

## I. Introduction

Parents and Children Together (PACT) has been providing high quality social services to some of the most vulnerable individuals in Hawaii since 1968. PACT operates sixteen programs on five islands and delivers services to the most ethnically diverse state in the Nation. Because of its longevity and commitment to meeting the needs of families with disparities, PACT is one of the most established and diversified non-profit agencies in the State of Hawaii. Parents And Children Together (PACT) is dedicated to providing quality services for the community at large and for those children, adults, and families who are in the greatest need of PACT's programs. PACT offers a wide variety of programs and services such as early childhood education for age's birth to five years of age, domestic violence prevention/intervention, child abuse prevention/intervention, community building, and behavioral health.

PACT's Performance and Quality Improvement (PQI) Plan has a strong balance of qualitative and quantitative methods and is integrated into everything PACT does. The PQI Plan has as its foundation in the organization's vision and mission, and exists to build organizational excellence, deliver quality services and produce improved client outcomes. PACT's vision is to see Hawaii as a peaceful and safe community living as an ohana successfully helping its members realize their dreams and full potential and its mission is to promote and support healthy individuals, families and communities by creating opportunities for them to identify and address their own strengths, needs, and concerns and successfully realize their potential. The plan describes a broad-based, agency-wide process that regularly evaluates services and ensures a high level of quality is evidence-informed and aligned with PACT's vision and mission.

### A. PACT's Philosophy of PQI

A cornerstone of the PQI program philosophy is the belief that we can better our processes, services and ultimately improve client outcomes. When areas of weakness are identified, process and system details are shared in a spirit of respect and support; this information provides PACT an opportunity to do better. This is accomplished through an application of quality improvement principles, tools and techniques, (specifically, the improvement cycle-PDCA: Plan-Do-Check-Act). PACT's quality activities are designed to maintain confidentiality of client and business information and comply with the confidentiality, privacy and security of information mandates as established by the Health Insurance Portability and Accountability Act.

PACT embraces a philosophy of continuous quality improvement which tenants include:

- quality as a central priority,
- a focus on functions and processes not individual performance,
- data driven, evidence-based and,
- involves staff and leaders from all levels of the organization.

The performance and quality improvement activities are based upon PACT's Performance and Quality Improvement (PQI) Plan and provide specific operational directions for completing quality activities. Improvement activities focus on high-risk, problem-prone or high volume issues as well as opportunities to build on strengths. Weaknesses or opportunities to improve performance will be identified and documented using the improvement cycle. Celebrating successes and providing the means for staff to learn from the accomplishments of others are integral activities of PACT's PQI philosophy.

## **B. PACT's PQI Structure**

The Performance and Quality Improvement Plan encompasses all programs, employees, Board Members, contracted service providers, volunteers, funders and partners. Stakeholders are requested to participate in performance and quality improvement activities related to their services, and to adhere to standards established by the organization. The PQI structure starts with the programs and direct service providers. Line-staff operate programs and collect key data that are rolled up into reports. PQI reports are sent to the Director of Quality Assurance and reviewed at the agency PQI committee meetings.

PACT's programs have PQI work groups that review data and implement improvement efforts specific to their programs and services. The agency PQI committee meetings review, assess, monitor program, service and utilization data; look for trends, problems, improvements and potential countermeasures and may institute workgroups and project teams to address identified organizational issues. The PQI committee also provides assistance to program level PQI workgroups and members to align performance measures with agency mission, vision and other strategic initiatives. Performance measures, indicators as well as benchmarks are assessed and approved by the PQI committee. The PQI committee is chaired by the Director of Quality Assurance and has representation from leadership and other key staff.

The PQI committee makes recommendations to management for:

- Policy and procedure changes
- Program and service delivery improvements
- Improving client outcomes
- Identifying and removing waste in programs and services
- Streamlining processes
- Solving problems
- Overall agency improvement
- IT system and data improvements
- Improving safety and preventing injuries among clients and staff
- Improving client and employee satisfaction

The Board of Directors has final authority and oversight for PACT's performance. The Board sets the tenor for the agency, and as such promotes a culture that values quality. The Board is responsible for evaluating and ensuring the organization's progress in achieving the initiatives established by the Strategic Plan; ensuring compliance with appropriate standards; and

facilitating the provision of adequate resources for quality activities. The Board receives briefings on PQI in order to evaluate the progress towards achieving agency strategic initiatives.

The Executive Management Team, comprised of the President & CEO, Chief Operating Officer, Senior Vice President of Programs, and Vice President of Operations and Vice President of Development and Community Relations, provides for quality improvement planning and fostering an environment that promotes a culture that values quality and that is conducive to continuous quality improvement. This group is expected to demonstrate leadership and commitment and to allocate resources for quality improvement initiatives. Program Directors are responsible for carrying out program-level elements of the Performance and Quality Improvement Plan, prioritizing tasks, managing resources, and ensuring participation by all staff within their purview. The President & CEO, Chief Operating Officer, Senior Vice President of Programs, and Vice President of Operations, Program Directors and Assistant Program Directors are members of the PQI Committee.

The Director of Quality Assurance is responsible for coordination of organization-wide quality planning and monitoring. The Director of Quality Assurance guides the development of the plan; researches and promulgates continuous quality improvement concepts and principles; reviews all agency activities in light of quality standards and practices; conducts training in quality initiatives. The Director of Quality Assurance also collects and analyzes data, reports trends, makes recommendations regarding immediate issues that should be addressed, and develops agency policies and procedures. The Director of Quality Assurance chairs the PQI Committee.

