



nightlight[®]

christian adoptions

Performance and Quality Improvement Report – Q1 2022

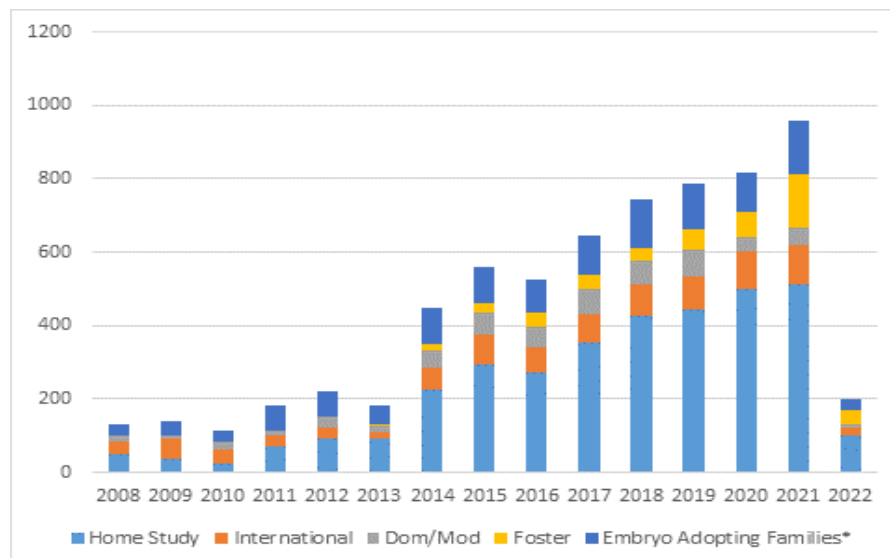
Introduction

Welcome to our PQI Quarterly Report! This report is for all stakeholders, including clients, staff, community members, board members, funders, and any individual who is interested in the work that we do. PQI – Performance and Quality Improvement – is an integral part of our organization. We are always open and willing for new opportunities to change and grow. We hope this report demonstrates our commitment to the clients we serve, our transparency for when things don't go as well as planned, and our desire to receive feedback from others. If you have ideas on how this document can be improved, please let us know!

An important feature of this report is that we want to provide information to our stakeholders, both accomplishments and opportunities for improvement. Sometimes we fall short of our goals and targets. As an organization, we seek to learn from our experiences and grow. As you read through this report, when you see progress that is not up to our expectations, there will always be a plan for how to address the challenge. Being able to take ownership of our shortcomings and work to improve them is an underlying philosophy of our organization.

Outputs

This section looks at our *outputs*. Our outputs are simple numerical measurements of productivity. The outputs reflect that our staff provided a certain number of services to a certain number of people. Below is our chart of outputs through Q1 of 2022.



You can see from the bar graph that our total number of all services (home study, international, domestic, foster care, and embryo adopting families) has steadily increased over the years. We appear to be on track for 2022 to be another year of growth. We celebrate that we are able to serve so many clients with our various adoption programs and services.

