



CQIR ANNUAL REPORT

Cross Service 2015



REPORT SNAPSHOTS

9,277 clients and families
served

83% of outcomes achieved

87% 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 annual report is organized by these CQIR Core Tasks:

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> ▪ Outcome Measurement ▪ Client Satisfaction ▪ Supervisory Reviews | <ul style="list-style-type: none"> ▪ Center/Home/Office Reviews ▪ Peer Record 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, the agency 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.

Executive Summary

One Hope United served **9,277** children, youth, adults, and families in FY15 (a 13.83% decrease from FY14).

 <h3>OUTCOME MEASUREMENT</h3> <p>Across all programs, 83% of Outcome goals were achieved in FY15 (a 5% increase from FY14).</p> <ul style="list-style-type: none"> Child Development and Early Learning achieved 100% of their outcomes (no change from FY14). Placement achieved 81% of their outcomes (a 5% increase from FY14). Community Based Family Services achieved 80% of their outcomes (a 7% increase from FY14). 	 <h3>CLIENT SATISFACTION</h3> <p>In FY15, One Hope United scored a 4.68 in overall client satisfaction, which is a 0.2% increase from FY14 (this is in the “A” range, which represents scores above 4.50).</p> <ul style="list-style-type: none"> Child Development and Early Learning scored a 4.78 (a 0.8% decrease from FY14). Placement scored a 4.52 (a 3.0% increase from FY14). Community Based Family Services scored a 4.73 (a 0.2% decrease from FY14).
 <h3>PEER RECORD REVIEWS</h3> <p>Out of 1,528 files reviewed in FY15, One Hope United achieved a Compliance & Quality rating of 87% on service documentation (a 1% increase from FY14).</p> <ul style="list-style-type: none"> Child Development and Early Learning achieved a 96% (no change from FY14). Placement achieved a 77% (a 1% decrease from FY14). Community Based Family Services achieved a 95% (a 3% increase from FY14). 	 <h3>OFFICE/CENTER/HOME REVIEWS & SUPERVISORY REVIEWS</h3> <p>One Hope United achieved a 96% in Office/Center/Home Systems Compliance in FY15 (a 1% increase from FY14).</p> <p>One Hope United achieved an 81% in Supervisory Systems Compliance in FY15 (a 1% decrease from FY14).</p> <ul style="list-style-type: none"> Child Development and Early Learning achieved a 68% (a 7% decrease from FY14). Placement achieved an 82% (a 2% decrease from FY14) Community Based Family Services achieved a 98% (a 1% increase from FY14).
 <h3>CASE CONSULTATIONS & PRIORITY REVIEWS</h3> <p>There were 17 Case Consultations (down 3 from FY14) and 18 Priority Reviews (down 2 from FY14) conducted in FY15.</p>	 <h3>INCIDENT REPORTS</h3> <p>One Hope United experienced an 11.5% decrease in the number of incidents in FY15 compared to FY14.</p> <ul style="list-style-type: none"> Child Development and Early Learning experienced a 13.2% increase. Placement experienced a 23.8% decrease. Community Based Family Services experienced a 4.6% increase.
 <h3>EMPLOYEE RECOGNITION</h3> <p>There were 42 STAR awards and 6 GALAXY awards distributed this year.</p>	 <h3>QUALITY IMPROVEMENT TEAMS</h3> <p>The QIT attendance rate at One Hope United was 96.1% (a 1.3% decrease from FY14).</p>

CQIR Goals and Objectives

In FY15, the CQIR Team engaged in a Strategic Planning process to develop goals and objectives that are in alignment with the One Hope United's Strategic Plan. The CQIR goal and related objectives are meant to support the agency's Lines of Service and Shared Services. Below is the CQIR goal and related objectives. It is the intention to report the progress made on these objectives in next year's Annual Report.

CQIR Goal: Become a National Leader in Continuous Quality Improvement and Research supporting exemplary outcomes for children, youth, and families.

Objective 1: Enable every program to have individual client data that will guide service delivery and promote quality services by FY18.

Objective 2: Establish a system to collect post service data on clients by FY18.

Objective 3: Create a formal research partnership with a university by the beginning of FY17.

