



CQIR ANNUAL REPORT 2015



Child Development & Early Learning

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REPORT SNAPSHOTS

2,473 children and
families served

100% of outcomes
achieved

96% rating on Peer Record
Reviews

A on overall satisfaction with
OHU services

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Letter from the CQIR Team

September 10, 2015

Dear Stakeholders,

Fiscal year 2015 marks the completion of One Hope United's first year of the Line of Service model. With this transition the Continuous Quality Improvement and Research (CQIR) team has adapted and realigned to provide support and leadership to direct service staff in order to provide high quality services in support of the agency's mission of "Protecting children. Strengthening families".

To better support each of the agency's 3 Lines of Service (Child Development & Early Learning, Placement, and Community Based Family Services); we restructured our team so there is a CQIR Director and CQIR staff assigned to each Line of Service. This structure allows for a strong alliance to be formed between CQIR and operational leadership while building a platform for focus, shared ownership, specialization, accountability, and growth. We believe this approach will strengthen the agency's ability to become a leader in the Child Welfare and Child Development fields.

We are very excited to present to our stakeholders the first CQIR Annual Report organized by Lines of Service. In this year of transition, not only have our staff realigned, but all of the agency's data was reorganized in order to provide the Lines of Service the ability to review, analyze, and compare data and establish future goals. In addition to reorganizing the data, we have also transformed the way in which we present the data in order to better visually demonstrate the agency's successes and areas of opportunity. It is our hope that this representation is more informative to our stakeholders and creates more opportunities for improvement.

A new feature of each annual report is the "Goals and Priorities" section. Each CQIR Director, in partnership with their teams, developed goals based on the information presented in their reports. Throughout the year each team will develop methods to achieve these goals and in next year's annual report we will demonstrate what we have achieved and address any areas that need further attention. Additionally, in the Cross-Service annual report, CQIR has shared our Strategic Goals and Objectives, which were developed as part of the agency's Strategic Planning process. In future annual reports we will provide an update on our progress as well as share any new goals. This level of transparency will hold our team accountable to the quality improvement process and to agency's Strategic Plan.

As we reflect on this year, it is important to remember that change brings forth growth, opportunity, and knowledge. Coincidentally, this is what quality improvement is all about. We continuously strive for improvement through analyzing information, implementing changes, monitoring results, and beginning again.

We hope that you find this year's CQIR Annual Report useful and informative. As always, the information presented is used throughout the year to improve services. Thank you again to all stakeholders who are vital in ensuring that children and families receive the highest quality of services possible and who partner in our continuous quality improvement initiatives throughout the year.

Sincerely,

The CQIR Team

Continuous Quality Improvement & Research Team

To support direct service providers in implementing best practices and ensuring high quality service delivery throughout the agency, the Continuous Quality Improvement and Research (CQIR) team at One Hope United guides the organization in 14 core tasks (Performance and Quality Improvement (PQI) Standards) that are aligned with internal OHU principles and external accreditation standards.

Ruann Barack – Executive Vice President Shannon Stokes – Director of Special Projects				
Child Development & Early Learning	Placement	Community Based Family Services	Medicaid	Research
Stan Grimes <i>CQIR Director</i> Ryan Counihan <i>CQIR Technician</i>	Jeffrey Honaker <i>CQIR Director</i> Katurah Roby <i>CQIR Coordinator</i> Robin Sherwood <i>CQIR Coordinator</i> Lauren Stevens <i>CQIR Coordinator</i>	Jackie Schedin <i>CQIR Director</i> Christina Brown <i>CQIR Coordinator</i>	Elizabeth Hopkins <i>Medicaid Coordinator</i> Ian Kelly <i>Medicaid Technician</i>	Sarah Tunning <i>Director of Research</i> Kimberly Clark <i>CQIR Systems Analyst</i>
Ron Culbertson, CQIR Coordinator in Southern, Illinois/Community Based Family Services retired after 33 years with One Hope United. His expertise and experience will be missed.				

Information presented in the Child Development and Early Learning annual report is organized by these CQIR Core Tasks:

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> ▪ Outcome Measurement ▪ Client Satisfaction ▪ Peer Record Reviews | <ul style="list-style-type: none"> ▪ Supervisory Reviews ▪ Center Reviews ▪ Case Consultations & Priority Reviews | <ul style="list-style-type: none"> ▪ Incident Reports ▪ Employee Recognition ▪ Quality Improvement Teams |
|---|--|---|

The CQIR Team achieved the following accomplishments in FY15. Accomplishments have been categorized in line with the OHU promises of Innovation, Collaboration, Leadership, Results, and Hope.

Innovation

- Under the leadership of Sarah Tunning and Shannon Stokes and in partnership with Community Based Family Services, began piloting a process to collect post discharge outcomes on clients who have ended services with One Hope United.

Collaboration

- The CQIR Medicaid team (Elizabeth Hopkins and Ian Kelly) provided support to the SASS program in Southern Illinois during their Federal Evaluation.
- In collaboration with operations, CQIR began piloting a new case documentation system called SDS (Service Documentation System).

- Sarah Tunning and Ruann Barack have cultivated a relationship with Dr. Bob Foltz from the Chicago School of Professional Psychology. This is the agency's first effort at a formal research partnership.
- In partnership with the agency's Training Committee, Sarah Tunning and Shannon Stokes have updated and improved the agency's Training Policy, Curriculum, and Plan using Relias as an online training solution.

Leadership

- To support the agency's Line of Service transition, Stan Grimes, Jackie Schedin, and Jeffrey Honaker have been promoted to CQIR Directors of Child Development and Early Learning, Community Based Family Services, and Placement, respectively.
- Ruann Barack was officially named the Executive Vice President of the CQIR department.
- Kimberly Clark received a STAR award for her leadership in the re-accreditation process with the Council on Accreditation.
- Shannon Stokes continues to provide leadership in maintaining and updating the agency's Policies and Procedures in the Agency Manual.
- Under the leadership of Ruann Barack, the CQIR team has crafted a CQIR strategic plan in alignment with the agency's strategic plan. From the CQIR strategic plan, annual goals with intermittent benchmarks have been put in place to achieve the overall strategic plan goals.
- The CQIR team has provided tremendous leadership and support throughout the agency's transition to the Line of Service Model.

Results

- The CQIR Medicaid team, provided support to the CARE Residential program during their leadership transition by reviewing 100% of their Medicaid notes. This support led to the CARE program achieving a 96% on their post payment review.
- With support from the CQIR Medicaid team, the Hudelson Residential program achieved a 98% on their Medicaid post payment review.
- One Hope United has been approved and certified to bill the Illinois Department of Human Services for Medicaid services.
- With support from CQIR Director Jackie Schedin, the Illinois Foster Care team received the Dignity and Respect Reward for their Foster Parent Law.
- Under the leadership of Kimberly Clark, the entire CQIR team, and leadership from each Line of Service, One Hope United has been re-accredited by the Council on Accreditation.
- The CQIR Team in Florida (Katurah Roby, Jeffrey Honaker, and Robin Sherwood), assisted the Tampa Case Management team with their permanency results which were the focus of a corrective action plan. Tampa's success has led to an expansion of services for FY16.
- All CQIR data and databases have been converted to reflect the Line of Service model for both FY15 and FY14 data. This allows each Line of Service to compare their results to FY14 as a benchmark to gauge progress and the success of the transition.

Hope

- CQIR Coordinator, Ron Culbertson retired after 33 years with One Hope United.
- The CQIR team welcomed Ian Kelly (Medicaid), Christina Brown (Community Based Family Services), and Lauren Stevens (Placement) to the team.









Child Development and Early Learning

The Child Development and Early Learning (CD/EL) Line of Service is comprised of two program categories: Child Development and Home Visiting Programs. The Line of Service is led by an Executive Vice President, Deputy Director, and Senior Vice President.

Beth Lakier – Executive Vice President Dorothy Coleman – Deputy Director Christina Czech – Senior Vice President			
Child Development Centers			Home Visiting Programs
Rosanne DeGregorio <i>Director of Programs</i> Bridgeport Bridgeport II Edgewater Waukegan	Kimberly Morgan <i>Director of Programs</i> Wilmette O'Hare Glenview School Age Aurora	Carisa Hurley <i>Director of Programs</i> Busy Bee Pickus Elgin Des Plaines	Adrienne Patterson-Green <i>Director of Programs</i> Healthy Families Wings Wings CPS Success by Six

Executive Summary

One Hope United served **2,473** children and families in the Child Development and Early Learning (CD/EL) Line of Service – a decrease of 2.14% from FY14. The Compliance & Quality of service and record documentation overall was **96%**. The efforts of Child Development and Early Learning overall resulted in **100%** of all outcome goals being achieved.

 <h3>OUTCOME MANAGEMENT</h3> <p>Across all programs, 100% of Outcome goals were achieved in FY15 (no change from FY14).</p>	 <h3>CLIENT SATISFACTION</h3> <p>In FY15, the Child Development and Early Learning Line of Service scored a 4.78 in overall client satisfaction, which is a 0.8% decrease from FY14 (this is in the “A” range, which represents scores above 4.50).</p>
 <h3>PEER RECORD REVIEWS</h3> <p>Out of 468 files reviewed in FY15, Child Development and Early Learning achieved a Compliance & Quality rating of 96% on service documentation (no change from FY14).</p>	 <h3>CENTER REVIEWS & SUPERVISORY REVIEWS</h3> <p>In FY15, Child Development and Early Learning achieved a 95% on Center Reviews (a 1% increase from FY14).</p> <p>In FY15, Child Development and Early Learning achieved a 68% on Supervisory reviews (a 7% decrease from FY14).</p>
 <h3>CASE CONSULTATIONS & PRIORITY REVIEWS</h3> <p>There were 0 Case Consultations (no change from FY14) and 1 Priority Review (down 1 from FY14) conducted in FY15.</p>	 <h3>INCIDENT REPORTS</h3> <p>The Child Development and Early Learning Line of Service experienced a 13.2% increase in the number of incidents in FY15 compared to FY14.</p>
 <h3>EMPLOYEE RECOGNITION</h3> <p>There were 6 STAR awards and 2 GALAXY awards distributed this year.</p>	 <h3>QUALITY IMPROVEMENT TEAMS</h3> <p>The QIT attendance rate in the Child Development and Early Learning Line of Service was 97%.</p>

Goals & Priorities for FY16

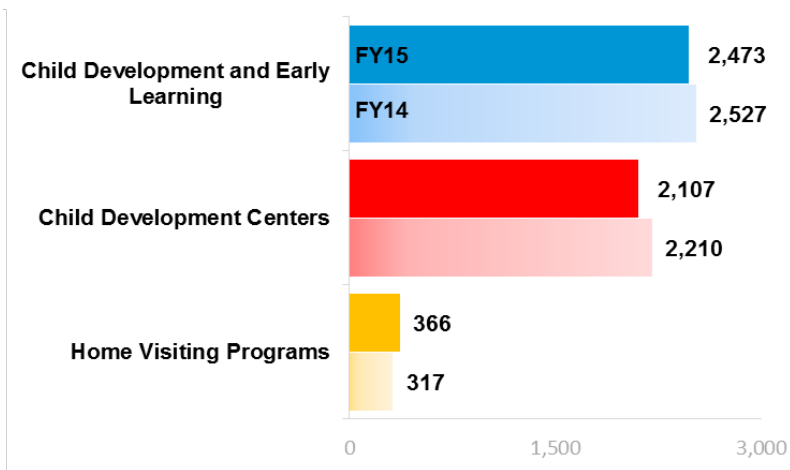
Based on the information and results discussed in the following pages of this report, the following goals and priorities have been established for FY16.

1. Supervisory Reviews – Increase the percentage of employee evaluations completed and reviewed with staff on time.
2. Incidents – Identify and remedy any safety concerns in the environment thereby decreasing the number of incident reports that are generated for accidental injuries requiring medical attention/medical emergencies.
3. Peer Record Reviews – In some centers, increase the documentation of parent/teacher conferences and timely entry of checkpoints in Gold.

Children and Families Served

In fiscal year 2015, One Hope United served **2,473** children and families in the Child Development and Early Learning Line of Service – a decrease of 2.14% from FY14. Child Development Centers served 2,107 children in FY15 – a decrease of 4.66% from FY14; whereas, Home Visiting Programs served 366 families – an increase of 15.46% from FY14.

Child Development and Early Learning Experienced a Slight Decrease in the Number of Children and Families Served in FY15



The most significant percent increases/decreases (+/- 25%) in the number of children and families served occurred in the Waukegan Early Learning Center, the Waukegan Home Visiting Program, and Wings-Lake County. Below are the reasons for their increases/decreases.

