

**Career Opportunity Development, Inc.**  
**Quality Improvement Plan**  
**July 1, 2022 - June 30, 2023**

The following Quality Improvement Plan serves as the foundation for CODI's commitment to continuously enhance and improve service provision. The intent of this plan is to optimize quality services provided in a safe, effective, person-centered, timely, equitable, and recovery-oriented fashion. Optimizing quality services shall be accomplished by determining necessity and appropriateness of services, effectiveness, and efficiency of service provision, measuring stakeholder satisfaction, examining trends, and monitoring key indicators, which may directly impact performance and outcomes. Data from above sources shall be used to guide decisions, revise or implement policies, make programmatic changes, reallocate resources, and respond to the changing demands of funders and individuals we serve.

CODI is committed to ongoing enhancement of the quality of services consumers receive. The organization continuously strives to ensure that:

- Consumers' needs and expectations are identified and addressed;
- Programs and services incorporate evidence-based, effective practices;
- Programs and services are responsive to consumer's needs;
- Risk to consumers, staff, and volunteers is minimized;
- Consumers, or support team, have the opportunity to participate in person-centered planning and treatment;
- Services are provided in accordance with individual plan.

## **Quality Improvement Principles**

Quality improvement is a systematic approach to assessing services and improving them on a priority basis. CODI's approach to quality improvement is based on the following principles:

- Customer Focus - CODI focuses on internal and external customers and on meeting or exceeding their needs and expectations.
- Recovery-oriented - Services are characterized by a commitment to promoting and preserving wellness and to expanding choice. This approach promotes maximum flexibility to meet individually defined goals and to promote person-centered planning and services.
- Empowerment – CODI's inclusive culture encourages staff and consumers to invest in programming by sharing recommendations and voicing concerns that demonstrate commitment to enhancing service provision.
- Leadership Involvement - Strong leadership, direction, and support of activities by CODI's Board of Directors, CEO, and Leadership Team are integral to quality improvement. Involvement of organizational leadership assures quality improvement initiatives are consistent with CODI's mission, compliance, and strategic plan.
- Data Informed Practice - CODI creates feedback loops, using fact-based data to inform practice and measure results.
- Prevention over Correction and Continuous Improvement - CODI seeks to proactively design processes to achieve optimal outcomes. When errors occur, instances are reviewed, and processes are enhanced to strengthen service delivery.

## **Continuous Quality Improvement Activities**

Quality Improvement (QI) activities emerge from a systematic and organized framework for improvement. CODI's leadership uses this framework throughout the organization. QI is a direct result of continuous education and involvement of staff at all levels. QI involves two primary activities:

- Measuring and assessing performance of services through collection and analysis of data.
- Taking action where indicated, including design of new services and enhancement of existing services.

## **Quality Improvement Committee**

CODI's Quality Improvement Committee meets monthly to provide ongoing operational leadership. Committee is charged with QI oversight and is responsible for monitoring reports and activities reflecting utilization review, safety, risk management, compliance, technology, and case record reviews. QI Committee is chaired by Director of Quality Improvement (DQI), who reports directly to President/CEO. The President/CEO directly reports to the Board of Directors. Committee is composed of President/CEO or designee, Vice President of Residential Services, Vice President of Property Management, Vice President of Organizational Employment Services (VP of OES), Chief Financial Officer (CFO), DQI, Director of Risk Management (DRM), Director of Human Resources (DHR), and Director of Community Outreach.

QI Committee is empowered to:

1. Develop and recommend Quality Improvement Plan to CODI's Board of Directors.
2. Review and discuss all CIRs, including high risk and high-volume Critical Incidents.
3. Collect, evaluate, and analyze data from ongoing monitoring activities.
4. Establish measurable objectives for improving quality and safety.
5. Assess information and take action as evidenced through quality improvement initiatives to solve problems and pursue opportunities to improve quality.
6. Review house meeting, consumer advocacy meeting, and Winners Group minutes monthly for consumer feedback.
7. Review and respond to consumer-generated grievances.
8. Review submissions from consumers and staff in suggestion boxes.
9. Ensure required training is provided to all employees.
10. Effectively communicate relevant QI findings to all stakeholders, including consumers via CODI's website, residential house meetings, and consumer advocacy groups.
11. Produce documented reports of all ongoing monitoring and evaluation activities, including conclusions drawn and actions taken to resolve identified problems.
12. Review and analyze Consumer and External Stakeholder Satisfaction Surveys. Prepare written report, including recommendations. Report is provided annually to Board, President/CEO, and upon request. Highlights of surveys are included on CODI's website.
13. Provide documentation of leadership's usage of QI findings for staff development, performance evaluations, decision making, establishment of policies and procedures, programming, and strategic planning.

### **Safety and Risk Management**

QI Committee shall work closely with DRM and VP of Property Management to optimize safety and minimize risk to persons served and throughout the organization. QI Committee chairperson shall conduct an annual analysis of Critical Incident Reports. Results shall be used to identify patterns and trends or opportunities to reduce both consumer and organizational risks and enhance safety practices. Report shall be reviewed by Board and

Leadership annually.