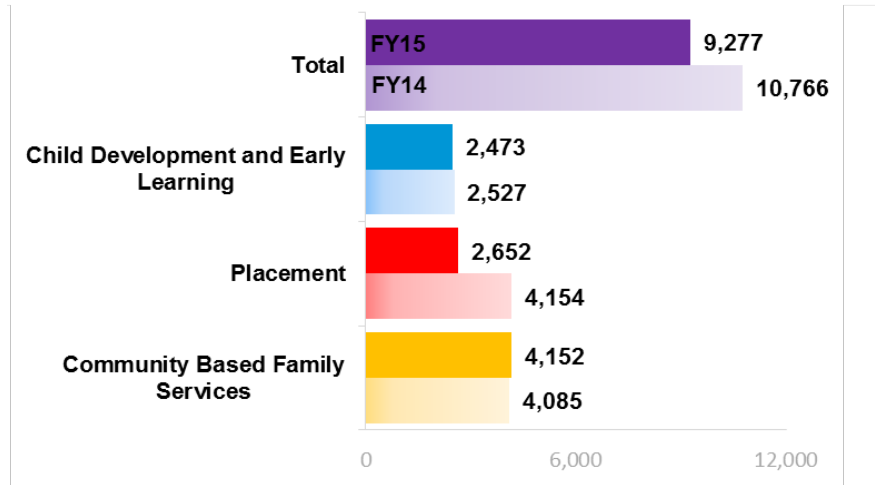
Objective 4: Improve internal staff satisfaction with CQIR processes to a 4.50 (on a 5 point scale) by FY17.

Objective 5: By FY17, OHU will expand into DHS Medicaid billing at all certified sites.

Clients and Families Served

In fiscal year 2015, One Hope United served **9,277** children, youth, adults, and families – a decrease of 13.83% from FY14.

One Hope United Experienced a Decrease in the Number of Clients and Families Served in FY15



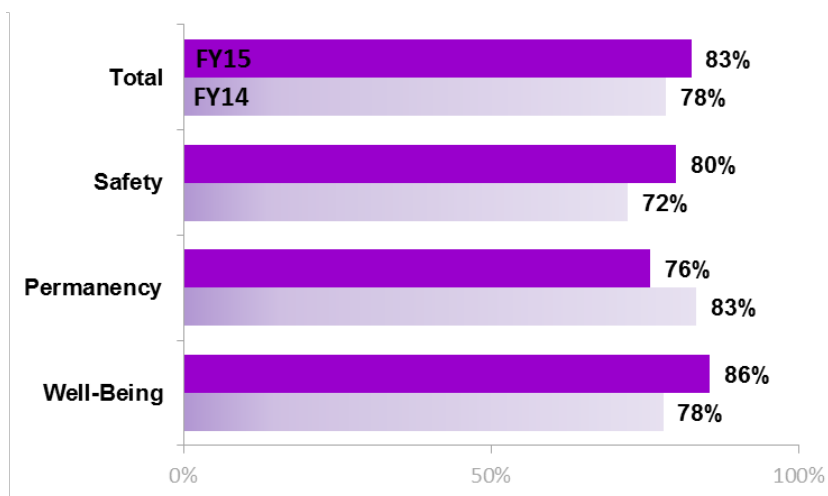
Child Development and Early Learning experienced a small decrease in the number of children and families served (-2.14%) and Community Based Family Services experienced a small increase in the number of children, youth, adults, and families served (+1.64%). At first glance it appears that Placement experienced a decrease in the number of children and youth served (-36.16%); however, this decrease is mainly caused by a change in how Florida Foster Care and In-Home services report their client counts. Beginning in FY15, Florida is reporting their count by children and youth. In previous years their count has included children, youth, and caregivers. This change was made in order to be in alignment with the method Illinois uses to report clients. For more detailed information on clients served please see each Line of Service's individual annual report.

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.

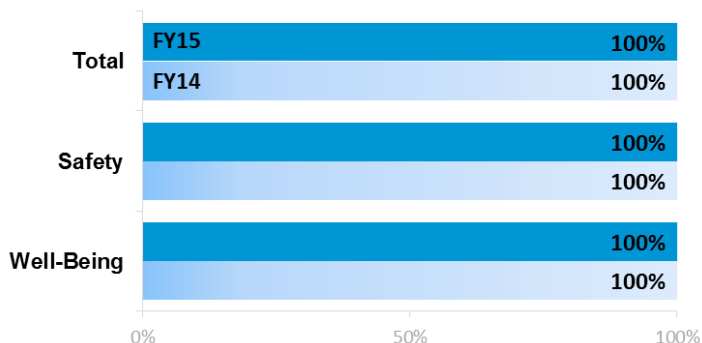
All programs at One Hope United report outcomes on a quarterly basis (Child Development Centers report on an annual basis). At the end of the year the quarterly outcomes are aggregated over the year to determine the year to date impact on the clients served by the program. Many outcomes are collected 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, past performance, and/or through research from similar programs. In FY15, One Hope United achieved **83%** of their outcomes (a 5% increase from FY14).