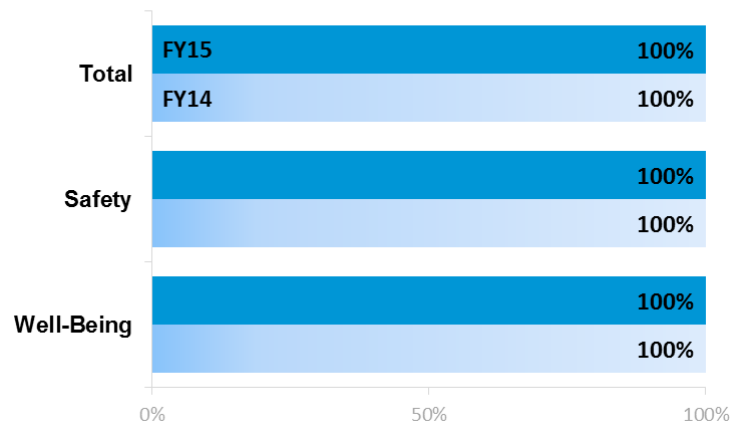
- Waukegan Early Learning Center (+25%) has just completed its first full year (12 months) of operation in FY15. The number of children served in FY14 only reflected 10 months of operation.
- Waukegan Home Visiting (+46%) received an increase in the number of home based slots in FY15.
- Wings-Lake County (-44%) had a decrease in the number of referrals to the program.

Outcome Measurement

An outcome is a specific benefit that occurs to participants in a program. It can be captured in a change in the participant's behavior, attitude, knowledge, skills, condition or status. In essence, it is the improved "quality of life" in clients. Outcome goals are important to establish because they provide purpose for the work with clients and families and should tie either directly or indirectly to the mission of the agency. Additionally, outcome goals create a culture of accountability and also provide an evaluation of *Child Welfare Measures* (referring to a client's **Safety, Permanency and Well-Being**). Outcomes are utilized throughout the year by CQIR and operations to: improve service delivery; inform stakeholders of the agency's performance; obtain new funding through grants based upon our performance; and provide information to the community on our social impact for advocacy efforts.

All programs at One Hope United report outcomes on a quarterly basis (Child Development Centers report on an annual basis). At the end of the year the quarterly outcomes are aggregated over the year to determine the year to date impact on the clients served by the program. Many outcomes are collected only at the time of case closing; however, there are some outcomes that are collected for all clients served regardless of whether the case closed. All outcome goals have an established target that is determined either through the program's contract and/or through research from similar programs. In FY15, Child Development and Early Learning achieved **100%** of their outcomes.

Child Development and Early Learning has Achieved 100% of their Outcomes for the Past Two Fiscal Years



In the pages that follow, the outcomes for Child Development Centers and Home Visiting Programs will be described in more detail. Appendices A-B provides a summary of outcomes for FY15 by individual program.

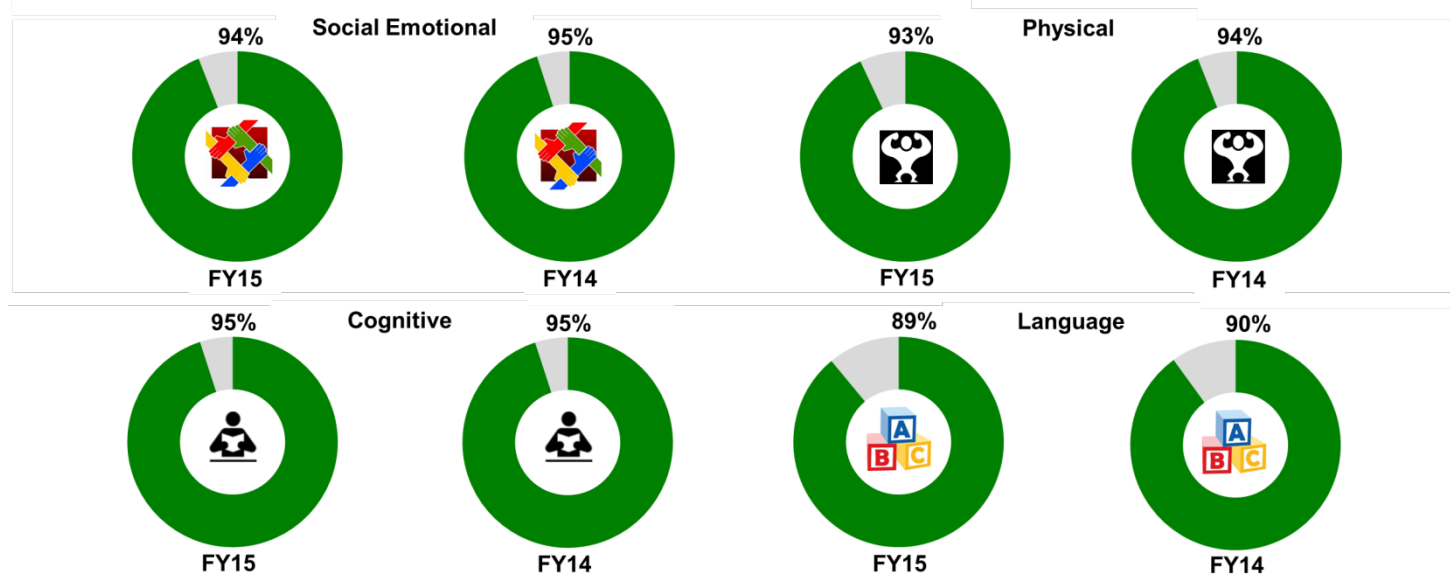
Child Development Centers

Child Development Centers report on outcomes that fall under two categories: Safety and Well-Being.

The Safety outcome for Child Development Centers measures that children served remain safe (no indicated reports of abuse or neglect) while they are physically present in the Child Development Center. The target for this outcome is 90%. In FY15, **100%** of children served remained safe while present in the center. This is an increase from FY14, where 99.89% of children served remained safe while present in the center.

The Well-Being outcomes for Child Development Centers measure that children meet or exceed widely held expectations in Social Emotional, Physical, Cognitive, and Language Development. The target for these outcomes is 80%. Below are the results across all Centers and all age groups.

Percentage of Children who Met/Exceeded Widely Held Expectations in Social Emotional, Physical, Cognitive, and Language Development



As seen above, in both FY15 and FY14 the target was achieved in all four areas. There were slight decreases in Social Emotional, Physical, and Language Development when comparing FY15 to FY14. Cognitive Development showed no change. Each Child Development Center's outcomes for FY15 are summarized in Appendix A.

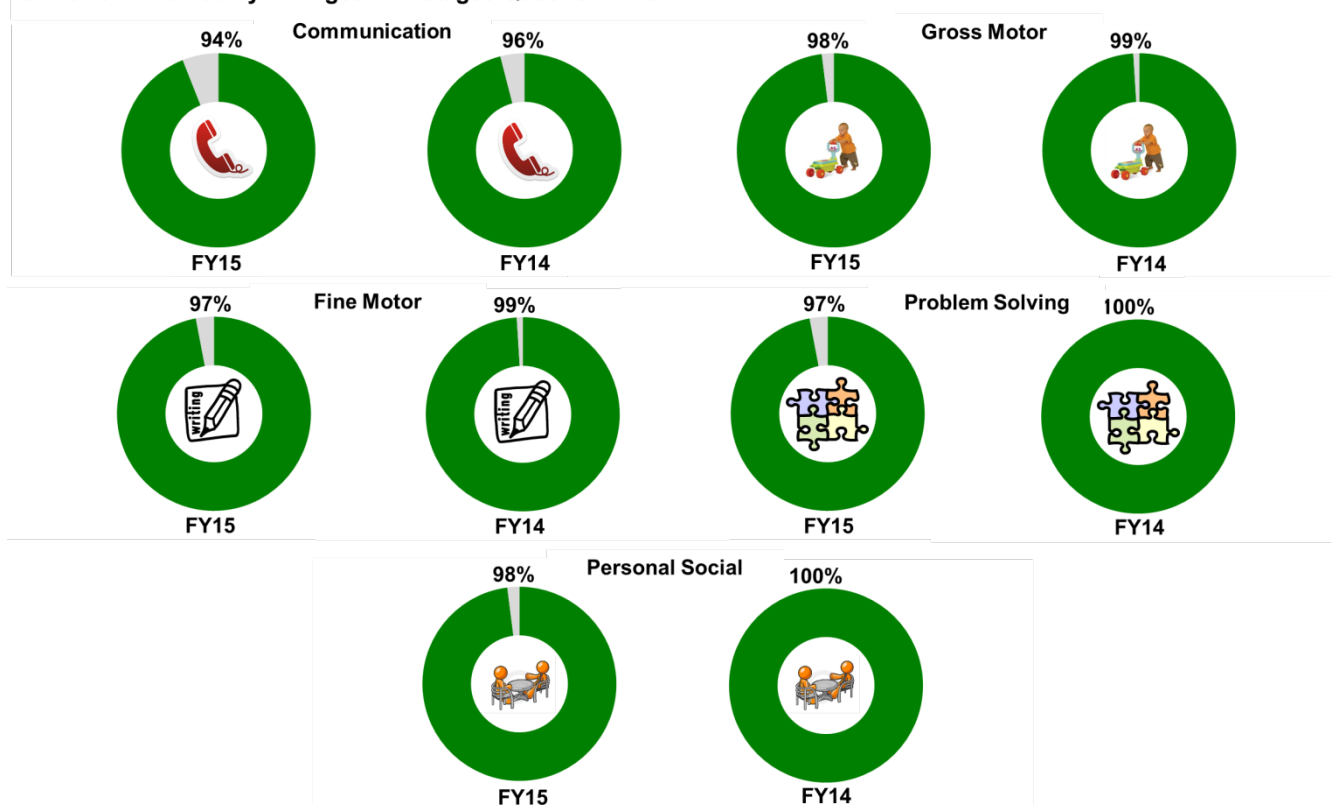
Home Visiting Programs

Home Visiting Programs report on outcomes that fall under two categories: Safety and Well-Being.

The Safety outcome for Home Visiting Programs measures that children served remain safe (no indicated reports of abuse or neglect) while they are enrolled in the program. The target for this outcome is 90%. In FY15, **99.7%** of children served remained safe while enrolled in the program (this percentage represents 1 child who had an indicated report of abuse/neglect). This is similar to FY14, where only 1 child served was involved in a substantiated report of abuse or neglect.

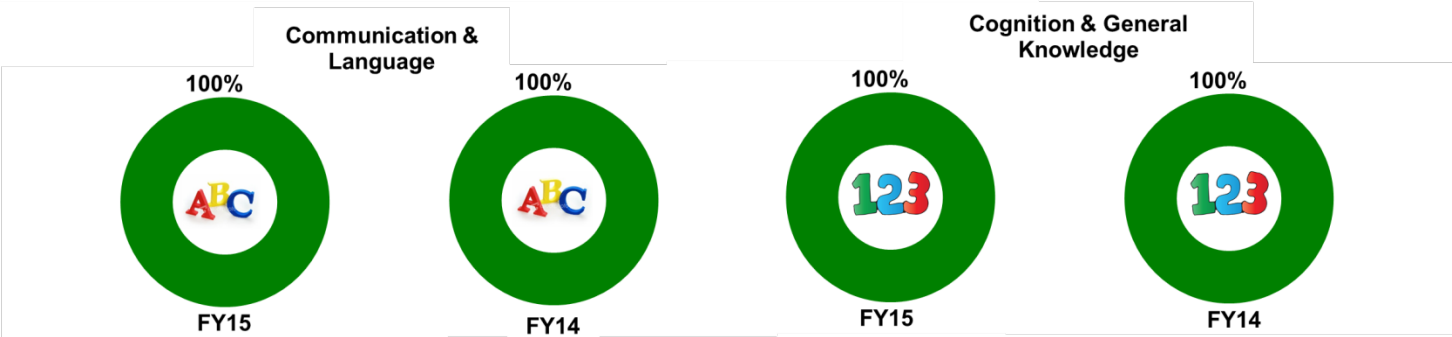
Home Visiting Programs measure 9 Well-Being outcomes. The first Well-Being outcome measures whether children are immunized according to their doctor's schedule. The target for this outcome is 90%. In FY15, **94%** of children served were immunized on time. This is a slight increase from FY14 where 93% of children were immunized on time. The second Well-Being outcome is a new outcome for FY15. It measures whether parents demonstrate improved attitude toward the parent-child relationship in at least one construct as measured by the Adult Adolescent Parenting Inventory-version 2. The target for this outcome is 75% Since this is a new outcome in FY15, there was limited data available across all Home Visiting Programs (there was 1 applicable case in the Healthy Families Program, 17 applicable cases in Success by Six, and 0 applicable cases in Wings-Lake and Wings-CPS). Based on these applicable cases, **94%** of parents measured demonstrated improvement in at least one construct of the inventory. Below are the results for the remaining 7 Well-Being outcomes.

