



Performance and Quality Improvement Information Packet for Stakeholders

Oakland Family Services' Philosophy of Performance and Quality Improvement

The purpose of Oakland Family Services' Performance and Quality Improvement (PQI) process is to ensure that organizational performance goals are met and that all agency programs consistently provide high quality and cost-effective services that help our clients to achieve meaningful outcomes. Oakland Family Services believes that an effective continuous quality improvement process is an essential element of the organization's short and long-term achievement of its mission.

The PQI process is intended to promote a culture of continuous data-driven improvement throughout all programs and services of Oakland Family Services, with participation at all levels of the organization, and from all stakeholders. The outcomes of the PQI process are incorporated into the long and short-term strategic planning process.

Oakland Family Services uses value-based decision making to guide decisions and planning. All decisions are evaluated on whether they meet the following criteria:

Customer focused

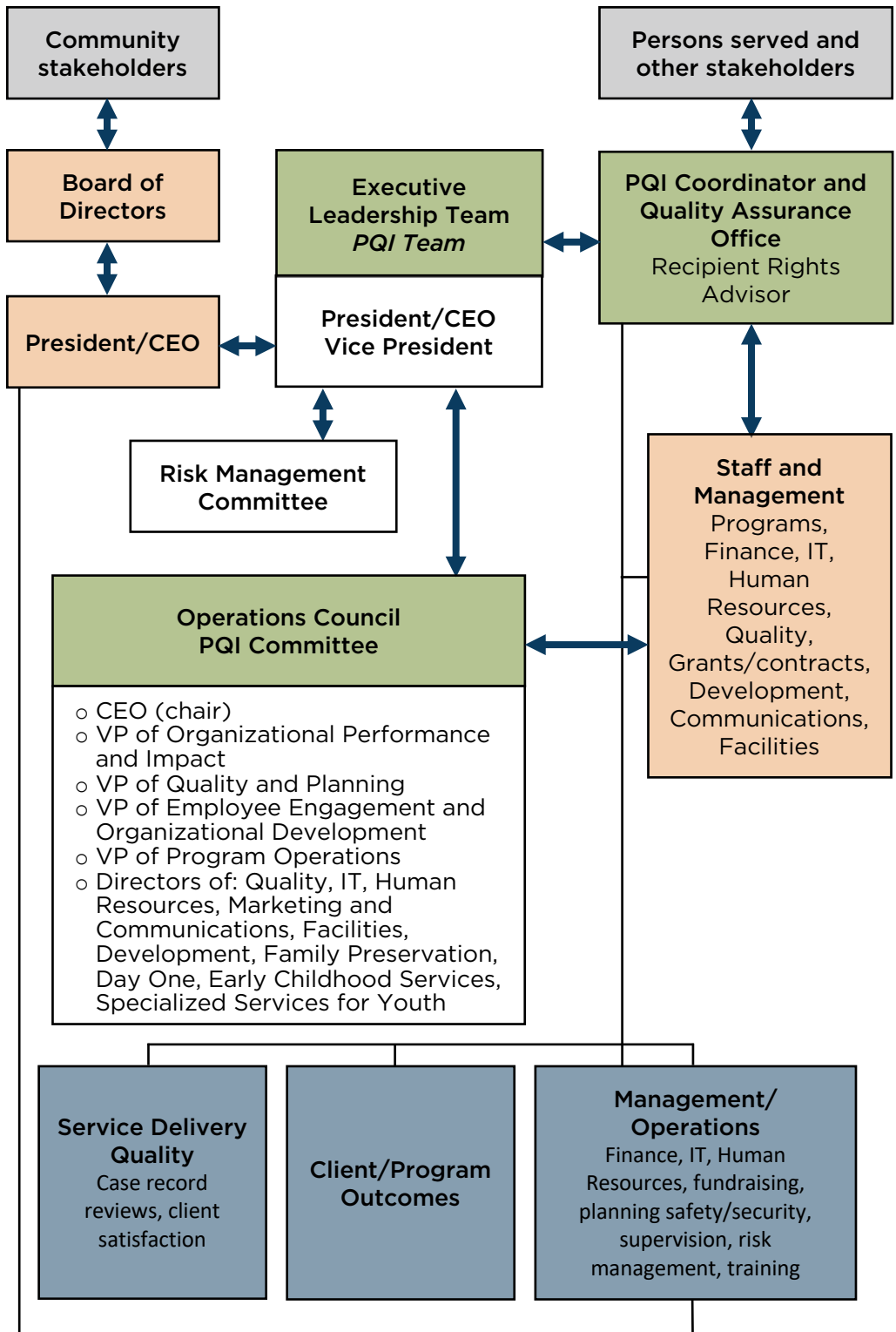
Accessible

Quality, outcome-based

Cost effective

How the PQI Process Works at Oakland Family Services

The Performance and Quality Improvement Organizational Flowchart below illustrates the structure of Oakland Family Services' PQI process.



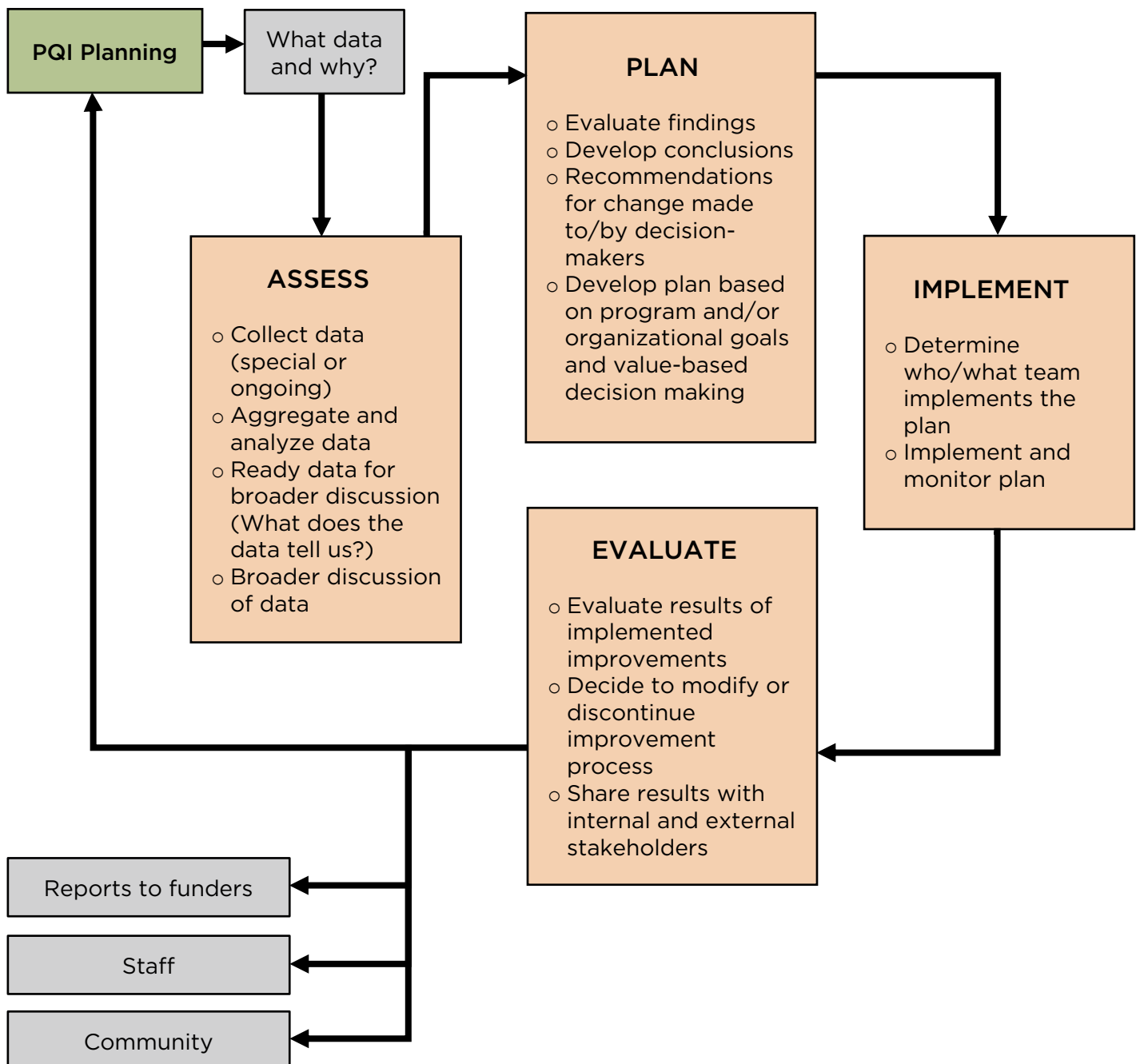
Oakland Family Services sets organizational goals and objectives through its Strategic Plan. Routine measures are developed to monitor progress toward these goals. Information or data is generated at all levels of the organization by taking various measures of the quality of service delivery, client and program outcomes, and management and operations outcomes (blue boxes). Feedback from stakeholders, including persons served, is received by the organization through staff and management, Quality Assurance and the Board of Directors. Everyone in the organization, at all levels, participates actively in the PQI process. Data is shared and processed appropriately among staff, management, the VP of Organizational Performance and Impact, Quality Assurance, the CEO and Executive Leadership, and the Board (as indicated by the blue arrows).

