



Stakeholder Information: Performance and Quality Improvement

Elk Hill's Performance and Quality Improvement (PQI) plan establishes a system to measure the effectiveness and quality of the organization's programs and management operations and outlines an improvement cycle to enhance organization-wide outcomes. Elk Hill's leadership and governing body set the tone for organization-wide quality improvement efforts and performance-based management practices. The PQI plan is both influenced by and impacts the organization's long-term strategic plan, allowing for and encouraging a process of continued recalculations based on internal and external stakeholders' feedback, case reviews, program outcomes and management/operations reports.

Role of the organization's long-term strategic plan and short-term goals in the PQI process:

Elk Hill's strategic plan establishes broad organizational goals and the strategies Elk Hill intends to employ to accomplish the plan's long-term and short-term objectives. The strategic plan also communicates with employees and various stakeholders the overall direction the organization intends to pursue over the course of the planning cycle. The role of PQI activities are meant to ensure program and management activities are or remain in alignment with the strategic plan and its subsequent goals and objectives. PQI initiatives are also meant to monitor the strategies that are being employed to accomplish those goals and make recommendations when needed to amend those strategies that are less effective. It is the responsibility of the PQI steering committee to monitor the effectiveness of the organization's strategies and make recommendations for improvement.

Client, Program, and Operations/Management Outcomes:

In general, Elk Hill's outcomes are focused on measuring the organization's success in achieving client and family-centered program goals and relate to the intended purpose(s) of each service. Operations and management outcomes are established and monitored to ensure that with a non-profit, break-even budget, Elk Hill remains fiscally stable with adequate human resources to provide quality services. Detailed outcome reports are available for all stakeholders' review through Elk Hill's website.

Stakeholders and their involvement in the PQI process:

Elk Hill's stakeholders include the clients and families served, direct care and program management staff, executive management, the Board of Trustees, placing or referral agencies, and donors. To include all of Elk Hill's staff in this process, Elk Hill conducts annual employee engagement or satisfaction survey. The feedback gained from these engagement surveys assists Elk Hill's leadership in determining human resource initiatives towards improving the workplace environment. Each client and his or her caregiver as well as referring agencies are also asked to participate in a satisfaction survey based on their experiences in receiving services with Elk Hill. This feedback contributes to on-going and annual program evaluation. Elk Hill's Board of Trustees review personnel and program satisfaction, operations management outcomes, provides a representative voice for the community at large, and makes recommendations for program or management policy based on these evaluations.

Elk Hill also has in place a PQI Steering Committee whose permanent membership includes department directors, executive leadership representation, and Elk Hill's quality assurance coordinator. Additional Elk Hill staff serve on this committee on an annual rotating basis. In the future, Elk Hill intends to include parent/caregiver, placing agency, and Board member representation on this committee.

PQI Steering Committee's Process and Scope of Activities:

- Meets quarterly
- Reviews the following:
 - Quarterly/Annual program outcome reports including satisfaction surveys
 - Quarterly/Annual operations & management reports including staff engagement surveys
 - Quarterly Case Record Review reports
 - Licensing inspection summaries
- Makes recommendations to Executive Leadership for policy/procedure changes based on findings.
- Conducts a review of previous changes made based on PQI process to determine if policy and/or procedural changes had desired affect.
- Ensures the organization's effective use of its performance quality improvement cycle.

The PQI Improvement Cycle

The PQI improvement cycle begins with the organization's strategic plan and planning process. During the planning cycle, new long-term goals, objectives, and strategies are developed or amended. These new goals and strategies drive discussions amongst the Leadership and Management Team members on what outcome measures need to be in place to capture the data required in determining progress towards actualizing long-term goals and objectives. Once outcome measures are identified, data collection tools or systems are created or maintained including identifying who is responsible for collecting the data, frequency, etc. Data is then collected, aggregated and analyzed as identified on each department's PQI Operational Worksheets. Outcomes are then discussed at their appropriate management level and subsequently reviewed by Elk Hill's PQI steering committee. The combination of these reviews produce findings and conclusions that then prompt recommendations for change. Recommendations are reviewed at their appropriate level and/or include input by each department's respective teams and other stakeholders. Any changes in strategies based on recommendations will also include recommendations on how to monitor them and their effectiveness. Once recommendations are approved or modified, outcome results and new action-steps are shared with stakeholders. Through this process, knowledge gained on program effectiveness and progress towards accomplishing strategic plans are then considered as the organization again reviews its long-term strategic plan.

For more information on Elk Hill's strategic plan, PQI activities, or stakeholder involvement in this improvement cycle, please contact Travis Baisden, Elk Hill's Quality Assurance Coordinator, at tbaisden@elkhill.org or (804) 457-4866, ext. 318.