Percentage of Children who are Developmentally on Target in the Following Skills as Measured by the Ages and Stages Questionnaire



The above set of Well-Being outcomes measures whether children served are developmentally on target in Communication, Gross Motor, Fine Motor, Problem Solving, and Personal Social Skills as measured by the Ages and Stages Questionnaire. The target for these outcomes is 90%. In both FY15 and FY14, Home Visiting Programs exceeded the target; although, there were slight decreases in all skills measured in FY15 from FY14.

Percentage of Children who are Developmentally on Target in the Following Skills by Kindergarten as Measured by the Kindergarten Observation Form



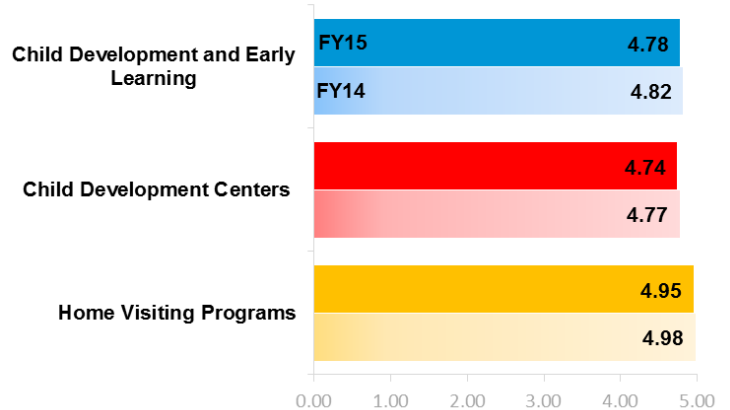
The final set of Well-Being outcomes, shown above, is only measured in the Success by Six Home Visiting program. The outcome measures whether children are developmentally on target in Communication and Language Skills and Cognition and General Knowledge as measured by the Kindergarten Observation Form before they enter Kindergarten. The target for these outcomes is 80%. In both FY15 and FY14, **100%** of children entering Kindergarten have been developmentally on target for Kindergarten. Each Home Visiting program's outcomes for FY15 are summarized in Appendix B.

Client Satisfaction

CQIR conducts an annual Client Satisfaction Survey to assess OHU clients' impressions of the quality of services provided. After all surveys have been received, program and Line of Service reports are compiled to provide stakeholders with a Consumer Report Card that compares their program to the programs in their program category and to the Line of Service as a whole. The results from these surveys are used by programs to make improvements in service delivery. Please contact Sarah Tunning, Director of Research for One Hope United, for a report card on any program or region.

In FY15, the Child Development and Early Learning Line of Service scored a **4.78** in overall client satisfaction (this is in the "A" range, which represents scores above **4.50**). This is a 0.8% decrease from FY14. In FY15 both Child Development Centers and Home Visiting programs scored in the "A" range. There were slight decreases in both program categories when comparing FY15 to FY14, but these changes were small (-0.6% for both program categories).

Child Development and Early Learning has Scored an "A" in Overall Satisfaction with OHU the Past Two Fiscal Years



Number of Surveys Returned in FY15	
Child Development Centers	595
Home Visting Programs	141
Child Development and Early Learning = 736	

In FY15, there were 736 surveys returned in Child Development and Early Learning programs. This is a 10.35% decrease from the 821 surveys returned in FY14.

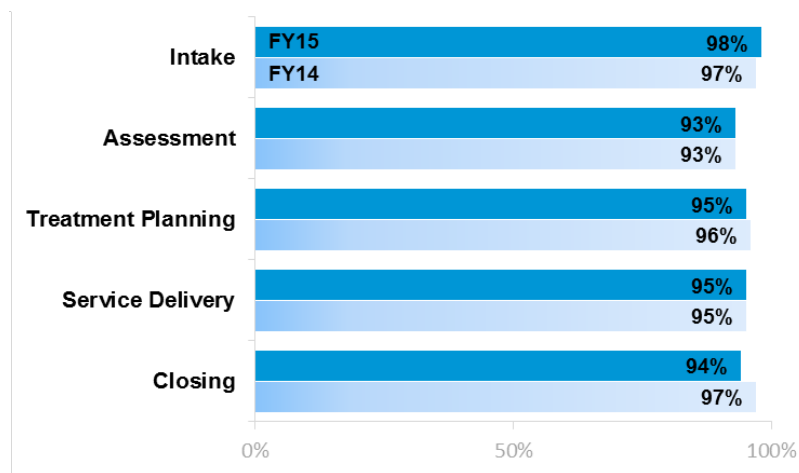
Peer Record Reviews

A Peer Record Review is the practice by which internal peer reviewers examine the quality and appropriateness of services provided to clients by looking at the documentation and quality of service delivery in the client record. The reviewers document their findings and this information is used as a quality improvement tool to: identify staff training needs and provide the necessary information/training; identify and eliminate obstacles that may be keeping staff from providing the highest quality service to their clients and documenting that work; and improve the staff learning process through their participation as reviewers and those reviewed.

CQIR conducts file reviews for each program every quarter and the results are communicated via a report for each review date, as well as in Risk Management reports that show individual program results and results by program category. For the annual report, peer reviews are looked at for the fiscal year beginning July 1st, 2014 through June 30th, 2015. The program categories reviewed for the Child Development and Early Learning (CD/EL) Line of Service in this report are: Child Development Centers and Home Visiting Programs. In FY15, **468** files were reviewed across both program categories.

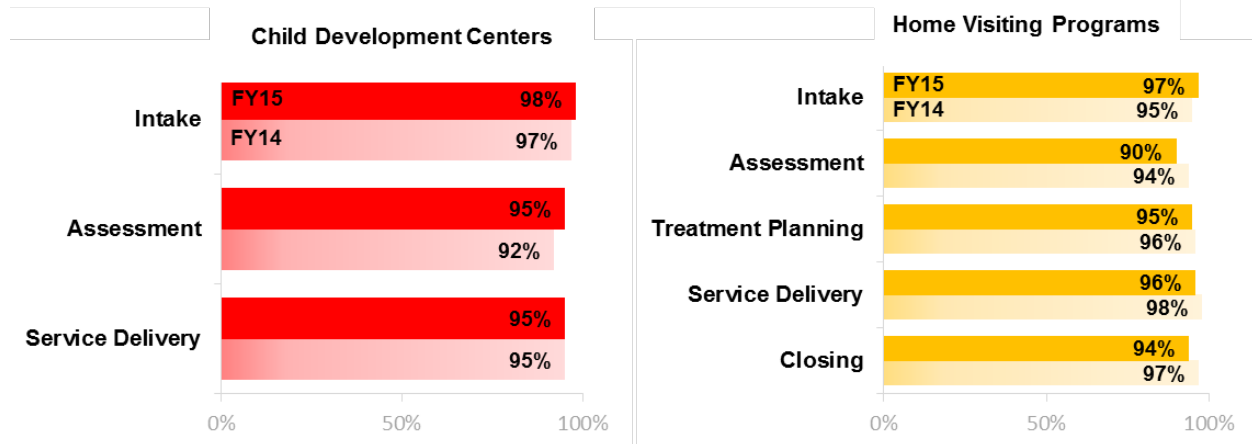
In FY15, CD/EL exceeded the agency's 90% target in all areas measured across the case life cycle. This marks two consecutive years that the CD/EL Line of Service has exceeded this target. Overall, across all programs and all areas measured CD/EL achieved a **96%** Compliance and Quality rating on Peer Record Reviews in FY15 (no change from FY14).

Child Development and Early Learning Achieved a 96% Compliance and Quality Rating in FY15 (no change from FY14)



When looking at each Program Category separately, Child Development Centers achieved a **97%** Compliance and Quality rating (a 1% increase from FY14) and Home Visiting programs achieved a **95%** Compliance and Quality rating (a 1% decrease from FY14). Appendices A-B provides record review results for individual programs.

Child Development Centers and Home Visiting Programs have Exceeded the Agency's 90% Target the Past Two Fiscal Years



During fiscal year 2015 there were 14 case managers, teachers, office assistants, and supervisors who assisted in reviewing 468 files as a part of the CQIR peer record review process. These champions of quality serve as an integral part of the continual process of assessing the quality of our files, providing feedback on how to improve, and ensuring that plans of correction are being completed on time.

Peer Record Reviewers	
Noell Juola	Rebecca White
Dhara Nathwani	Emily Hussein
Lakeithia Butler	Kassondra Soto
Brenda Gossett	Tamekia Donaldson
Aude Wilkins	Angelica McNamara
Karina Dixon	Chi Lee
Kristi Dahlquist	Julie Raye
Total = 14	

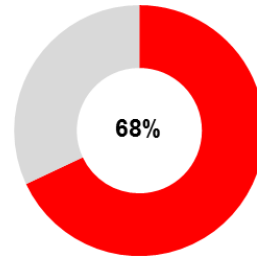
Thank you for your time, efforts, and commitment to quality service delivery.

Supervisory Systems Review

On an annual basis CQIR conducts an assessment of supervision provided by each direct service supervisor in the organization. The importance of regular supervision is critical in ensuring that clients and families are receiving quality services and it also plays a role in employee satisfaction and retention. The review uses a standardized form and involves a check of a number of supervision tasks. Although there are several items addressed, there is a concentration on the frequency of supervision and quality documentation of supervisory activities. One Hope United has a 90% target for Supervisory Systems Compliance.

Child Development and Early Learning Achieved a 68% in Supervisory Systems Compliance

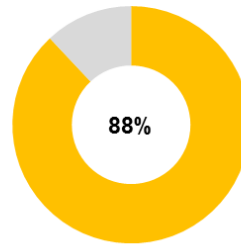
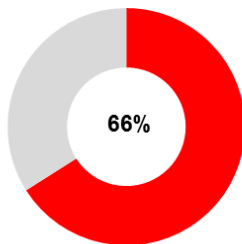
Thirty-two Supervisory Systems Reviews were completed in the Child Development and Early Learning Line of Service (30 from Child Development Centers and 2 from Home Visiting Programs). In FY15, Child Development and Early Learning achieved a **68%** in Supervisory Systems Compliance (a 7% decrease from FY14).



Child Development Center Supervisors were **66%** compliant with items measured – within 24% of the target. Home Visiting Programs were **88%** compliant with items measured – within 2% of the target.

Child Development Centers

Home Visiting Programs



Items missed most on Supervisory Systems Reviews across both Child Development Centers and Home Visiting Programs were:

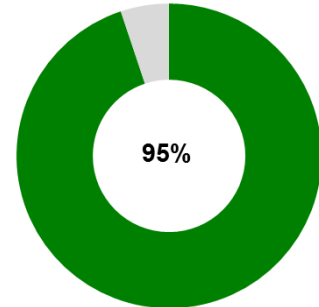
- The supervisor completes and submits annual staff performance reviews within the month due for review and approval.
- Staff receive annual performance reviews within the month they are due.

Child Development Center Systems Review

The Center Systems Review is a practice to determine if a Child Development Center is meeting agency and licensing standards. This includes professional appearance, maintaining client confidentiality, and following health, safety, and risk management procedures. CQIR conducts OHU Center Systems Reviews annually. One Hope United has a 90% target for Center Systems Compliance. (CQIR also conducts Office Systems Reviews. Since One Hope United facilities provide services across all Lines of Service, Office Systems Reviews are only recorded in the Cross-Service Annual Report.)

Eleven Child Development Center Systems Reviews were conducted in FY15. Child Development Centers achieved a 95% in Center Systems Compliance (a 1% increase from FY14).

Child Development Centers Achieved a 95% in Center Systems Compliance



Case Consultations & Priority Reviews

A priority review is a practice that examines the quality of services provided to a client or family and compliance with program policies and procedures. Priority reviews are conducted in the event of a serious injury to a client, a client commits a crime/charged with a felony, there is a client death, or suicide attempt. Case Consultations are voluntary and can be conducted on any case upon the request of a Supervisor or Director. Case Consultations usually occur on challenging cases where an objective viewpoint is needed in order to move treatment forward or make treatment recommendations.

FY15 Case Consultations and Priority Reviews			
Program Category	Case Consultations	Priority Reviews	TOTAL
Child Development Centers	0	0	0
Home Visiting Programs	0	1	1
TOTAL	0	1	1

Case Consultations are preventative in nature and are meant to be used as a method to share thoughts and ideas about a case that may be challenging. Child Development and Early Learning conducted 0 Case Consultations in FY15.

There was 1 Priority Review conducted in FY15 (down 1 from FY14). The priority review was conducted as a result of an infant's death.