**One Hope United Achieved 83% of its Outcomes in FY15
(a 5% Increase from FY14)**

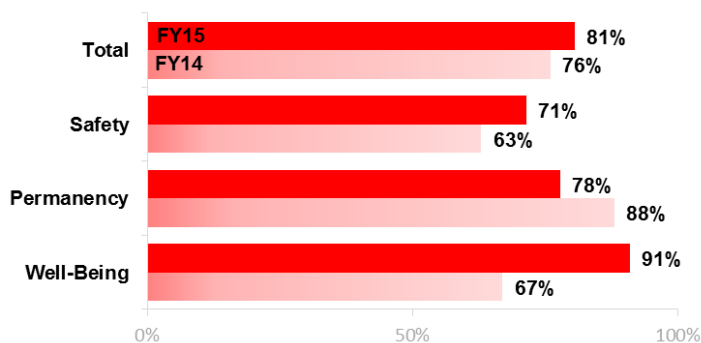


Below is a summary of how each Line of Service performed in FY15 compared to FY14. For more detailed information on outcomes please see each Line of Service's individual annual report.

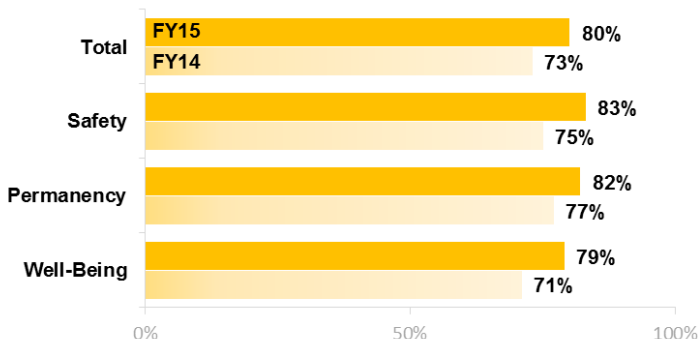
Child Development and Early Learning has Achieved 100% of their Outcomes for the Past Two Fiscal Years



Placement Services Achieved 81% of their Outcomes in FY15 (a 5% Increase from FY14)



Community Based Family Services Achieved 80% of their Outcomes in FY15 (a 7% Increase from FY14)



CQIR Performance

CQIR established four outcome goals for FY15. In FY15, CQIR achieved **100%** of its outcome goals.

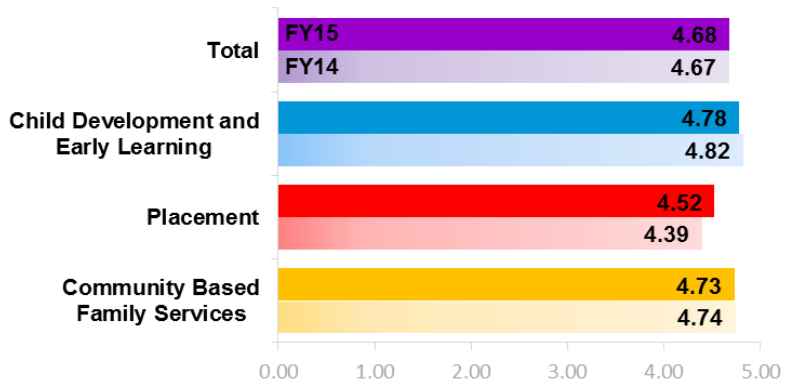
CQIR Performance Measures			
	Target	FY15	FY14
Exit Interviews are conducted after Record Reviews. (Documentation – Quality Improvement)	90%	98.8%	99.8%
CQIR Reports will be distributed on time. (Information/Data - Quality Improvement)	90%	100%	94%
CQIR coordinators conduct Supervisory Reviews each year. (Risk Management)	95%	99%	99%
CQIR coordinators conduct Supervisory Reviews each year. (Risk Management)	95%	97%	97%

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, One Hope United scored a **4.68** in overall client satisfaction (this is in the **"A"** range, which represents scores above **4.50**). In FY15, Child Development and Early Learning, Placement, and Community Based Family Services all scored in the **"A"** range. Placement experienced an increase in overall client satisfaction (+3.0%). Child Development and Early Learning and Community Based Family Services both experienced slight decreases (-0.8% and -0.2%, respectively). For more detailed information on client satisfaction please see each Line of Service's individual report.

