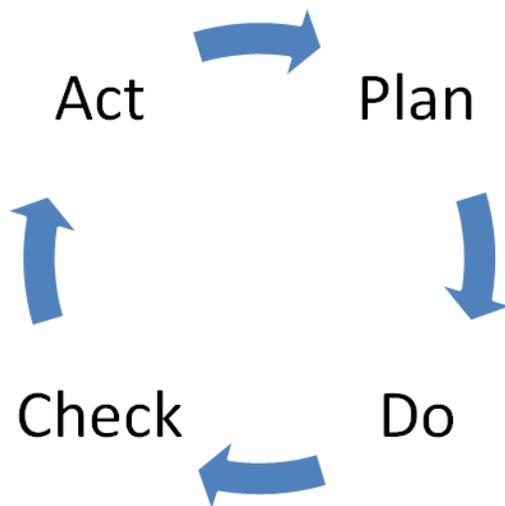


Performance & Quality Improvement (PQI) at CEDARS: Enhanced by our Stakeholders

OUR PHILOSOPHY: Quality service delivery is a key element of the CEDARS organization. This is carried out by **everyone** at CEDARS in their daily work both individually and as a part of a larger team. Developing and improving quality services is much broader than the staff in our PQI Department. It is critical that all of our staff focus on quality and improving our organization. Additionally, the quality of our services are enhanced by the feedback of our stakeholders. **We appreciate your interest and involvement in our organization.**

OUR PROCESS: Guided by our vision, mission and values, CEDARS uses PQI processes that are based on the teachings of many in the area of quality improvement. At the most fundamental level this can be viewed as the traditional *Plan, Do, Check, Act Cycle*.



PLAN – Establish processes and goals needed to deliver results using specifications

DO – Implement the processes

CHECK (sometimes referred to as study) – Monitor, and assess the processes and results against goals and specifications

ACT – Apply actions to results for necessary improvements. This means reviewing all steps (*Plan, Do, Check, Act*) and modifying the process to improve it before the next implementation

OUR STAKEHOLDERS: CEDARS is privileged to have a broad group of stakeholders. They include, but are not limited to; individuals and families of those being served, employees, foster families, referral sources, funders, community based organizations and others in our community. It is vital that you as a stakeholder feel a part of the CEDARS organization and there are a variety of ways that we strive to engage you in our quality efforts.

PQI STRUCTURE: The input and involvement of stakeholders is important to our process. This includes: regular involvement in the consumer and employee satisfaction survey process, input and consultation on strategic planning efforts, review of reports regarding progress in areas of the organization etc. CEDARS provides data to stakeholders. Opportunities are provided to review data on a regular basis. Administrators and a specially convened PQI improvement Team

review data. All stakeholders can provide input to administrative staff and are encouraged to do so.

OUR MEASURES: As an organization we are evaluating our progress in a variety of areas. This is an ever evolving process. Key areas of measurement at CEDARS currently include:

- 1) Outcomes:** There are outcomes that are developed for individual services or for a group of services. Many of these are related to Safety, Permanency and Well-Being. These connect to the CEDARS mission and they are also tied to state and federal outcomes in the area of child welfare.
- 2) Case Record Review:** These are done on a regular basis (at least quarterly) and involve a thorough review of the record using a standardized assessment tool that is related to both quantitative and qualitative aspects of the client file. Feedback is given to the program following the review so that improvements can continue to be made.
- 3) Client Satisfaction Surveys:** On a routine basis service recipients and referral sources are asked for input regarding how CEDARS is doing with the delivery of quality services. The timing of the survey depends in part on the service being offered. Results are aggregated and shared with programs on a quarterly basis so that improvement and adjustments can be made in a timely way.
- 4) Employee Satisfaction Surveys:** These are conducted annually in the fall for all staff. We know that it is important to get input from our staff on a regular basis and the Employee Satisfaction Survey is one way to do this. Care is taken to make sure that the results of individual surveys are confidential in nature. We also analyze the results and use the data for planning and decision making. The information is shared with all supervisors who in turn seek feedback from their teams regarding what steps to take to address the issues at hand. In addition the data is shared with the CEDARS Board of Directors. We also survey new staff after 60 days of employment and staff that are departing from the agency to gain their important feedback.

While there are many other aspects to the Performance and Quality Improvement processes at CEDARS our key messages include:

- Quality matters
- Quality services require the efforts of all
- CEDARS quality is enhanced and improved by the voice of our stakeholders.

If you would like further information or have input on our quality efforts please feel free to contact James R. Blue, President & CEO at (402) 437-8812 or by email at jblue@cedars-kids.org.