Below are the lessons learned from the Priority Review conducted this year:

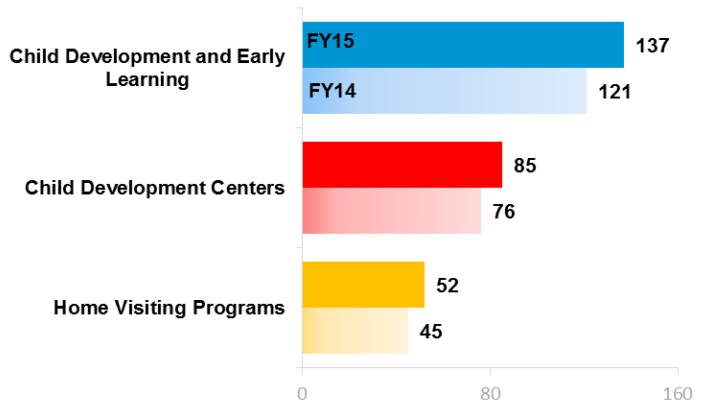
- Utilizing the resources from different programs and staff that have different experiences and trainings within the agency can assist a case manager in offering options to a family in need.
- Team cohesiveness and support are vital when a case manager is dealing with an incident, such as a loss of a client, where support is needed for the case manager.

Incident Reports

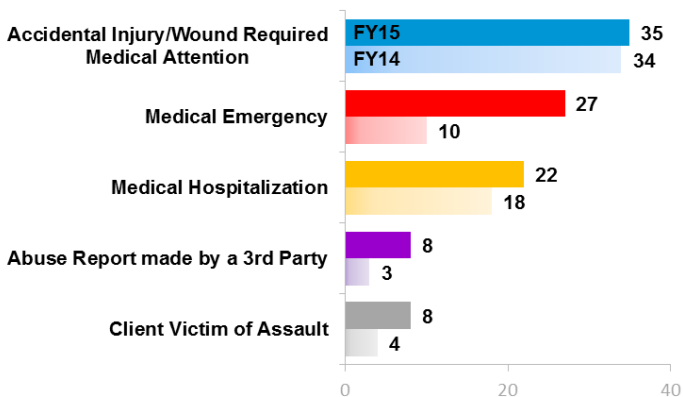
An incident is any occurrence that falls outside of what would typically be identified as common or ordinary events for clients, staff, or facilities. These incidents may have the potential for increased risk for clients and the liability of the agency. CQIR provides quarterly and monthly reports on incident trends. Annually, this report summarizes the number of incidents for the fiscal year and the most common incidents experienced in the agency over the past two fiscal years.

The Child Development and Early Learning Line of Service experienced a 13.2% increase in the number of incidents in FY15. Both Child Development Centers and Home Visiting programs had increases in the number of incidents (+11.8% and +15.6%, respectively).

Child Development and Early Learning Experienced a 13.2% Increase in the Number of Incidents in FY15



Top 5 Most Common Incidents Types



In FY15, Accidental Injuries/Wounds, Medical Emergencies, Medical Hospitalization, Abuse Reports made by 3rd Parties, and Clients being the Victim of Assault were the 5 most common incident types reported. All of these incident types occurred at greater frequencies than they did in FY14. Increases ranged from a 3% increase (in Accidental Injuries/Wounds) to a 170% increase (in Medical Emergencies).

Employee Recognition

Two methods of awarding staff excellence are supported by CQIR. The first is the STAR Award for individual excellence, and the second is the GALAXY Award for team excellence. The awards recognize staff that have gone above and beyond “normal” work duties, exhibited exemplary performance and done their job under circumstances that are “out of the ordinary”. There were 6 STAR awards and 2 GALAXY awards distributed in the Child Development and Early Learning Line of Service this year.



In FY15, we were proud to recognize these Child Development and Early Learning employees with a STAR award.

STAR Award Recipients	
Carolina Rodriguez – Case Manager (Waukegan)	Colleen Bandy – Director (Elgin)
Christina Czech – Senior Vice President	Virginia King – Assistant Teacher (Bridgeport II)
Erika Filart – Administrative Assistant (Bridgeport I)	Angelene Adams – Assistant Teacher (Bridgeport II)

In FY15, we were proud to recognize these Child Development and Early Learning teams with a GALAXY award.

GALAXY Award Recipients	
School Age Team (Bridgeport II)	Cheryl Davis Malone, Sandie Sylvester, Amy Hirsch & Christina Czech (Des Plaines)

Quality Improvement Teams

Child Development and Early Learning programs assemble into Quality Improvement Teams (QIT) by site, program, and/or leadership functions. QITs give employees the power to implement improvement within their own program or team. The QIT is focused on improving the quality of service at the local level using data, effective problem solving, and action planning.

Across the agency, there was an overall attendance rate of **96.1%** in FY15. The attendance rate in the Child Development and Early Learning Line of Service was **97%**. The following Local, Director and Line of Service Quality Improvement Teams were assembled three times this year in the Child Development and Early Learning Line of Service.

Quality Improvement Teams		
Local	Director	Line of Service
The Rainbow – Team Teach The 4 Runners Cheers The Show Must Go On OHU Wilmette/Glenview Eternal Optimists The Pilots Wonder Women Bridgeport II Top Performing Butterflies OHU Des Plaines OHU O'Hare The Guardian Angels Edgewater Educators Resilient Partners	Prevention Supervisors	Mission Movers

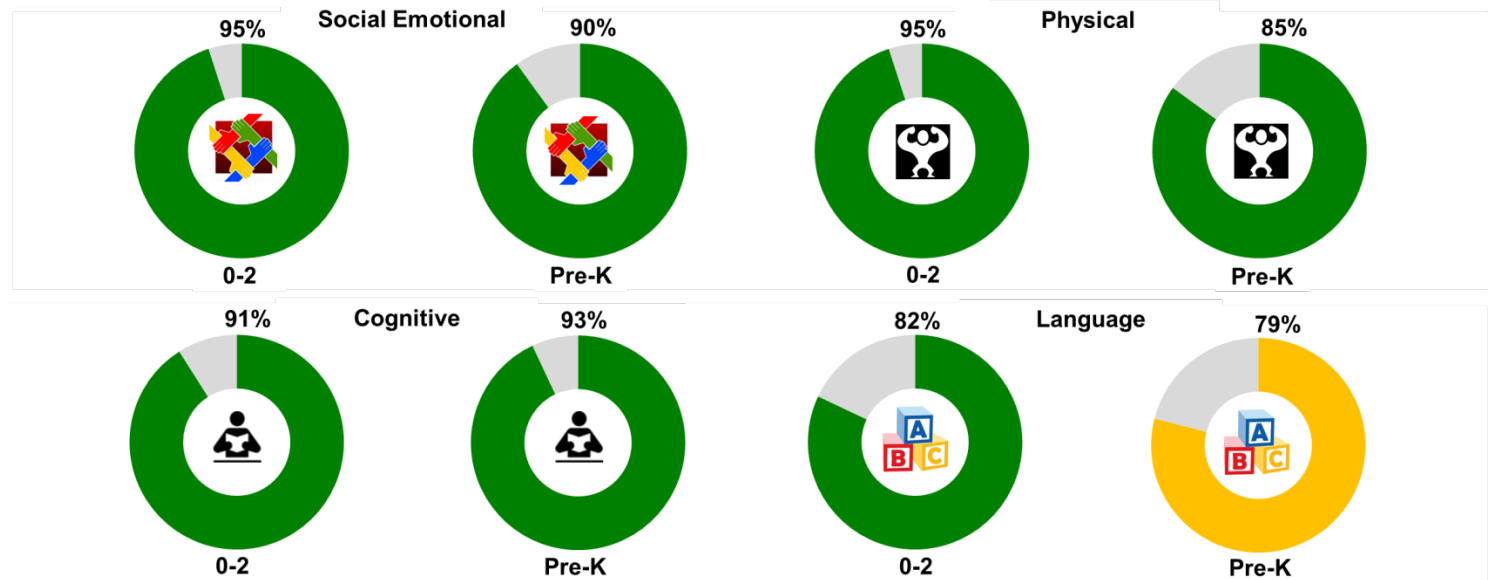
Appendix A – Child Development Centers

Busy Bee Child Development Center

Outcomes

The Busy Bee Child Development Center measures outcomes that fall under two categories: Safety and Well-Being. The Safety outcome for Child Development Centers measures that children served remain safe (no indicated reports of abuse or neglect) while they are physically present in the Child Development Center. The target for this outcome is 90%. In FY15, **100%** of children served remained safe while present in the center.

Percentage of Children who Met/Exceeded Widely Held Expectations in Social Emotional, Physical, Cognitive, and Language Development



The Well-Being outcomes for Child Development Centers measure that children meet or exceed widely held expectations in Social Emotional, Physical, Cognitive, and Language Development. The target for these outcomes is 80%. The Busy Bee Child Development Center exceeded the agency's target in Social Emotional, Physical, and Cognitive Development in both the 0-2 age group and the Pre-Kindergarten age group. Language Development was below the 80% target (within 1%) in the Pre-Kindergarten age group. Language Development exceeded the agency's target in the 0-2 age group.

Peer Record Reviews

Overall Busy Bee achieved a **98%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Busy Bee exceeded the agency's 90% target in all areas.

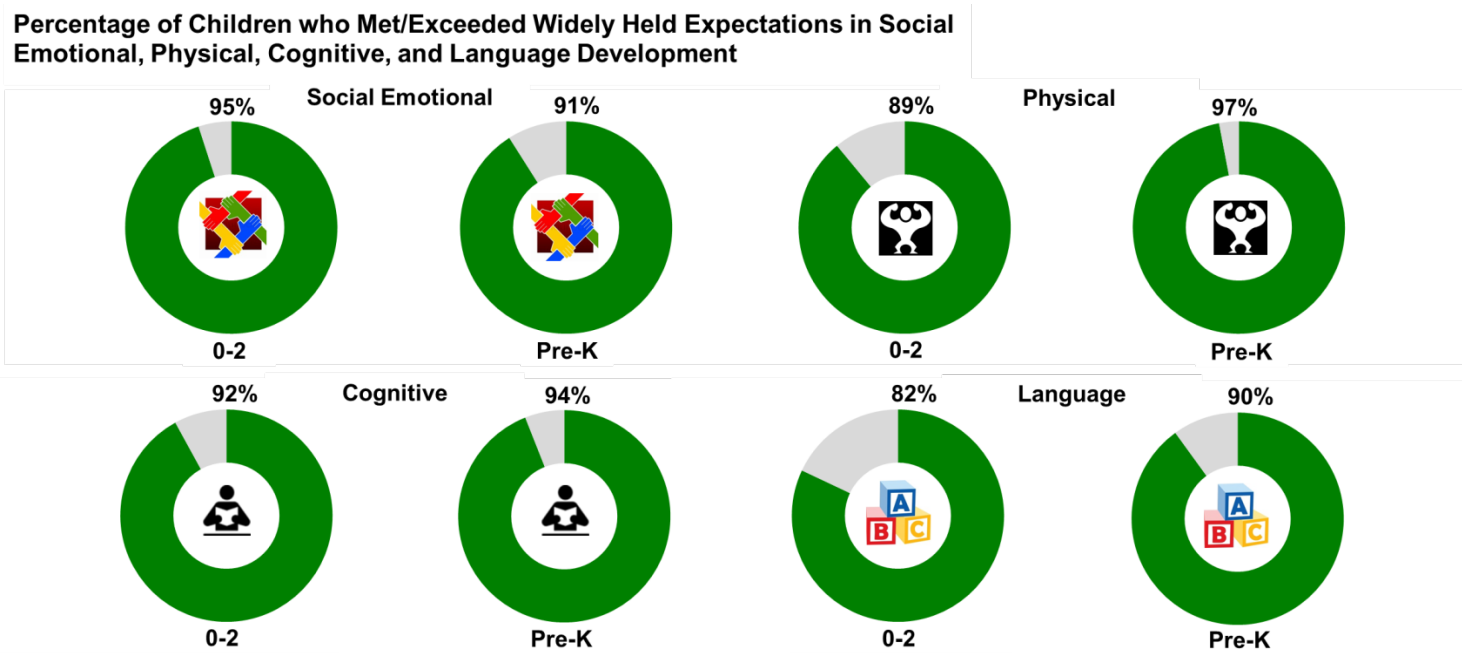
Busy Bee Exceeded the Agency's 90% Target in all Areas Measured



Elgin Child Development Center

Outcomes

The Elgin Child Development Center measures outcomes that fall under two categories: Safety and Well-Being. The Safety outcome for Child Development Centers measures that children served remain safe (no indicated reports of abuse or neglect) while they are physically present in the Child Development Center. The target for this outcome is 90%. In FY15, **100%** of children served remained safe while present in the center.