One Hope United Scored an "A" in Overall Satisfaction in FY15



Number of Surveys Returned in FY15	
Child Development and Early Learning	736
Placement	657
Community Based Family Services	670
TOTAL = 2,063	

In FY15, there were 2,063 surveys returned. This is a 10.11% decrease from the 2,295 surveys returned in FY14.

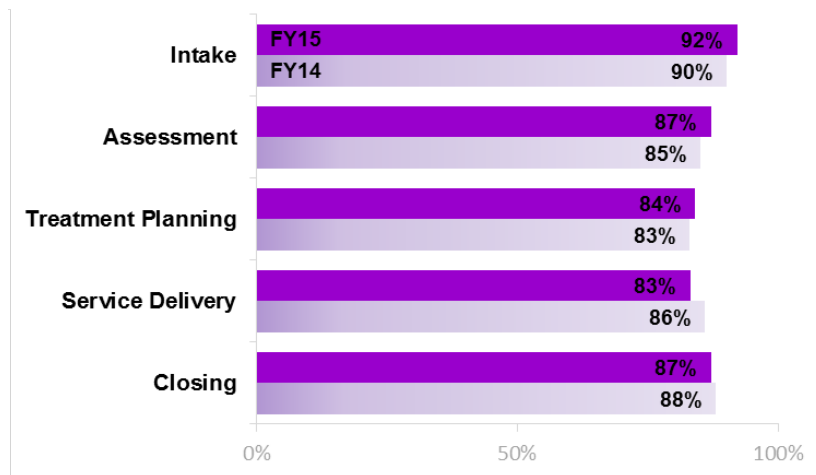
Peer Record Reviews

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. One Hope United aggregates record review scores across each of the three lines of service to produce the overall results for the agency. In FY15, **1,528** files were reviewed across Child Development and Early Learning, Placement, and Community Based Family Services.

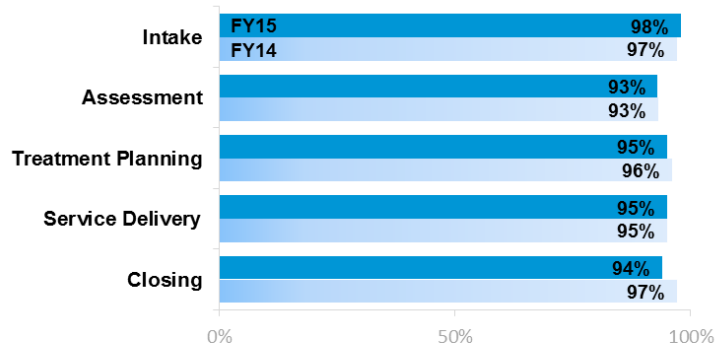
In FY15, across all programs and Lines of Service, One Hope United achieved an overall Compliance & Quality Rating of **87%** (this is a 1% increase from FY14).

One Hope United Acheived an Overall Compliance & Quality Rating of 87% (a 1% Increase from FY14)

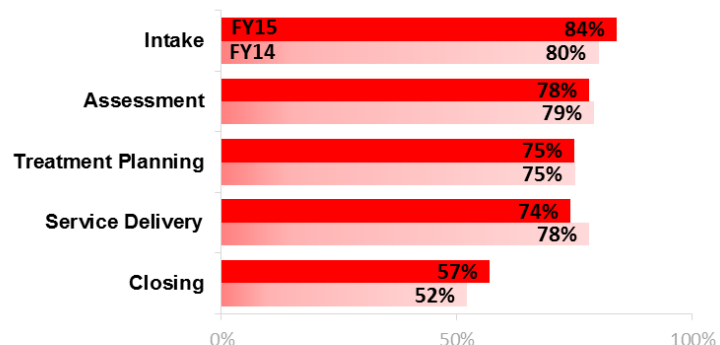


Below is a summary of how each Line of Service performed in FY15 compared to FY14. For more detailed information on record reviews please see each Line of Service's individual annual report.

