, and the public child welfare agency, are competing to hire for the numerous staff vacancies across the state with a smaller pool of qualified candidates. It is of course the goal of the agency to continue with its hiring efforts for new workers to alleviate the high caseloads and bring them down to the 15 to 1 ratio.

In January 2019, a Corrective Action Plan was put in place for a specific Child Welfare team due to findings from audits by an IL DCFS Agency Performance Team monitor. The plan included items related to required contact with children in relative foster homes, traditional foster homes, interviewing child outside presence of caregiver, completion of necessary safety assessments, safe protocols such as Safe Sleep, and the quality of documentation. The plan was shared with all the Foster Care supervisors and were asked to review contact requirements with foster children in their team meetings. Safety Protocol brochures were obtained for all offices, and staff were asked to distribute to clients as necessary. The first documentation training was held on 5/8/19 in Rockford with the Foster Care and Intact workers to review importance of documentation and necessary elements required in documentation, and the second one was held in Aurora, February 2020 via a virtual meeting that included all offices. The corrective action plan will remain in effect in 2021 and be re-evaluated throughout the year based on audits.

The Corrective Action Plan implemented in January 2017 for the Intact Program that addressed case documentation, casework practice, increased home visit requirements with children ages 0- 5yrs, and a case closing protocol remained in effect throughout 2020 based on internal audits and audits by the IL DCFS APT. The IL DCFS Intact Family Services program plan implemented significant changes in requirements for the number of visits and timeframes for increased visits. Although the Dashboards do not reflect this change, the agency is following the program plan requirements. The corrective action plan will remain in effect in 2021 and be re-evaluated throughout the year based on audits.

The Staff Service Committee is no longer in place, as it appeared redundant with the CQI process. Suggestions from the office Suggestion Boxes will be collected by the Q.I. Department and presented at the Admin Team meeting for review. Office maintenance and repairs continue to be reviewed through the monthly checklists and are shared with the Facilities Coordinator. Requests for client assistance through the Board Special Assistance Fund, will continue to be reviewed by the newly established Strategic Planning Committee.

On November 21, 2019, the Executive Director launched the Strategic Planning process for 2020 with the Boards' approval and formed a Strategic Planning committee. The committee is comprised of 13 staff persons, with the Quality Improvement Director chairing the committee. A majority of the members are direct service workers along with staff from facilities, marketing and development, and office management. The committee was charged with:

- 1) Review current Strategic plan and decide if any unmet goals need to be continued.
- 2) Help plan all staff Strategic Planning Day, March 6, 2020.
- 3) Collect, organize, and make recommendations on goals to be included in the 2020-2024 Strategic plan.

In January 2020, during the regularly scheduled CQI team meetings the CQI Leaders led their teams through the exercise of identifying potential goals to be included in the new strategic plan. Emails were sent out the Board Members to elicit their input as well. All ideas were gathered and reduced down to categories with in the 6 areas of concentration: Board, Staff Development, Clients/Services, Facilities, IT, Marketing and Development, and Administration. They were reviewed by the Committee and further reduced for a more manageable document. Any suggestions that were program level suggestions that were not appropriate for the strategic plan were passed on the appropriate department. The identified goals were to be used in the All Staff Strategic Planning Day that was changed to March 20<sup>th</sup>, 2020 due to scheduling conflicts, however due to the COVID 19 Pandemic restrictions, this event was cancelled.

With the COVID 19 Pandemic restrictions and the planning day cancelled, the agency turned to continuing the process with asking all staff, via email, to provide input on the SWOT (Strength, Weaknesses, Opportunity and Threat) analysis, an essential part of Strategic Planning. An email with a SWOT slideshow (explaining what a SWOT analysis is) was sent to all staff with responses due by April 24, 2020. With the responses submitted by staff, a list was comprised and condensed with common themes in category of the SWOT analysis. This document helped guide the committee to identifying the goals to be included in the plan. The intent to works towards updating the agency's mission statement has been postponed and will be addressed in the Strategic Plan. The Strategic Plan was submitted to the Board of Directors on August 14, 2020 for final approval and granted on August 19, 2020. A copy of the Strategic Plan was posted on the employee intranet with an All User email to inform them. The Strategic Planning Committee will remain in place to continue to monitor the progress of achieving the goals within the Strategic Plan and will begin meeting quarterly in 2021.

The standard Operating Policies were updated after a thorough review of each policy; new policies were added particularly in the area of safety, including vehicle safety, staff safety and office safety, as well as updated policies for confidentiality and access to records. All new policies were approved by the Board of Directors. A copy of the updated Operating Polices have been posted on the agency's company intranet.

The Marketing and Development continued its efforts at fundraising in a difficult environment with the COVID 19 Pandemic. The agency saw an overwhelming positive outpouring of response for the holiday gift drive for children and families despite the challenges of the pandemic. Approximately 958 youth and families received gifts and assistance for the holiday by the generosity of approximately 1393 individual donors including those individuals connected with the more than 60 corporate and business donors to the agency.