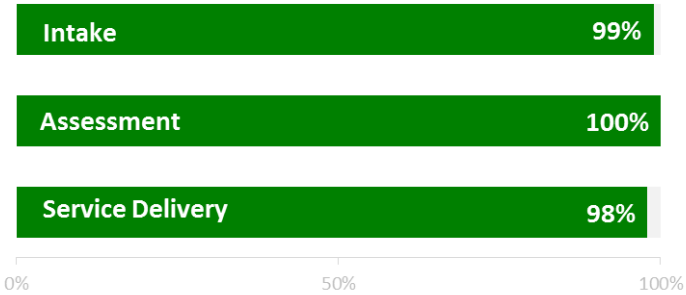


The Well-Being outcomes for Child Development Centers measure that children meet or exceed widely held expectations in Social Emotional, Physical, Cognitive, and Language Development. The target for these outcomes is 80%. The Elgin Child Development Center exceeded the agency’s target in all 4 areas measured in both the 0-2 age group and the Pre-Kindergarten age group as seen above.

Peer Record Reviews

Overall Elgin achieved a **99%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Elgin exceeded the agency’s 90% target in all areas.

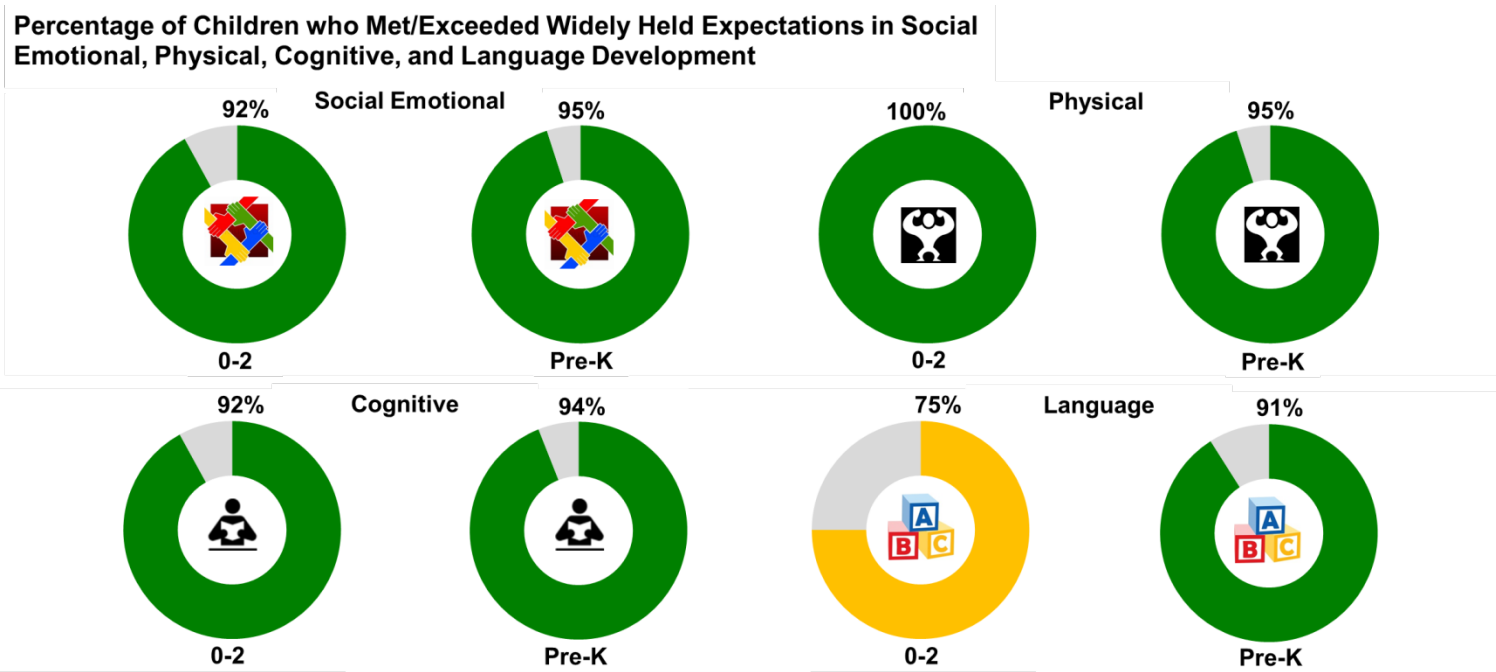
Elgin Exceeded the Agency's 90% Target in all Areas Measured



Bridgeport I Child Development Center

Outcomes

The Bridgeport I Child Development Center measures outcomes that fall under two categories: Safety and Well-Being. The Safety outcome for Child Development Centers measures that children served remain safe (no indicated reports of abuse or neglect) while they are physically present in the Child Development Center. The target for this outcome is 90%. In FY15, 100% of children served remained safe while present in the center.



The Well-Being outcomes for Child Development Centers measure that children meet or exceed widely held expectations in Social Emotional, Physical, Cognitive, and Language Development. The target for these outcomes is 80%. The Bridgeport I Child Development Center exceeded the agency’s target in Social Emotional, Physical, and Cognitive Development for both the 0-2 age group and the Pre-Kindergarten age group. Language Development was below the 80% target (within 5%) in the 0-2 age group. Language Development exceeded the agency’s target in the Pre-Kindergarten age group.

Peer Record Reviews

Overall Bridgeport I achieved a 97% Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Bridgeport I exceeded the agency’s 90% target in all areas.

Bridgeport I Exceeded the Agency's 90% Target in all Areas Measured



0% 50% 100%

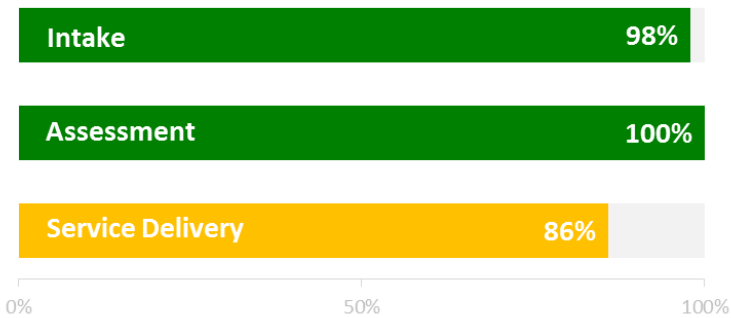
Pickus Child Development Center

Peer Record Reviews

Overall Pickus achieved a **95%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Pickus exceeded the agency's 90% in Intake and Assessment. Service Delivery was below the agency's target (within 4%). The item that most affected Service Delivery from reaching the target was:

- Physical Form, TB Test, and Lead Questionnaire.

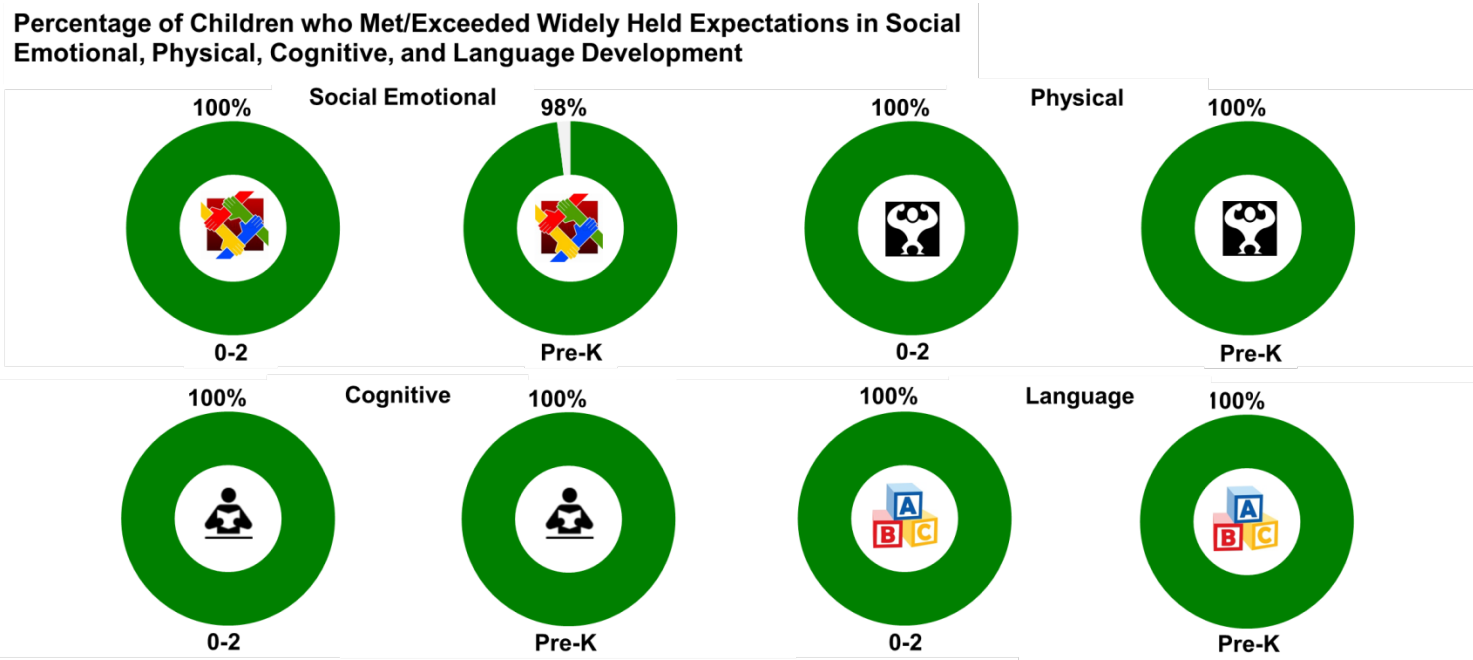
Pickus Exceeded the Agency's 90% Target in Intake and Assessment



Bridgeport II Child Development Center

Outcomes

The Bridgeport II Child Development Center measures outcomes that fall under two categories: Safety and Well-Being. The Safety outcome for Child Development Centers measures that children served remain safe (no indicated reports of abuse or neglect) while they are physically present in the Child Development Center. The target for this outcome is 90%. In FY15, 100% of children served remained safe while present in the center.



The Well-Being outcomes for Child Development Centers measure that children meet or exceed widely held expectations in Social Emotional, Physical, Cognitive, and Language Development. The target for these outcomes is 80%. The Bridgeport II Child Development Center exceeded the agency’s target in all 4 areas measured in both the 0-2 age group and the Pre-Kindergarten age group as seen above.

Peer Record Reviews

Overall Bridgeport II achieved a 100% Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Bridgeport II exceeded the agency’s 90% target in all areas.

Bridgeport II Exceeded the Agency's 90% Target in all Areas Measured



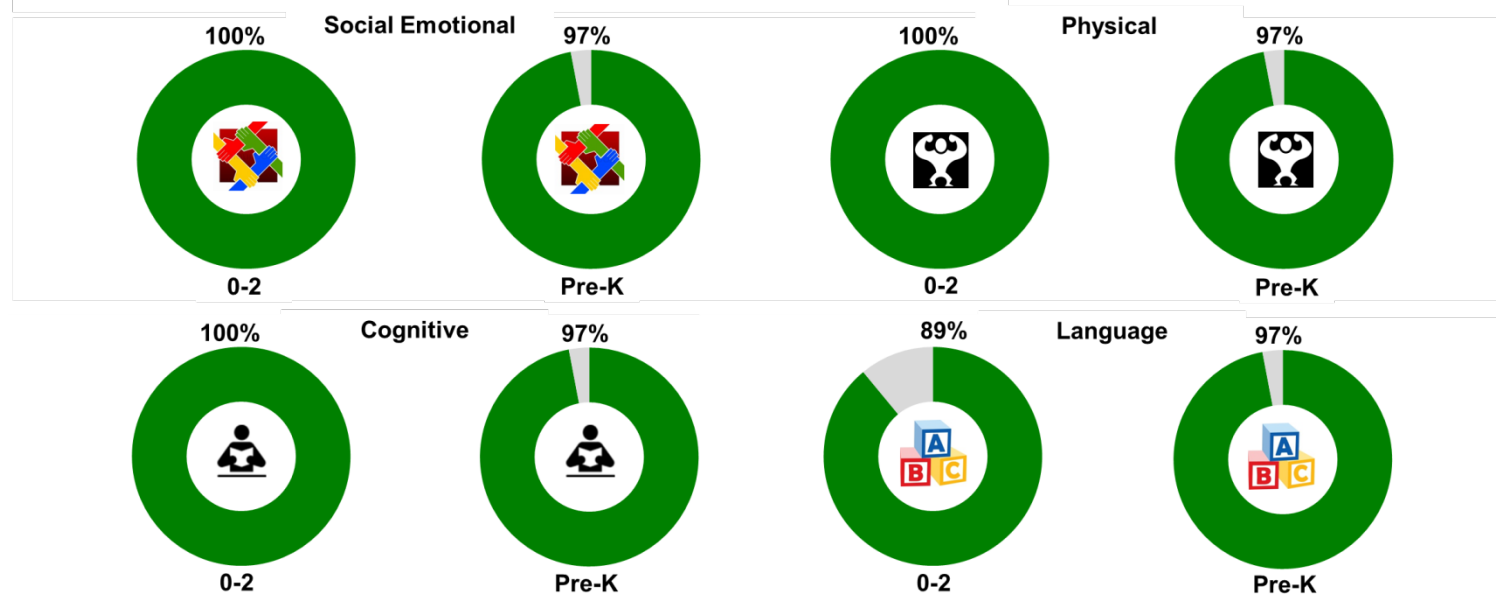
0% 50% 100%

Edgewater Child Development Center

Outcomes

The Edgewater Child Development Center measures outcomes that fall under two categories: Safety and Well-Being. The Safety outcome for Child Development Centers measures that children served remain safe (no indicated reports of abuse or neglect) while they are physically present in the Child Development Center. The target for this outcome is 90%. In FY15, **100%** of children served remained safe while present in the center.