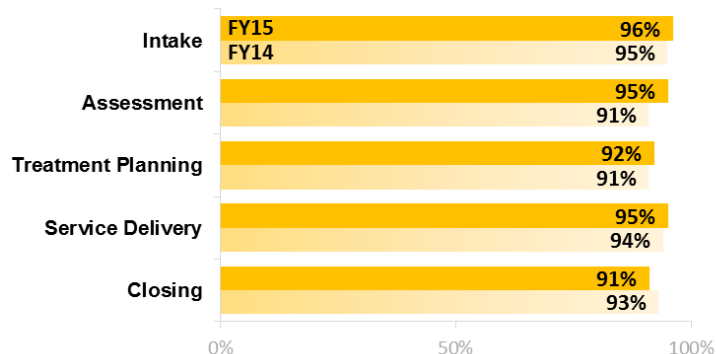
Child Development and Early Learning Achieved an Overall Compliance & Quality Rating of 96% (No Change from FY14)



Placement Achieved an Overall Compliance & Quality Rating of 77% (a 1% Decrease from FY14)



Community Based Family Services Achieved an Overall Compliance & Quality Rating of 95% (a 3% Increase from FY14)



When looking at each Line of Service separately, Child Development and Early Learning achieved a **96%** Compliance and Quality rating, Placement achieved a **77%** Compliance & Quality rating, and Community Based Family Services achieved a **95%** Compliance & Quality rating.

During fiscal year 2015, there were **170** case managers, teachers, office assistants, therapists, supervisors, and directors who assisted in reviewing **1,528** files as 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 and work, providing feedback on how to improve, and ensuring that plans of corrections are being completed on time.

Peer Record Reviewers				
Noell Juola	Shirica Flowers	Tamara Ambre	Terri Cummings	JC Gonzalez
Dhara Nathwani	Carla Smith	Michelle Progar	Lia Rodriguez	Breanna Seright
Lakeithia Butler	Natalie Niles	Erin Berry	Lauren Stevens	Maia Faulk
Brenda Gossett	Paula Williams	Deborah Holmes	Kahdijah Hakeem	Gail Werley
Aude Wilkins	Letitia Bates	Aimee Edmondson	Sarah Raper	Anna Hofer
Karina Dixon	Karen Powell	Lacey Norton	Christina Beam	Morgan Schmoyer
Kristi Dahlquist	Amirah Brown	Paula Williams	Barbara Hester	Oviette Salinas
Rebecca White	Lisa Gregory	David Fox	Pamela Evans	Deondra Milton
Emily Husseini	Ron Smith	Ashley Vaughan	Ernestine Frazier	Brenda Smith
Kassondra Soto	Tanya Lovings	Crystal Johnson	Ana Cruz	Jasmine Catledge
Tamekia Donaldson	Andrew Hamlyn	Amanda Hybers	Rebecca Kampman	Genevieve DeZayas
Angelica McNamara	Lindsay Bass	Amanda Kilwein	Monica Sanders	Sharica Smalls
Chi Lee	Jamarcus Allen	Jennifer Carmin	Monica Wright	Emily Owen
Julie Raye	Yolanda Walker	Lasonja Houston	Cal Walton	Nancy Baker-Guerin
Gloria Doyle	Tauquia Ponder	Nikki Riggsbee	Leslie Maysonet	Chenoa' Baldwin
Rachel Gubbins	Rebecca Smith	Danna Brown	Brandy Davis	Andre Davis
Julius Benjamin	Mary Ann Miller	Jeanine Powell	Amy Clarke	Anna Richard
Dennis Delgado	Joshua Stamps	Thomas Youngberg	Laurie Vincent	Melissa Black
Liza Simon-Roper	Jacki Tabor	Sherie Mixon	Adrienne Johnson	Julie Rodriguez
Ruby Huntley	Lisa Kinchen	Pam Barack	Amy Overmyer	Kimberly Newton
Bruce Garver	Kathleen Whaley	Arlina Howard	Stephanie Bowdler	Sarah Heston
Kimberly Ridgeway	Deborah Packman	Anne Marie Johnson	Bonita Porter	Tabitha Reaney
Sharon Mattison-Reid	Raven Drayton	Jayme Godoyo	TeNnile Ray	Tawnya Hackler
Danielle Vinson-Tucker	Cynthia Hess-Jaffe	Michael Williams	Shirley Hawkins	Maria Cruz-Morgan
Joanna Zakhem	Nydia Davilla	Jasmin Weaver	Ana Bermudez	Renata Waters
Linsay Heimberg	Latonya Hale	Carolina Rodriguez	Mallory Gamer	Michelle Lonzo
Mary Mann	Laura Oddi	Jakkia Booth	Felicia Foster	Afthan Reents
Beth Ericksen	Kelly McGee	Chanta Love	Tamika Cox	Ashley Linkey
Terry Kean	Reneva Lane	Cindy Rotman	Ramona Dixon	Brigette Spelbring
Katie Jackson	Denise Herron	Kristen Kinnear	Latonya Hale	Brionne Rhodes
Dawn White	Howard Coon	Jennifer D. Shook	Kara Lowry	Melissa Webster
Stephanie Covarrubias	Jen Malee	Jennifer Witzel	Kristy Hardwick	Olivia Buttram
Lauren Kessler-Schott	Jenna Tedrick	Jessica Perry	Heather Kelly	Penny Hanks
Rebecca Chavez	Sara Richardson	Sarah Downen	Tabitha Reaney	Tawnya Hackler
Total = 170				