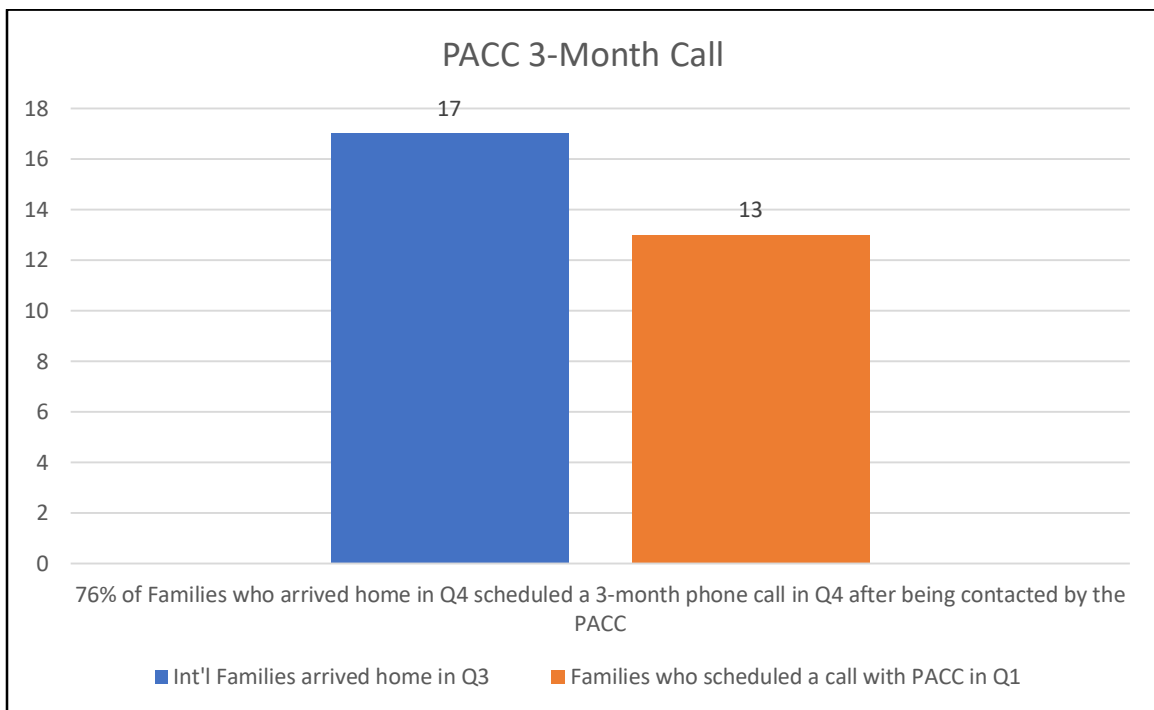
Outcomes

This section focuses on client outcomes – sustainable change in the quality of life for our clients.

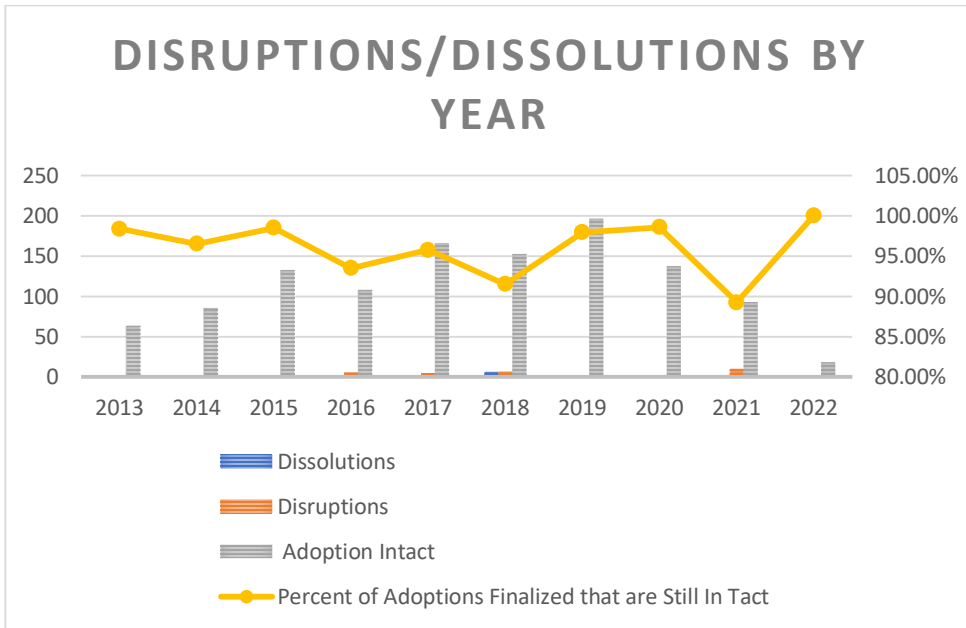
Below I am using a color coding system to indicate the status of each goal. Green means we are meeting or exceeding the goal. Yellow means we are measuring but are either unable to provide data or have data but are not yet meeting our goal.