Percentage of Children who Met/Exceeded Widely Held Expectations in Social Emotional, Physical, Cognitive, and Language Development



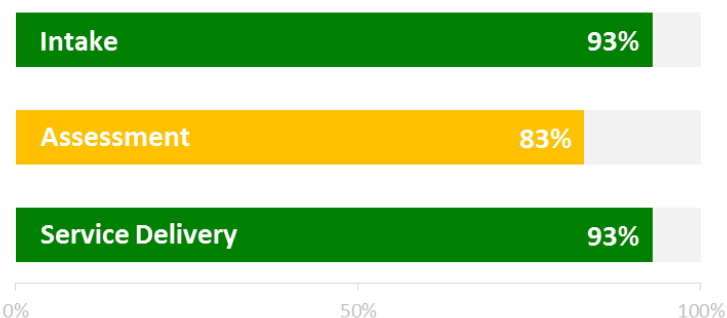
The Well-Being outcomes for Child Development Centers measure that children meet or exceed widely held expectations in Social Emotional, Physical, Cognitive, and Language Development. The target for these outcomes is 80%. The Edgewater Child Development Center exceeded the agency's target in all 4 areas measured in both the 0-2 age group and the Pre-Kindergarten age group as seen above.

Peer Record Reviews

Overall Edgewater achieved a **93%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Edgewater exceeded the agency's 90% target in Intake and Service Delivery. Assessment was below the agency's 90% target (within 7%). The item that most affected Assessment from reaching the target was:

- Tri-annual Assessments/Goals/Individual Child Report Checkpoints (Gold).

Edgewater Exceeded the Agency's 90% Target in Intake and Service Delivery

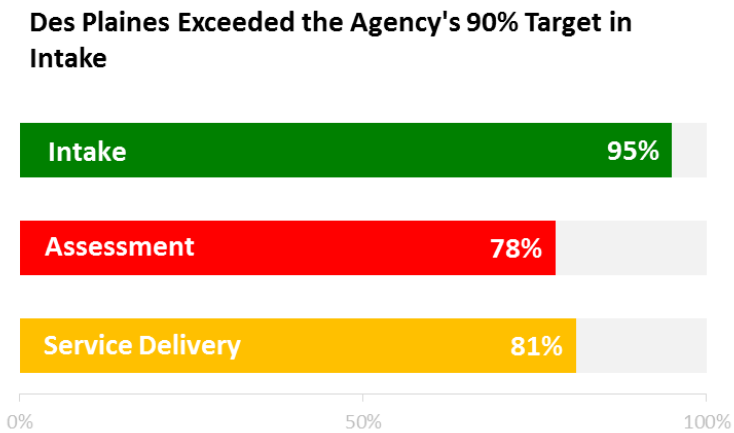


Des Plaines Child Development Center

Peer Record Reviews

Overall Des Plaines achieved a **90%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Des Plaines exceeded the agency's 90% target in Intake. Assessment and Service Delivery were below the target (within 12% and 9%, respectively). The items that most affected Assessment and Service Delivery from reaching the target were:

- Tri-annual Assessments/Goals/Individual Child Report Checkpoints (Gold).
- Classroom observations – should be child specific observations.
- Documentation of parent teacher conferences.

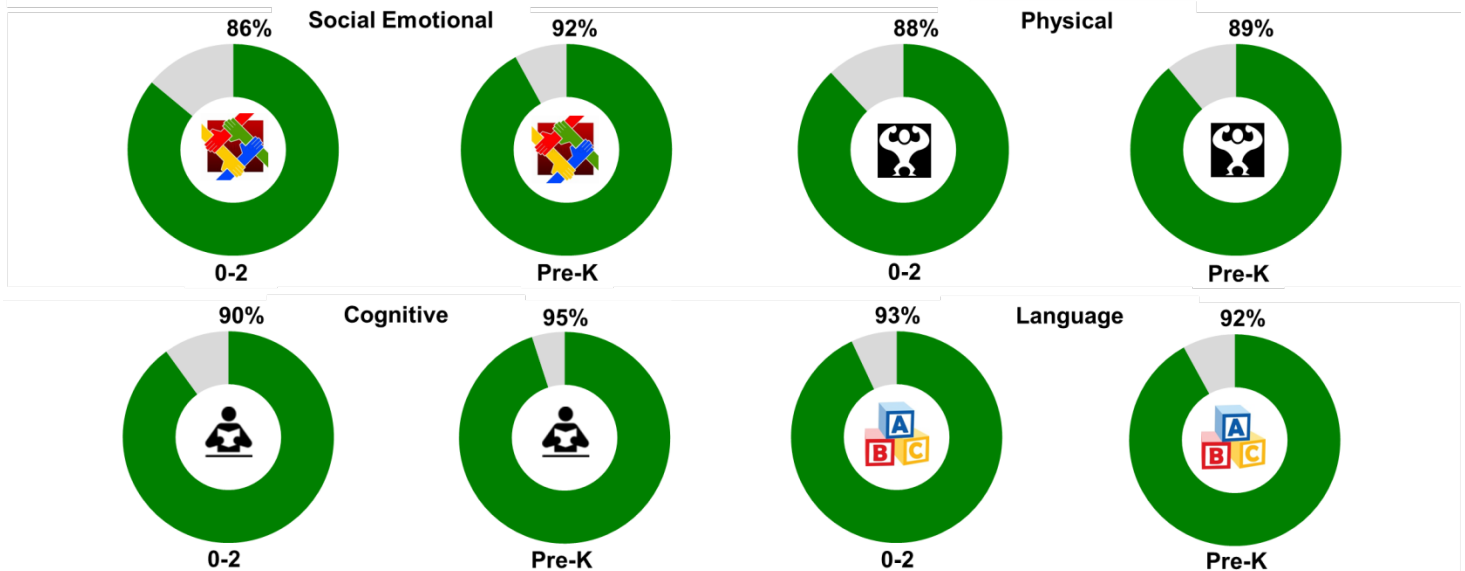


Wilmette Child Development Center

Outcomes

The Wilmette Child Development Center measures outcomes that fall under two categories: Safety and Well-Being. The Safety outcome for Child Development Centers measures that children served remain safe (no indicated reports of abuse or neglect) while they are physically present in the Child Development Center. The target for this outcome is 90%. In FY15, **100%** of children served remained safe while present in the center.

Percentage of Children who Met/Exceeded Widely Held Expectations in Social Emotional, Physical, Cognitive, and Language Development



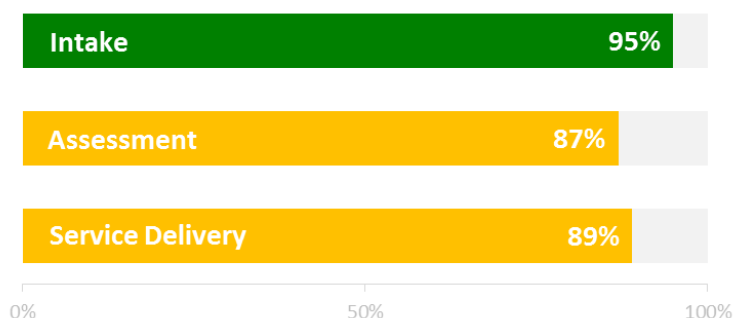
The Well-Being outcomes for Child Development Centers measure that children meet or exceed widely held expectations in Social Emotional, Physical, Cognitive, and Language Development. The target for these outcomes is 80%. The Wilmette Child Development Center exceeded the agency's target in all 4 areas measured in both the 0-2 age group and the Pre-Kindergarten age group as seen above.

Peer Record Reviews

Overall Wilmette achieved a **93%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Wilmette exceeded the agency's 90% target in Intake. Assessment and Service Delivery were below the target (within 3% and 1%, respectively). The items that most affected Assessment and Service Delivery from reaching the target were:

- Tri-annual Assessments/Goals/Individual Child Report Checkpoints.
- Documentation of parent teacher conferences.

Wilmette Exceeded the Agency's 90% Target in Intake

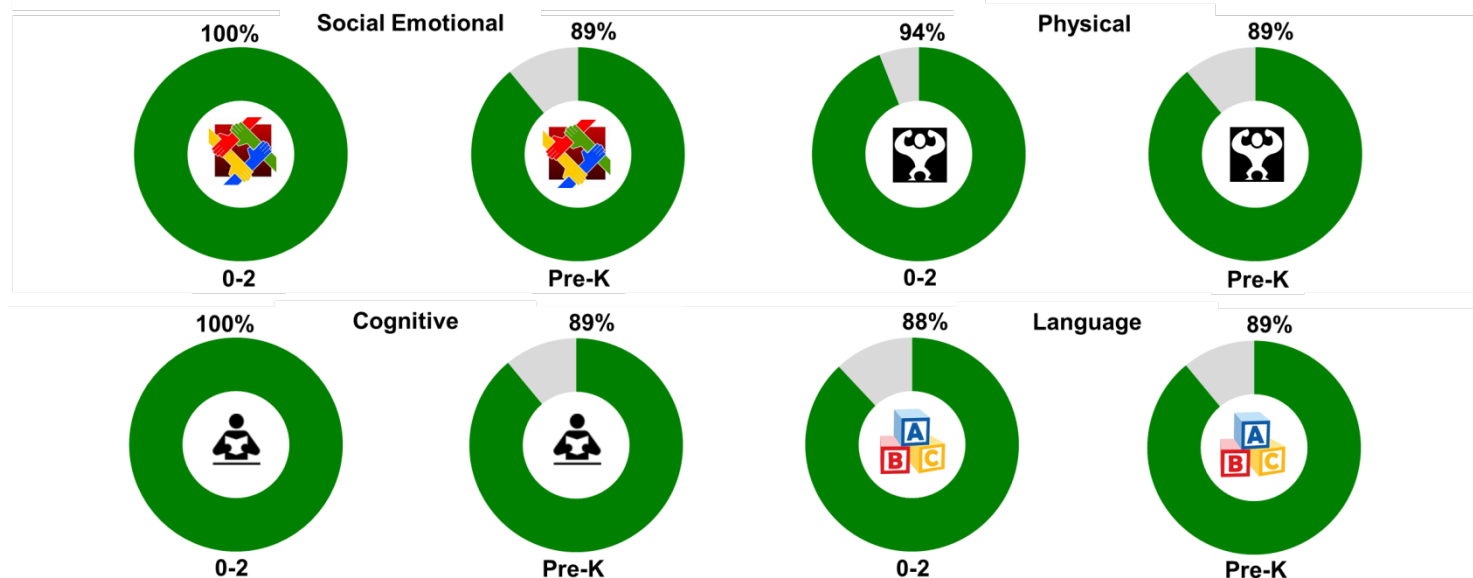


O'Hare Child Development Center

Outcomes

The O'Hare Child Development Center measures outcomes that fall under two categories: Safety and Well-Being. The Safety outcome for Child Development Centers measures that children served remain safe (no indicated reports of abuse or neglect) while they are physically present in the Child Development Center. The target for this outcome is 90%. In FY15, **100%** of children served remained safe while present in the center.