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

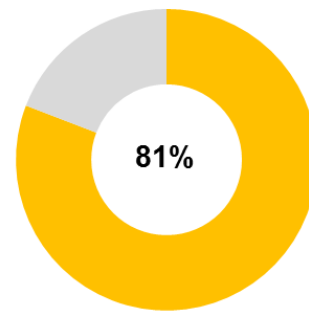
Supervisory Systems Review

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.

Seventy-two Supervisory Systems Reviews were completed across One Hope United (32 from Child Development and Early Learning, 25 from Placement, and 15 from Community Based Family Services). In FY15, One Hope United achieved an **81%** in Supervisory Systems Compliance (a 1% decrease from FY14). The items that most affected the overall rating were:

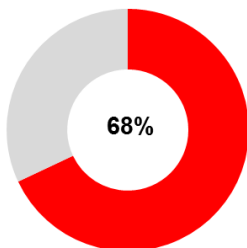
- The supervisor completes and submits annual staff performance reviews within the month due for review and approval.
- Staff receive annual performance reviews within the month they are due.

One Hope United Achieved an 81% in Supervisory Systems Compliance

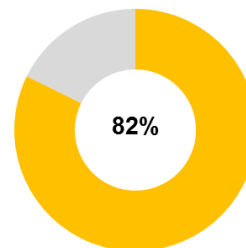


Below is how each Line of Service performed in Supervisory Systems Compliance in FY15.

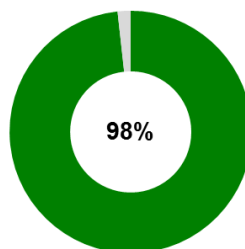
Child Development and Early Learning Achieved a 68% in Supervisory Systems Compliance



Placement Achieved an 82% in Supervisory Systems Compliance



Community Based Family Services Achieved a 98% in Supervisory Systems Compliance

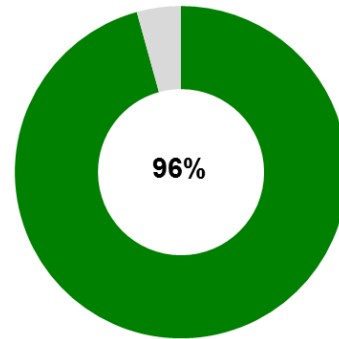


Office/Center/Home Systems Review

The Office/Center/Home Systems Review is a practice to determine if facilities are meeting agency and licensing standards. This includes professional appearance, maintaining client confidentiality, and following health, safety, and risk management procedures. CQIR conducts OHU Office Reviews annually. One Hope United has a 90% target for compliance. (Since One Hope United facilities house services across all Lines of Service, overall Office/Center/Home Compliance is aggregated across the entire agency. Additionally, Child Development Center and Residential Home Systems Compliance is reported in the Child Development and Early Learning Annual Report and the Placement Annual Reports, respectively.)

Thirty-eight Office/Center/Home Systems Reviews were conducted in FY15 (19 offices, 11 Child Development Centers, and 8 Residential Homes - the two CARE homes were reviewed twice). Across all facilities in FY15, One Hope United achieved a **96%** in Office/Center/Home Systems Compliance (a 1 % increase from FY14).

One Hope United Achieved a 96% in Office/Center/Home 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			
Line of Service	Case Consultations	Priority Reviews	TOTAL
Child Development and Early Learning	0	1	1
Placement	13	6	19
Community Based Family Services	4	11	15
TOTAL	17	18	35

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. One Hope United conducted 17 Case Consultations in FY15 (down 3 from FY14).

