



VICTORY FAMILY SERVICES

PERFORMANCE AND QUALITY IMPROVEMENT ANNUAL REPORT- 2024

Victory Family Services (VFS) prioritizes and values the concept of quality improvement. The agency's organizational skills, leadership, and motivation to place this standard at the forefront of everything we do is evident. VFS is on the verge of successfully increasing the size of the board of directors to welcome members with a variety of skills sets and increasing ethnic and gender diversity representation, to better reflect our service population. With our experienced and compassionate board of directors and the continued dedication of our frontline staff, our agency has put into place the appropriate resources, expertise, integrity, and direction for a consistent, continuous, and practical performance and quality improvement application.

In 2024 we have also updated our strategic plan goals so that we may better guide the growth of our agency while maintaining excellence in service delivery to our clients. Please see Appendix A, a progress report showing our evolution along planned lines of growth and development as an agency.

Our definition of quality improvement encompasses:

- The formation and basis of our long-term plan. This includes a strategic plan that recognizes the every changing legal, regulatory and demographic environment of the child welfare industry as well as our past organizational functioning.
- Involvement of system wide persons, including the board of directors and Chief Executive Officer (CEO) in prioritizing the value of performance and quality improvement as evidenced by the creation of the strategic plan, annual report, annual plan, establishing transparency to all stakeholders, contracting with vendors who specialize in areas that we cannot effectively operationalize (such as, finance, human resources, and legal issues), and instituting data gathering procedures for outcome reports and program evaluation. The board of directors and the CEO feel that performance and quality improvement is a standard that encompasses everyone, and all must play a part in contributing and being aware of this system of improving how we provide services and administrate our resources.
- VFS has engaged the opinions, perspectives, and feedback of its resource parents and interested community members invites feedback and opinions.

Resources devoted to staff Performance and Quality Improvement:

- The organization formerly had a dedicated line item in the budget for PQI expenses, however it has been removed because the administration appreciates that PQI affects each department, and every financial transaction. A dedicated pool of money did not accurately capture all the ways in which our organization strives for quality improvement. Appendix B of this document is a summary of 2021 PQI related expenses.
- Staff have been educated on performance improvement issues.
- Job descriptions all include PQI expectations and skills. Please see Appendix C for a list of job descriptions and the related PQI text.
- Outside reports calling for corrective action, if and when they are received, are responded to in a timely manner and with appropriate levels of attention as we work rectify situations that may arise.

Victory Family Services Performance and Quality Improvement Plan

For 2025, consideration must be given to the following:

- Timeframes and process for reviewing results of key PQI activities, and holdover issues from prior reports, to determine if they merit inclusion in the report
 - PQI activities are reviewed monthly as part of the board of directors meeting, and then any issues that arise are directed to the PQI committee. The internal PQI committee consists of the CEO, the Administrator, and the department supervisors. When they receive interest, comment, or direction from the board, the committee reviews the issue at hand and distributes it to the appropriate staff member(s).
 - PQI activities occur on an as-needed basis and are reviewed by the internal PQI committee during agenda preparation for the monthly staff meeting.
 - Each PQI activity has its own timeline for completion or processing in accordance with the nature of what is identified, the specific goals, and/or mandatory established completion dates.
 - Holdover items remain on the board and staff agendas until such time as the item is resolved.
- PQI activities are included in the board issued strategic plan, annual plan, and annual report. Stakeholder items are reviewed and resolved by action of the board or PQI Committee after considering stakeholder feedback.
- Criteria for establishing future goals and/or priorities is based on:
 - Safety of the persons served and employees
 - Compliance with regulatory oversight agencies
 - Strengthening of fiscal sustainability of the agency
 - Expansion of service capacity
 - The needs of the local community
 - The demographics and shared experiences of our service population (to ensure trauma informed care and as part of our person-centered philosophy)

Victory Family Services continues to ensure an emphasis on transparency, performance, and quality improvement. It is the goal of 2025 to strive towards our strategic plan goals while always keeping our clients and resource parents at the center of all decisions. This will be accomplished by monitoring and refining outcome measures, tracking a range of business transactions that encompass all areas of business administration and service delivery to our clients.

VFS - PQI Operational Procedures Worksheet

What Is Being Measured?	Why Is It Being Measured?	Indicators and Data Sources	Who Is Responsible?	How/ Frequency?	Tool / How Will Data Be Collected?	How Will Data Be Aggregated and Reports Generated? In What Format?	Who Will Review and Interpret Results? When Will Results Be Reviewed and Interpreted?	Who Will Make Recommendations and To Whom? When Will Recommendations Be Made?	Who Will Implement/ Oversee Recommended Changes?
Number of admissions	To determine if VFS can increase its capacity to serve clients	Number of referrals and number of admissions. Pending approval of an adoptions license and ISFC program may increase capacity	PQI Committee	Annually	extendedReach client database and case reviews	extendedReach will assist in capturing and calculating data and generate monthly reports	PQI Committee Annually in the first quarter of each year	PQI committee will provide a report of the findings to the BOD The first quarter of the previous year	The CEO in conjunction with the BOD with assistance from the PQI Committee
Permanency of Life	To increase the quality of life for the client	Case disposition of youth who are reunified, adopted, enter guardianship, determined to be in long term foster care, D/C prematurely	PQI Committee	Annually	Discharge planning documentation	extendedReach will identify case disposition and generate reports monthly	PQI Committee Annually in the first quarter of each year	PQI committee will provide a report of the findings to the BOD The first quarter of the previous year	The CEO in conjunction with the BOD with assistance from the PQI Committee
Training efficiency	To improve appropriateness, practicality, and helpfulness to families and staff	Training evaluations presented at the end of each training class	PQI Committee and Trainers	Annually	Course Evaluation Form	extendedReach will assist in capturing and collating responses from the course evaluation form	PQI Committee Annually in the first quarter of each year	PQI committee will provide a report of the findings to the BOD. Trainers will also be provided with the results. The first quarter of the previous year	The CEO in conjunction with the BOD with assistance from the PQI Committee. Management will also assist supervising the recommendations.
Satisfaction of persons served	To improve the quality of life for families and employees	Results from each survey	PQI Committee	Annually	Survey Monkey Employee Engagement And Satisfaction surveys	Survey Monkey's results assist in aggregation and benchmarking. The satisfaction surveys will be categorized according to responses and reported	PQI Committee Annually in the first quarter of each year	PQI committee will provide a report of the findings to the BOD. Trainers will also be provided with the results. The first quarter of the previous year	The CEO in conjunction with the BOD with assistance from the PQI Committee. Management will also assist supervising the recommendations.