Percentage of Children who Met/Exceeded Widely Held Expectations in Social Emotional, Physical, Cognitive, and Language Development

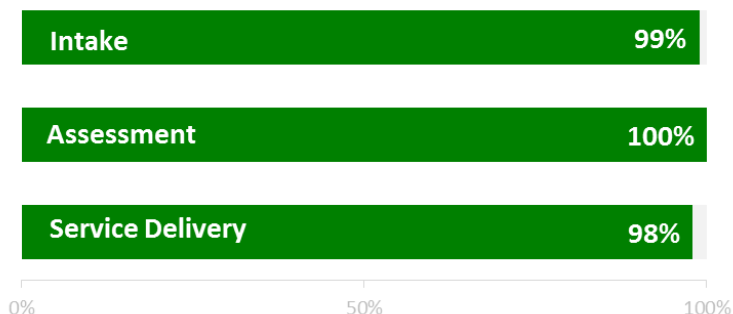


The Well-Being outcomes for Child Development Centers measure that children meet or exceed widely held expectations in Social Emotional, Physical, Cognitive, and Language Development. The target for these outcomes is 80%. The O'Hare Child Development Center exceeded the agency's target in all 4 areas measured in both the 0-2 age group and the Pre-Kindergarten age group as seen above.

Peer Record Reviews

Overall O'Hare achieved a **99%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) O'Hare exceeded the agency's 90% target in all areas measured.

O'Hare Exceeded the Agency's 90% Target in all Areas Measured



Glenview School Age

Peer Record Reviews

Overall Glenview achieved an **89%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Glenview exceeded the agency's 90% target in Service Delivery. Intake was below the agency's target (within 4%). The items that most affected Intake from reaching the target were:

- Office File Checklist.
- Enrollment for Child Care.

Glenview Exceeded the Agency's 90% Target in Service Delivery

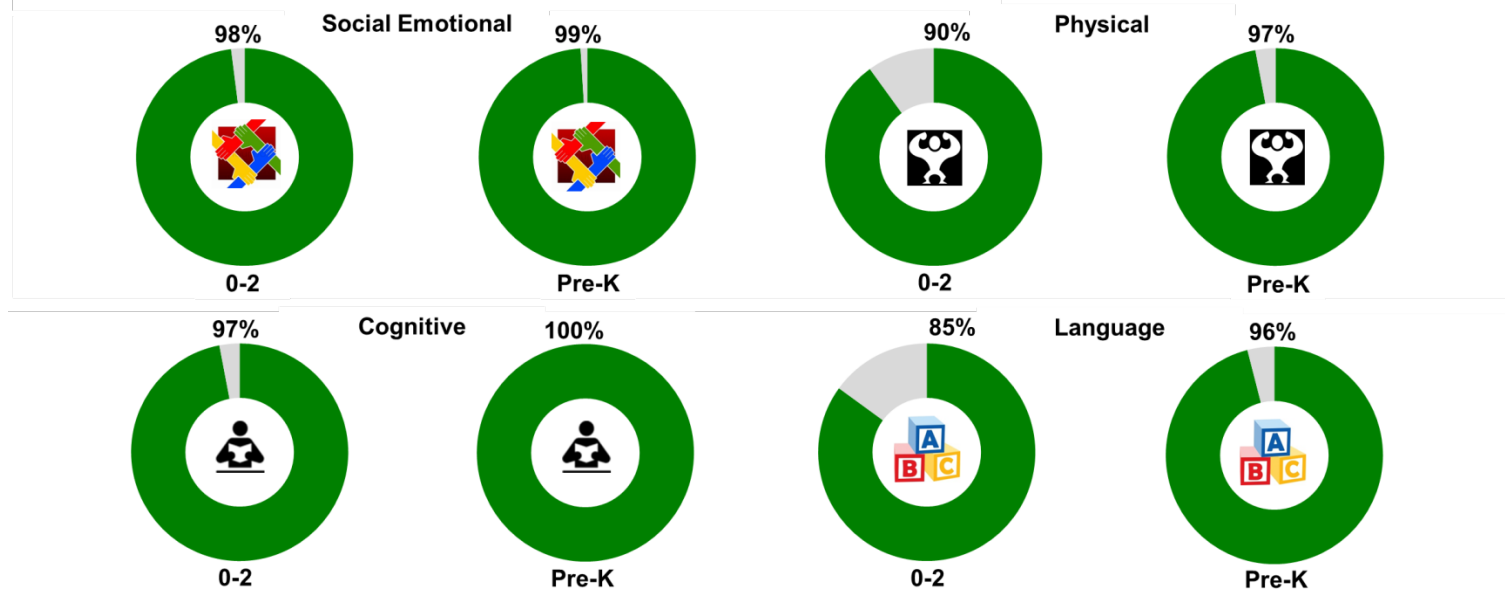


Aurora Child Development Center

Outcomes

The Aurora Child Development Center measures outcomes that fall under two categories: Safety and Well-Being. The Safety outcome for Child Development Centers measures that children served remain safe (no indicated reports of abuse or neglect) while they are physically present in the Child Development Center. The target for this outcome is 90%. In FY15, **100%** of children served remained safe while present in the center.

Percentage of Children who Met/Exceeded Widely Held Expectations in Social Emotional, Physical, Cognitive, and Language Development



The Well-Being outcomes for Child Development Centers measure that children meet or exceed widely held expectations in Social Emotional, Physical, Cognitive, and Language Development. The target for these outcomes is 80%. The Aurora Child Development Center exceeded the agency's target in all 4 areas measured in both the 0-2 age group and the Pre-Kindergarten age group as seen above.

Peer Record Reviews

Overall Aurora achieved a **98%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Aurora exceeded the agency's 90% target in all areas measured.

Aurora Exceeded the Agency's 90% Target in all Areas Measured

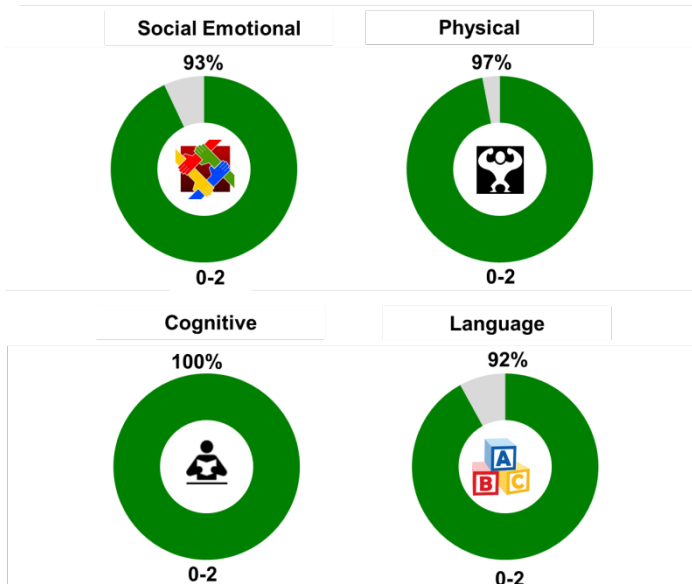


Waukegan Early Learning Center and Home Visiting

Outcomes

Waukegan Early Learning Center measures outcomes that fall under two categories: Safety and Well-Being. The Safety outcome for Child Development Centers measures that children served remain safe (no indicated reports of abuse or neglect) while they are physically present in the Child Development Center. The target for this outcome is 90%. In FY15, **100%** of children served remained safe while present in the center.

Percentage of Children who Met/Exceeded Widely Held Expectations in Social Emotional, Physical, Cognitive, and Language Development



The Well-Being outcomes for Child Development Centers measure that children meet or exceed widely held expectations in Social Emotional, Physical, Cognitive, and Language Development. The target for these outcomes is 80%. Waukegan Early Learning Center exceeded the agency's target in all 4 areas measured.

Peer Record Reviews

Waukegan Early Learning Center

Overall Waukegan ELC achieved a **99%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Waukegan ELC exceeded the agency's 90% target in all areas measured.

Waukegan-Home Visiting

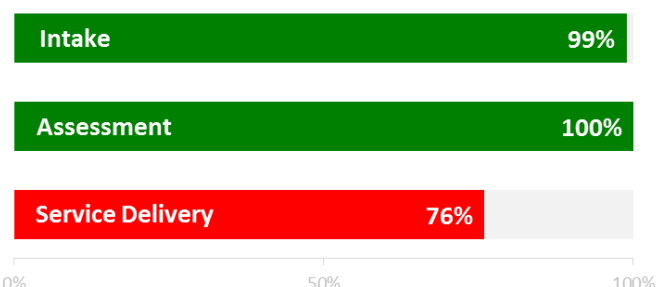
Overall Waukegan-Home Visiting achieved a **94%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, and Service Delivery) Waukegan-Home Visiting exceeded the agency's 90% target in Intake and Assessment. Service Delivery was below the agency's 90% target (within 14%). The item that most affected Service Delivery from reaching the agency's target was:

- Physical Form, TB Test, and Lead Questionnaire

Waukegan ELC Exceeded the Agency's 90% Target in all Areas Measured



Waukegan-Home Visiting Exceeded the Agency's 90% Target in Intake and Assessment



Appendix B – Home Visiting

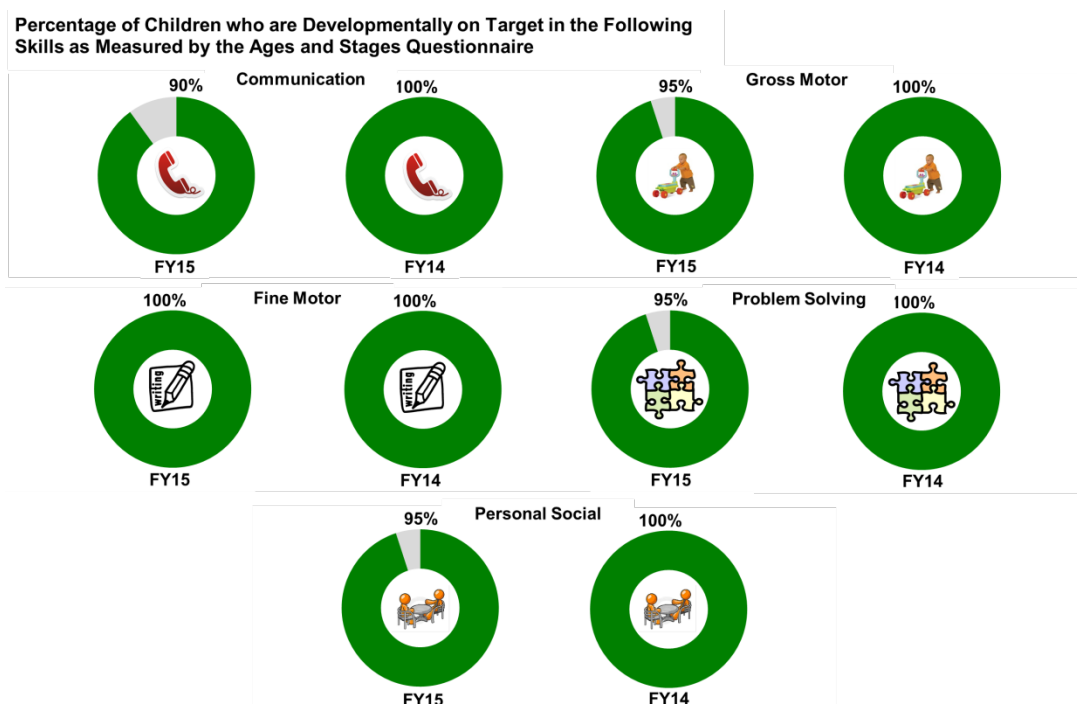
Healthy Families

Outcomes

Healthy Families reports on 8 outcomes that fall under two categories: Safety and Well-Being.

1. **Safety** – 90% of clients served will not be subjects of indicated reports of abuse or neglect. (**100%** - no change from FY14)
2. **Well-Being** – 90% of clients served will be immunized according to their doctor's schedule. (**98%** - 2% increase from FY14)
3. **Well-Being** – 75% of parents will demonstrate an improved attitude to the parent-child relationship in at least one construct as measured by the Adult Adolescent Parenting Inventory-version 2. (**100%**)¹

Additionally, Healthy Families uses the Ages and Stages Questionnaire. Below are the FY15 results compared to FY14 for the remaining 5 Well-Being outcomes.



Peer Record Reviews

Overall Healthy Families achieved a **97%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, Treatment Planning, Service Delivery, and Closing) Healthy Families exceeded the agency's 90% target in all areas measured.

Healthy Families Exceeded the Agency's 90% Target in all Areas Measured



¹ This is a new outcome in FY15. There was only 1 applicable case in FY15.