There were 18 Priority Reviews conducted in FY15 (down 2 from FY14). There were 5 Priority Reviews conducted due to suicide attempts made by clients, 4 were conducted due to the deaths of natural parents, 4 were conducted due to investigations conducted by the Office of the Inspector General, 3 were conducted due to deaths of current clients, 1 was conducted due to alleged physical abuse of a client, and 1 was conducted due to a client being the victim of a shooting in the community

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

- There needs to be a response from a parent whose child is on run. Staff can reinforce the normal expectations of what to do when their child's whereabouts are unknown and express concerns and dangers of a child being on run.
- For those clients that are chronic runners, staff should develop a plan of locations where the child frequents and the places the client might go when not at home which can assist in locating the child when on run.
- It is important to have a clear idea of a client's mental health diagnosis to assist in treatment and stabilizing the client.
- Barriers such as insurance impede a client from receiving sufficient and appropriate services.
- Staff would benefit from additional training in working with clients who have serious mental health issues who are not agreeable to obtaining necessary treatment.
- A long term plan would be to develop a suicide protocol across CBFS programs.
- Improve record documentation for supervised visits; generating more detailed notes.
- Ensure case notes are completed and entered prior to case closure.
- Even with good work, sometimes things happen that cannot be foreseen.
- Ensure documentation in SACWIS reflects the documentation within the record.

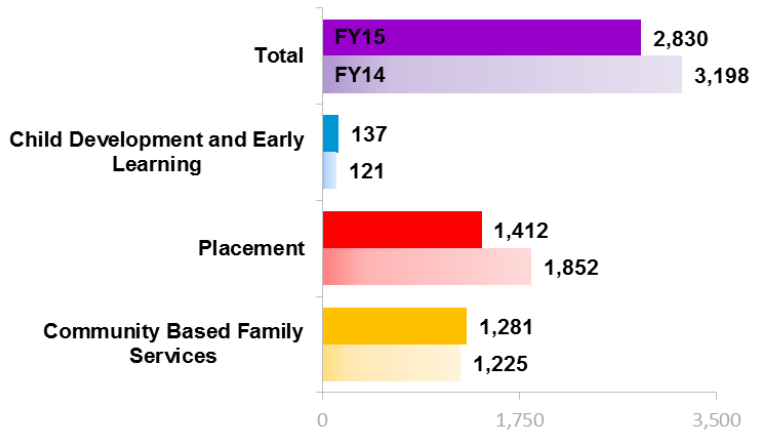
- Once a case is closed and a death occurs in a family, a note and/or card can be sent to provide condolences to the family.
- When closing a case, there needs to be a clear discharge process in place.
- Utilizing the resources from different programs and staff that have different experiences and trainings 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.
- Regular reminders about operational procedures such as not closing client's bedroom doors when in their room are very important for staff. All staff should feel empowered to speak up about something they see that is against policy and procedure.
- Staff should seek immediate medical evaluation of clients who are injured (or who report being injured) while in our care (e.g. restraints, abuse allegations, etc.).
- In Florida, non-family members can petition the court to request a Marchman Act to be ordered for clients that are unwilling to comply with treatment services. A Marchman Act is a means of providing an individual in need of substance abuse services with emergency services and temporary detention for substance abuse evaluation and treatment when required, either on a voluntary or involuntary basis.

Incident Reports

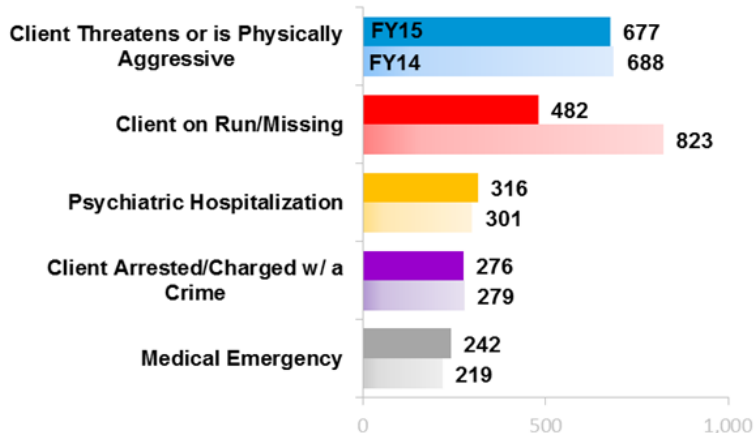
An incident is any occurrence that falls outside of what would typically be identified as common or ordinary events for clients, staff or facilities. These incidents may have the potential for increased risk for clients and the liability of the agency. CQIR provides quarterly and monthly reports on incident 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.