The Executive Leadership Team, Operations Council (PQI Committee), VP of Organizational Performance and Impact, and Quality Assurance (green boxes) have ultimate responsibility for assuring that every aspect of the PQI process occurs, including but not limited to analysis and review of data, and when necessary, planning, implementing and evaluating performance improvement plans.

PQI Committee and Planning

The **PQI Committee** is the Operations Council, composed of the Executive Leadership Team (ELT) and the Directors, and has representation from every department of the agency. Information used in the PQI process flows to Operations Council from departmental teams.

Oakland Family Services' Continuous Performance and Quality Improvement process follows the process improvement framework of Assess, Plan, Implement and Evaluate, known as APIE and illustrated in the chart below.



Stakeholder Involvement in the PQI Process

Communication with all constituencies is critical for a successful PQI process. Staff, clients, volunteers, collaborative partners, referral sources, licensing entities, funding bodies and the Board of Directors are part of the process. Some of the ways Oakland Family Services involves stakeholders in the PQI process are:

- Client satisfaction surveys
- Recipient rights process
- Utilization review reports
- Funder reports/reviews
- Audits by contractors
- Licensing reviews/consultations
- Consumer advisory committees
- Board committee reports
- Supervisory process
- Focus groups
- Employee grievance procedure
- Outcome evaluations
- Reports to funding bodies
- Agency e-newsletter
- Agency website
- Agency social media pages
- Annual reports
- Staff surveys
- Suggestion box
- Staff and unit meetings
- Staff exit interviews

Strategic Goals

Oakland Family Services has set the following strategic goals:

Growth

1. Diversify services and expand capacity of existing service lines.
2. Implement new business lines and funding models in order to increase unrestricted dollars.
3. Expand and enhance services for families with children age 0-6.

Sustainability

1. Expand, diversify, and retain our base of support.
2. Explore social enterprise as a source of new revenue.

Technology

1. Become a leader in the use of technology in the nonprofit sector.
2. Embrace the use of technology in every aspect of our work.
3. Transform client service delivery through the use of technology.

Desired Outcomes

The PQI process helps Oakland Family Services achieve these desired outcomes:

*Client engagement • Client satisfaction • Employee engagement and satisfaction
Employee retention • Program outcomes • Efficiency
Impact on individuals and families • Cost effectiveness • Sustainability • Quality*