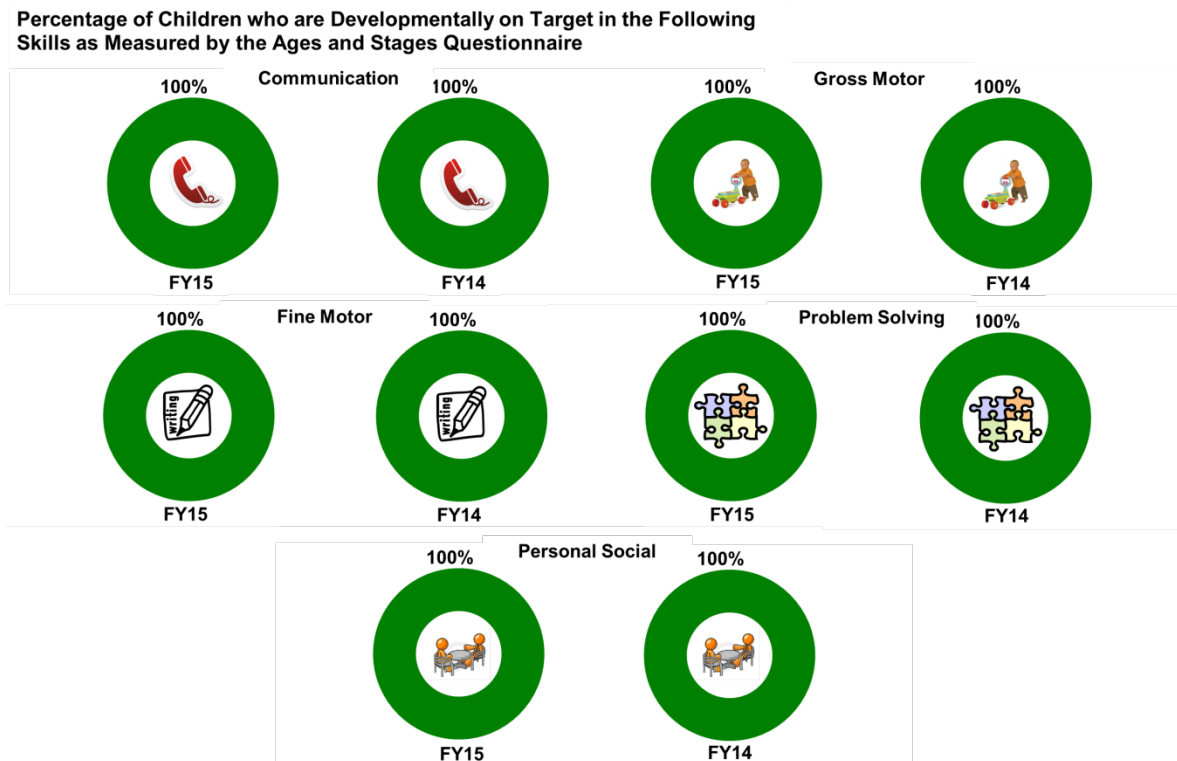
Wings-Lake County

Outcomes

Wings-Lake County reports on 7 outcomes that fall under two categories: Safety and Well-Being.

1. **Safety** – 90% of clients served will not be subjects of indicated reports of abuse or neglect. (**100%** - no change from FY14)
2. **Well-Being** – 90% of clients served will be immunized according to their doctor's schedule. (**60%** - 40% decrease from FY14)

Additionally, Wings uses the Ages and Stages Questionnaire. Below are the FY15 results compared to FY14 for the remaining 5 Well-Being outcomes.



Peer Record Reviews

Overall Wings achieved a **99%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, Treatment Planning, and Service Delivery) Wings exceeded the agency's 90% target in all areas measured.

Wings Exceeded the Agency's 90% Target in all Areas Measured



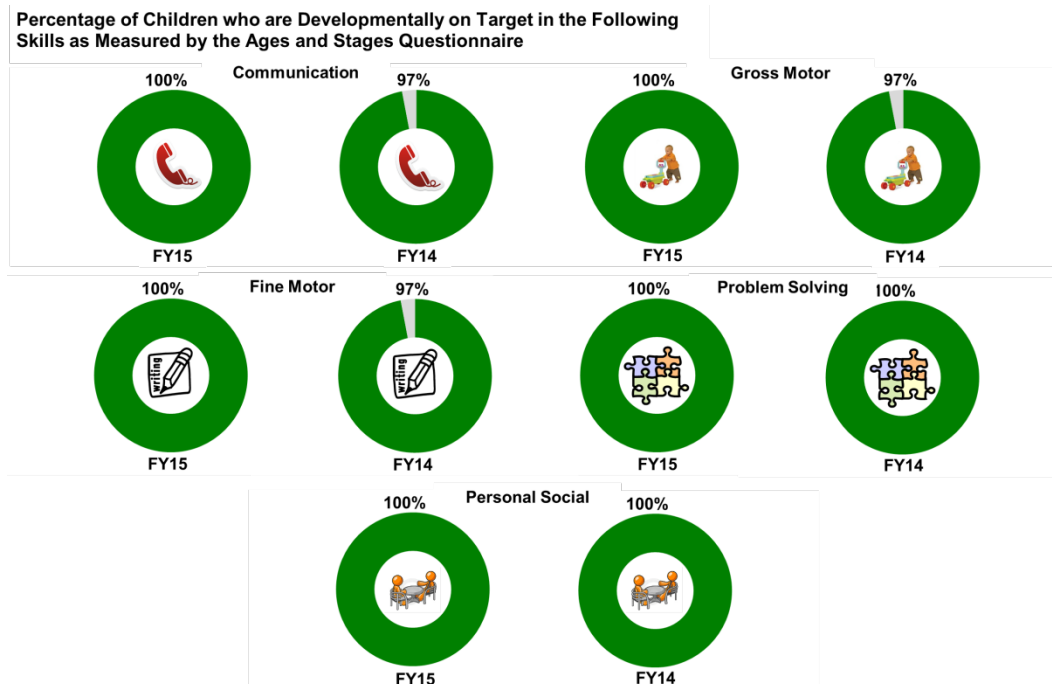
Wings-CPS

Outcomes

Wings-CPS reports on 7 outcomes that fall under two categories: Safety and Well-Being.

1. **Safety** – 90% of clients served will not be subjects of indicated reports of abuse or neglect. (**100%** - no change from FY14)
2. **Well-Being** – 90% of clients served will be immunized according to their doctor's schedule. (**89%** - 1% decrease from FY14)

Additionally, Wings uses the Ages and Stages Questionnaire. Below are the FY15 results compared to FY14 for the remaining 5 Well-Being outcomes.

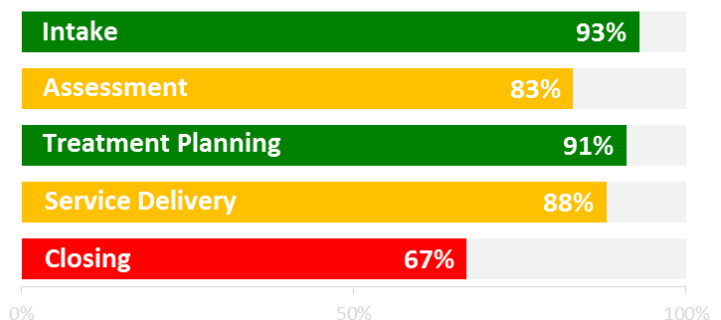


Peer Record Reviews

Overall Wings-CPS achieved an **88%** Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, Treatment Planning, Service Delivery, and Closing) Wings-CPS exceeded the agency's 90% target in Intake and Treatment Planning. Assessment, Service Delivery, and Closing were below the agency's target (within 7%, 2%, and 23% respectively). The items that most affected Assessment, Service Delivery, and Closing were:

- Is the Curriculum Checklist complete and up to date within the last 30 days? (4 marked as Reasonable Effort)
- Case note documentation reflects the level of client contact per program requirements?
- Did the Case Manager participate with the client/family in determining if any follow-up services were necessary? (1 marked as Reasonable Effort)

Wings-CPS Exceeded the Agency's 90% Target in Intake and Treatment Planning



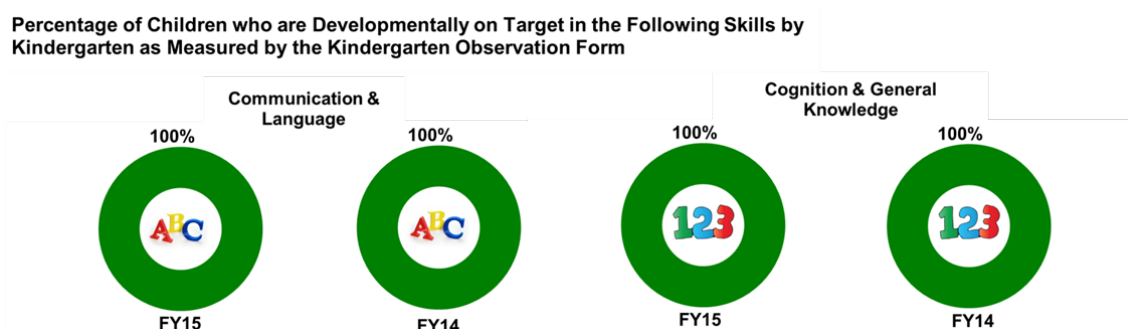
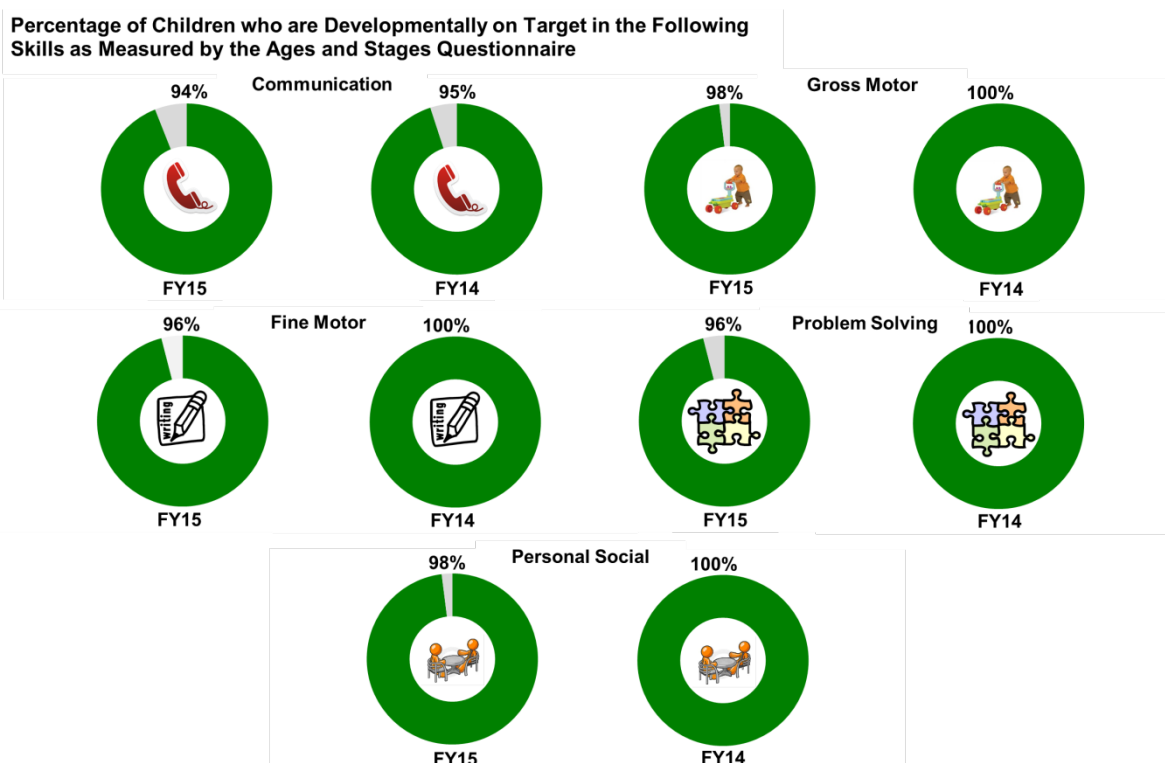
Success by Six

Outcomes

Success by Six reports on 10 outcomes that fall under two categories: Safety and Well-Being.

1. **Safety** – 90% of clients served will not be subjects of indicated reports of abuse or neglect. (**99%** - no change from FY14)
2. **Well-Being** – 90% of clients served will be immunized according to their doctor's schedule. (**97%** - 3% increase from FY14)
3. **Well-Being** – 75% of parents will demonstrate an improved attitude to the parent-child relationship in at least one construct as measured by the Adult Adolescent Parenting Inventory-version 2. (**94%**)²

Additionally, Success by Six uses the Ages and Stages Questionnaire. Below are the FY15 results compared to FY14 for the remaining 7 Well-Being outcomes.



² This is a new outcome in FY15. There were 17 applicable cases in FY15.

Peer Record Reviews

Overall Success by Six achieved a 99% Compliance and Quality Rating across all areas measured. When looking at each part of the case life cycle separately (Intake, Assessment, Treatment Planning, Service Delivery, and Closing) Success by Six exceeded the agency’s 90% target in all areas measured.