Employees are individually responsible for the quality of their work and are expected to participate in performance and quality improvement activities. Employees are also responsible for carrying out their duties in compliance with standards and “best practices” recognized by the agency, their professional discipline or field of work, and community.

### **C. Stakeholders**

Stakeholder participation is critical and fundamental to the success of designing and implementing PACT’s PQI plan and processes. Stakeholders include but are not limited to: clients, employees, volunteers, community organizations, advocacy groups, elected officials, government agencies, consultants, advisory boards, PACT Board of Directors, and funders. Stakeholders are involved in the PQI process through a broad range of activities. For example, clients complete satisfaction surveys, may participate in a focus group or review PQI data. Employees participate in PQI data collection, review and analysis through case record review, output and outcome monitoring and client satisfaction processes.

### **D. Improvement Cycle**

PACT’s improvement cycle is designed to improve the effectiveness of PACT’s programs and services; thereby improving outcomes for clients. The agency improvement cycle operates with best practices modeling where quantitative and qualitative data are gathered from a broad variety of individuals and groups to assess the performance of programs and services; as well as to diagnose any emerging challenges or gaps in services. For example PACT gathers and monitors program and service data as well as evaluates case records to ensure high quality

documentation and service delivery. PACT gathers input from clients, line staff, supervisors, managers, collaborating organizations to offer regular feedback on operations and functions of PACT's programs and services. Service data and other inputs are presented at regular PQI committee meetings for review as described in section II. Measures and Outcomes.

PACT's performance and quality improvement activities support a customer service focus and are organized according to best practice and Council on Accreditation standards. Improvement activities focus on: high-risk, problem-prone or high volume issues; providing opportunities to replicate successes throughout the organization; and take every opportunity to celebrate achievements and improvements. An integrated approach is used to improve outcomes, processes and systems while sustaining services and initiating action for identified opportunities. The Plan-Do-Check-Act (PDCA) model is the quality process utilized by PACT. This model provides a consistent opportunity-identification and problem-solving approach for performance and quality improvement activities throughout the organization. The improvement process includes:

- Plan: Opportunity or problem identification, data collection and analysis, decide on change to be implemented;
- Do: Implement the plan;
- Check: Review and measure the results; and
- Act: Incorporate the improvement/change into normal operations or if unsuccessful complete the PDCA cycle with another change.

PACT regularly provides positive feedback to staff and recognition at all levels of the organization. Each program has their own unique staff recognition and team building activities. PACT believes with regards to PQI, it's more effective to identify problems and issues in relationship to a process or a system issue rather than blaming individuals. PACT firmly believes in building staff and promotes a positive work environment that makes it easier to do the right thing, and not make mistakes or not follow agency procedures. In the spirit of working on issues in the system and within our processes, PACT has a culture of continuously making things better.

## **II. Measures and Outcomes**

PACT's PQI program encompasses a wide variety of data measures, metrics, program activities and administrative functions. PACT gathers program specific quality metrics, community partner's feedback, employee and client satisfaction; and reviews and assesses specific programs goals and benchmarks and conducts analyses to assist and support programs in their efforts to improve function and system effectiveness. In FY 2015 the programs collected data on 106 key output measures and 81 key outcome measures. Annotated below are the scope of PACT's measures and outcomes. PACT's leadership has dovetailed PQI into its strategic plan, fiscal strategies, staffing and human resources improvement efforts. PACT's board of directors is engaged in and briefed on PQI activities; provides oversight for the overall PQI system.

### **A. Client Outputs and Outcomes**

- Every program collects data on a least two key outputs and two key outcomes measures and track compliance with funder required outputs and outcomes. The Program Health

Quarterly Update (PHQU) is the report that documents output and outcome data and is completed by the Program Director and is attached to the PQI Report. This record of the staffing pattern, key program outputs and outcomes, and compliance with contract requirements is reported quarterly to the PQI Committee and Executive Management Team.

- The PHQU provides the means for timely feedback for the Executive Management Team to evaluate the program's practice and assure that the provision of services and its impact is meeting the contractual obligations.

#### **B. Program Results / Service Delivery Quality Indicators**

- Case Record Review
- Client Satisfaction Surveys
- Other stakeholder input - focus groups, advisory boards, etc.
- Client concerns/complaints
- External review or monitoring feedback

#### **C. Compliance with External Regulatory Requirement**

PACT possesses all relevant licenses and complies with all federal, state and local laws and regulations. There are a variety of procedures in place to ensure compliance, including ready access to legal assistance if necessary. We comply with all federal, state, and city and county procurement rules and regulations and ensure that our facilities meet all the OSHA and ADA requirements through constant training of all responsible individuals.

### **III. Annual Evaluation and Planning Ahead**

The Director of Quality Assurance and Training will complete an annual evaluation and summary of quality activities. The summary includes an evaluation of the effectiveness of the quality program, the achievement of improved processes, educational needs and recommendations for program improvement. The Performance and Quality Improvement Plan and organizational policies will be modified based upon the results. The report will be presented to the PQI Committee, at the PACT Management Meeting and to the Board of Directors.

The Director of Quality Assurance manages overall strategies and leads planning activities with the executive management team (EMT), Program Directors (PDs) and other program staff. The Director of Quality Assurance engages in high level planning that ensures PQI's priority with planning and prioritization among agency-wide and program specific; short and long-term planning activities. The Director of Quality Assurance actively solicits input from EMT and PDs to further the agency's PQI planning and development for the future. Findings from the annual evaluation are shared with clients, stakeholders, and partners through the organizational annual report, the agency web page, and via program level activities. Findings from the annual report are shared with employees at program level staff meetings.