### **Information and Technology:**

The agency continued to work on replacing and upgrading copiers and printers in various area offices as needed. Several new laptops and web-cams were secured to assist in the remote working capabilities with the COVID 19 Pandemic.

Typically, the agency does not deliver services via technology, however during the COVID 19 Pandemic and the resulting State of Illinois Stay at Home order issued on March 20, 2020 and CDC guidelines, many services have had to adapt to providing services via technology, and working remotely as an essential agency. Beginning on March 20, 2020 the IL DCFS put in place Action Transmittals that directed POS agencies on contacts with children and families under their care during the State of Illinois' stay at home order and CDC guidelines, which also resulted in the use of video-conferencing with children, youth and families in lieu of in-person contacts. The technology used in many of the programs included use of Facetime, Facebook, Zoom, Doxy, What'sApp, DUO, and Webex. For the Treatment Program they used a computer based video program called, Simple Practice, for therapist providing services to clients, this is a secure telehealth provider and is HIPAA compliant. Many programs continue to use these technologies as the COVID 19 restrictions remain in place.

The HR Department continued to do the newsletter, entitled News You Can Use, that goes out quarterly to highlight HR policies, announcements, and reminders.

The Marketing Department continued to publish the Because of You Newsletter highlighting successes in programs, and those successes as a result of donor support.

### **Training and Staff Development**

Despite the COVID 19 Pandemic Restrictions, training has occurred over the last year, with adaptations to virtual on-line training. New training requirements were implemented for the IL Department of Human Rights Sexual Harassment Prevention Training. All employees were required to complete this training by December 2020 and will be added to the new employee training curriculum.

Case Documentation Training was provided was provided in-house by the Q.I. Department and the Child Welfare Director on February 10, 2020 and was aimed primarily at the Child Welfare staff. Through January-March 2020, the Foster Care program offered required In-House trainings on Administrative Case Review Unit for service planning for all offices, DV training occurred for the Princeton and Rockford office, and Sexual Abuse services, behaviors, and older adolescent services trainings occurred in the Aurora office presented by IL DCFS. The Licensing Unit had a speaker from IL DCFS on investigations and enforcement.

Child Welfare Staff were required to complete the IL DCFS training on confidentiality, LGBTQ+, and Assessing Paramours. All Child Welfare Supervisors (Foster Care and Intact) were in the process of completing mandatory IL DCFS Supervisory Training with 4 modules focusing on components of supervision:

- Introduction and Administrative
- Clinical
- Supportive
- Developmental

The ReDeploy program focused on Trauma Focused Cognitive Behavioral Therapy training beginning in January 2020. This program was offered to both the ReDeploy program and the Treatment Staff and is an internet-based training with group work and testing after each chapter.

As restrictions have eased up, the agency provided required Behavior Support and Management Training (Trauma and De-Escalation) on August 5, 2020 and August 7, 2020 with the CDC guidelines in place and was limited to new staff and those staff who had never received this training. All other agency staff completed an on-line refresher course, as a COA requirement.

An All Staff gathering will hopefully occur in 2021 with a focus on worker safety, situational awareness and self-defense should the COVID 19 situation allow.

**Maintain the agency's compliance with COA standards, policy and procedures:**

Beginning in April 2019, the agency began its re-accreditation process due to be completed by 10/30/20, at the expiration of the agency's accreditation. The agency submitted the required self-study on August 24, 2020, with the site visit occurring virtually, October 15, 2020 through October 20, 2020. During the accreditation process, the agency was reviewed by 1100 different standards addressing the operations and service delivery of the agency as well as the specific services provided. The agency passed 1099 of those standards, with only 1 deficiency noted in the Pre-Commission Report. The agency is in the final stages of the COA Re-Accreditation and is awaiting the Final Accreditation Report after submission of additional documents as requested through the Pre-commission Report to address high caseload ratios in the Foster Care program. On January 11, 2021, the agency received notification of COA granting the agency's Accreditation. It is anticipated that the agency will receive the Final Accreditation Report with final ratings and comments by the end of January 2021.

The agency continues to maintain its high standards of practices and comply with all COA reporting requirements, as needed or required. The required Maintenance of Organization (MOA) was filed on August 28, 2020, no incident reports were required to be filed.

The Annual Risk Management Assessment was completed in January 2021, with a determination of low risk.

**Summary:**

The Agency's CQI process remains committed to agency and program improvements, and all teams will participate in the quarterly team meetings, and in the Agency-wide CQI Meeting as the COVID 19 Restrictions allow. Program and agency outcomes continue to be monitored in the current limited CQI process and other reporting requirements. The agency remains vigilant in adapting service delivery to meet the needs of clients during this pandemic. The agency will continue to work towards improving our internal processes and reviewing its policies on an on-going basis.

The agency will continue to focus on improved documentation in the child welfare programs and monitor the progress. The agency will continue its focus on Staff Development as the budget and pandemic restrictions allow.

Respectfully Submitted,

Sherri Nestmann, Q. I. Director  
Quality Improvement Department