One Hope United experienced an 11.5% decrease in the number of incidents in FY15. Child Development and Early Learning and Community Based Family Services both experienced increases in the number of incidents in FY15 (+13.2% and +4.6%, respectively). Placement experienced a 23.8% decrease in the number of incidents in FY15.

One Hope United Experienced an 11.5% Decrease in the Number of Incidents in FY15



Top 5 Most Common Incident Types (not including Restraints)



In FY15, Clients Threatening/Being Physically Aggressive, Clients being on Run/Missing, Psychiatric Hospitalizations, Clients being Arrested/Charged with a Crime, and Medical Emergencies were the 5 most common incident types. Medical Emergencies and Psychiatric Hospitalizations both experienced increases in FY15 (+10.50% and +4.98%, respectively). Clients being on Run/Missing, Clients Threatening/Being Physically Aggressive, and Clients being Arrested/Charged with a Crime experienced decreases in FY15 (-41.43%, -1.60%, and -1.08% respectively).

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 **42 STAR** awards and **6 GALAXY** awards distributed at One Hope United this year.



In FY15, we were proud to recognize these One Hope United employees with a STAR award.

STAR Award Recipients	
Stephanie Bowdler – Coordinator (Centralia)	Melissa Black – Case Manager (Sebring)
Anna Richard – Crisis Clinician (Sebring)	Jassemine Johnson – Youth Care Worker (Centralia)
Cal Walton – Lead Case Manager (Orlando)	Rebecca Smith – Case Manager (Orlando)
Monica Wright – Adoption Case Manager (Sebring)	Terri Breechen – Case Manager (Gurnee)
Rebecca Bromwell – Administrative Assistant (Sebring)	Stacey Garner – Youth Care Worker (Centralia)
Madeline Holmes – Case Manager (Gurnee)	Sherie Mixion – Case Manager (Wauchula)
Brandon Duhon – Youth Care Worker (Centralia)	Rachel Stransky – Activity Specialist (Centralia)
Kimberly Newton – Case Manager (Sebring)	Kimberly Ridgeway – Lead Case Manager (Sebring)
Garlene Frezin – Case Manager (Tampa)	Gregory Phoenix – Residential Specialist (Centralia)
Dylan Taylor – Youth Care Worker (Centralia)	Francois Gatimu – Youth Care Worker (Centralia)
Rebecka Burgos – Residential Specialist (Centralia)	Amanda Land – Case Manager (Wauchula)
Morgan Schmoyer – Case Manager (Orlando)	Anna Hofer – Case Manager (Orlando)
Crystal Raullerson – Adoption Counselor (Orlando)	Jackie Tabor – Case Manager (Tampa)
Maia Faulk – Case Manager (Sebring)	Darby Barwick – Training Coach (Sebring)
James Webster – Coordinator (Centralia)	Michael Snow – Youth Care Worker (Centralia)
Jessica Perry – Therapist (Centralia)	Colleen Bandy – Director (Elgin)
Carolina Rodriguez – Case Manager (Waukegan)	Virginia King – Assistant Teacher (Bridgeport II)
Christina Czech – Senior Vice President	Angelene Adams – Assistant Teacher (Bridgeport II)
Erika Filart – Administrative Assistant (Aurora)	Liza Simon-Roper – Supervisor (Gurnee)
Mallory Gamer – Therapist (St. Charles)	Jill Novacek – Director (St. Charles)
Laura Oddi – Therapist (Chicago)	Kimberly Clark – CQIR Systems Analyst (Lake Villa)

In FY15, we were proud to recognize these One Hope United teams with a GALAXY award.

GALAXY Award Recipients	
School Age Team (Bridgeport II)	Cheryl Davis Malone, Sandie Sylvester, Amy Hirsch & Christina Czech (Des Plaines)
Foster Care & Counseling Programs (Gurnee)	Baker Home Staff (Centralia)
Care Residential and Day Treatment (Lake Villa)	Youth Diversion Program, Supplemental Services, & Functional Family Therapy (St. Louis)

Quality Improvement Teams

Quality Improvement Teams (QITs) are assembled in each Line of Service and Shared Services by program, function, and/or team. This gives each employee 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 (a 1.3% decrease from FY14). The attendance rate in Shared Services was **88.9%**. The following teams assembled this year in Shared Services.

Quality Improvement Teams	
Shared Services	Team Name
Executive Leadership Team	Visionaries
Richardson House	The B.R.A.T.S
Human Resources	Team Excel
Fund Development/Marketing/ Information Technology	Raise of Hope
Finance	#s R Us
CQIR	Partners in Excellence