DRM is responsible for reviewing all monthly drills including fire, utility failure, medical emergency, violent or other threatening situations/active shooter, bomb threat, and natural disaster and reporting findings to Leadership. This practice ensures evacuation procedures are routinely implemented, followed, monitored, and reviewed. In addition, to ensure all environments are safe and comply with existing standards, DRM shall review internal inspections of all properties and report findings to QI Committee.

### **Quality Improvement/Utilization Review**

Quality Improvement Specialist (QIS) shall complete annual file reviews of 100% of active consumer files. Reviews shall include checking for timely documentation of services provided and receipt of Rights of Individuals Receiving Services, Consumer Grievance Procedure, Service Agreement, Notice of Privacy Practices, and receipt of information regarding Mental Health Advanced Directives.

To ensure compliance with credentialing requirements, personnel files shall also be reviewed annually. QIS shall present a monthly report detailing findings to QI Committee and DHR.

Reports summarizing QI file reviews are evaluated monthly. When an area of deficiency is identified, staff shall be alerted to areas of deficiency and follow procedures outlined in File Review Policy to ensure compliance.

To ensure consumers are afforded relevant and desired services, DQI shall review annual Residential Barriers Survey.

### **Performance Measurement**

Performance Measurement is the process of regularly assessing service delivery or results. The process involves identifying processes, systems, and outcomes integral to performance of the service delivery, identifying indicators of these processes, and routinely analyzing data. Continuous Quality Improvement requires ongoing review of current and relevant data and information. The purpose of measurement and assessment is to:

- Identify opportunities to enhance performance
- Take action based on findings

Measurement and assessment involves:

- Select outcome to be measured
- Identify and develop performance indicators for outcome to be measured
- Collect and analyze data to summarize and quantify outcome
- Develop action steps to remediate or minimize barriers to service provision
- Report findings, conclusions, and actions taken as a result of performance assessment to Leadership Team and Board of Directors

### **Performance Indicator Tool**

CODI's Leadership Team developed and routinely reviews and revises the organization's quantitative Performance Measurement and Management Plan. To identify concerns and determine anticipated outcomes, this tool is used to measure, assess, and analyze information

and data. From this process, recommendations for improvement are presented to Leadership Team, and Board of Directors and action steps for implementation are developed. Goals are routinely updated, reviewed, and revised based upon need and ongoing relevancy.

### **Highlights of QI Accomplishments – July 1, 2021 – June 30, 2022**

1. VP of Residential Services will identify two Residential Counselors monthly to be cross-trained to be back-ups for DDD group home: Due to pandemic, to lower the risk of COVID exposure, and staff shortages, staff were kept at assigned DMHAS group homes.
2. Relocate A+ group home to accessible housing: Original property was sold. The intent is to relocate to Pleasantville site.
3. Revise Performance Measurement and Management Plan to be more efficient: Leadership Team reviewed Performance Measurement and Management Plan and revised goals to align with program and agency needs.
4. Increase CSS units of service to pre-COVID requirements equaling 65% of billable time: Minimal progress has been made with increasing CSS units of service to pre-COVID requirements. 65% of billable time would be equivalent to 380 units. The average units from July 2021 to February 2022 is 268.
5. Review and revise job descriptions to include hybrid employment model: No progress was made with reviewing and revising job descriptions to include hybrid employment model. Goal will remain for upcoming fiscal year.
6. Update staff performance evaluations to align with essential functions: Department Heads updated staff performance evaluations to align with essential functions in job descriptions and forwarded to DQI for review.
7. Update job descriptions to move from generic to essential functions: Department Heads updated job descriptions to move from generic to essential functions and forwarded to DQI for review.
8. Research and identify problem associated with sending and receiving emails to state agencies: ShockIT has looked into this several times. We reached out to AppRiver (CODI's server level spam filter) and verified that these emails are not being held. In addition, we added the state domains to our "allowed list." ShockIT also reached out to Microsoft regarding receiving emails, and they stated they never reached our mail server.

9. DQI will meet with VP of OES to develop policies on entering Hybrid, referring to supported employment DVR/DDD, and transferring to LTFA: DQI and VP of OES developed and revised policies which are included in the updated EE policies.

**Goals - July 1, 2022 through June 30, 2023**

1. VP of Residential Services will identify one Residential Counselors quarterly to be cross-trained to be back-ups for DDD group home.
2. Relocate A+ group home to accessible housing.
3. Increase CSS units of service to pre-COVID requirements equaling 65% of billable time.
4. Review and revise job descriptions to include hybrid employment model.
5. Wellness Coordinator will enhance quality of life by working with consumers to maximize their independence in activities of daily living skills.
6. Increase ATS attendance and monitor the financial viability of the program through monthly analysis of revenue and expenses.

Original Board Approved January 10, 2017