Adoption Program Goals:

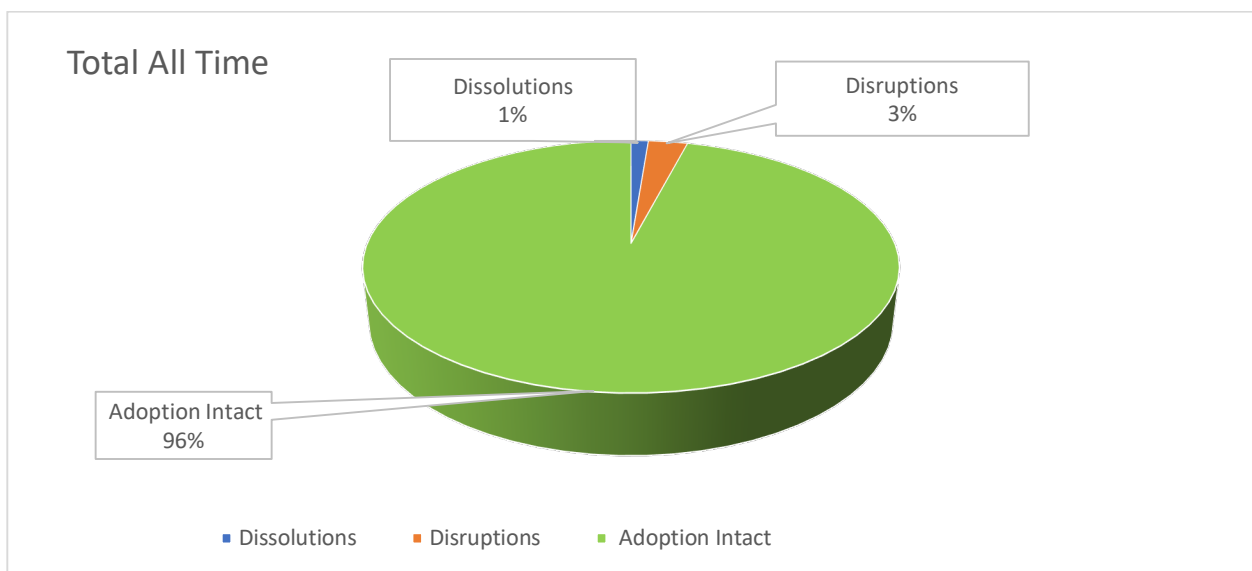
- 75% of families contacted will schedule a 3-month check-in call with the PACC.



- Less than 1% of Nightlight adoptions will end in dissolution. Nightlight had 0 adoptions that ended in dissolution in Q1 of 2022.
- Less than 10% of Nightlight adoptions involve disruption. In Q1 of 2022, 100% of children placed for adoption have remained in their placement



You can see from the chart above that the number of families that adopted through Nightlight and later dissolved their adoptions has decreased significantly, with our highest number of dissolutions occurring in 2018. One adoption dissolved in 2018 which included a sibling group of 4 children. Adoption disruption numbers have also continued to decrease in our international adoption program. The number of disruptions increased in 2021 due to an increase in placements in our foster to adopt program. This is a result of more foster to adopt families entering our Colorado foster care program and an increased number of children placed for adoption into Colorado family homes. Once we became aware of this increase, we began to focus on reducing the number of disruptions in our foster to adopt program. We have seen that in the first quarter of 2022, 100% of our adoption placements are still intact.



Foster Care Program Goals:

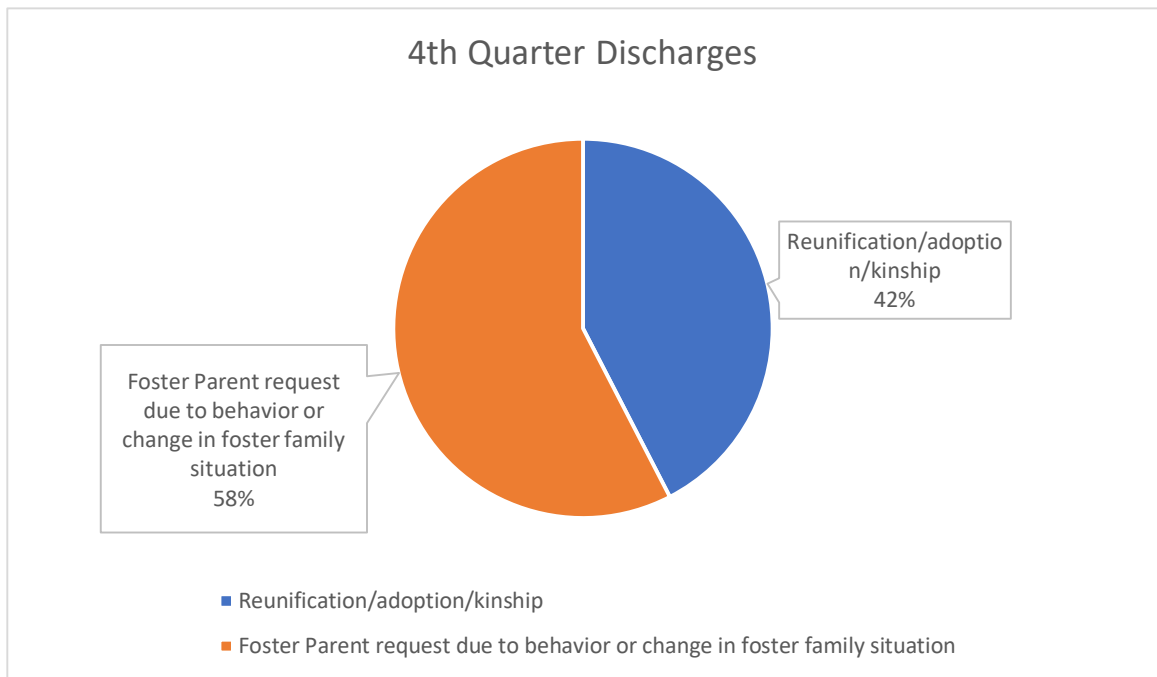
- Less than 10% of Nightlight foster parents certified will close their foster home in the first year for anything other than adoption of the foster child placed in their home.
 - 10.8% of foster families closed their homes within the first year. Though we are not yet meeting our goal, this is a decrease from last quarter when 11.4% of foster families closed their homes.

We are slowly improving this number and getting closer to our goal. The number of closed foster homes within the first year of certification for Nightlight remains well below the national average, according to The Center for State Child Welfare Data report released in September of 2018. In 2016, only 47% of homes licensed for the first time in 2016 remained open at the end of 2016. Nightlight is striving for excellence, and we want our foster parents to be screened well for stamina to remain foster parents as long as possible. We also want our foster parents to feel fully supported by Nightlight. Our foster care team is studying the current research and information on foster parent recruitment and retention, as well as, evaluating our own practices to increase foster parent retention rates. Our efforts are proving effective as we have seen an improvement of .6% since last quarter.

- 75% of children placed with Nightlight Healing Homes will have only 1 placement – 90% of placements made in the 1st quarter of 2022 have had no disruptions or moves.
- 75% of children discharged will be discharged to permanency (reunification, adoption, kinship).
 - Thirty-five were discharged from Nightlight foster homes in the 1st quarter of 2022, of those, only 42% were discharged to reunification, adoption, or kinship. In both SC and GA, state child welfare requests that foster families take children for emergency placement for short periods of time rather than placing the child in a shelter. These children discharged were factored out due to the nature of the placement. The remaining 57% were discharged at the request of the foster parent due to behavior of the child or a change in the foster home situation.

This is certainly an area of improvement for our foster care program. We have implemented Trust Based Relational Intervention training for all foster parents in the certification process. This is a face-to-face training held over Zoom. We believe foster families will be better equipped to deal with foster child behaviors due to trauma as a result of this training. We have completed our first 2 TBRI training sessions with newly certified foster parents and have requested that all foster families who have had a critical incident in their home also complete the training. We will be requiring all families who have not already completed the TBRI training to attend this training during recertification as well.

In addition, in the month of March, an in-person staff training was held in both our Georgia and South Carolina offices on Behavior Crisis Management. This training teaches foster parents how to prevent escalating behaviors and how to de-escalate child behaviors in a crisis. This training will also be held in-person with our Colorado, Oklahoma and California offices in 2022.



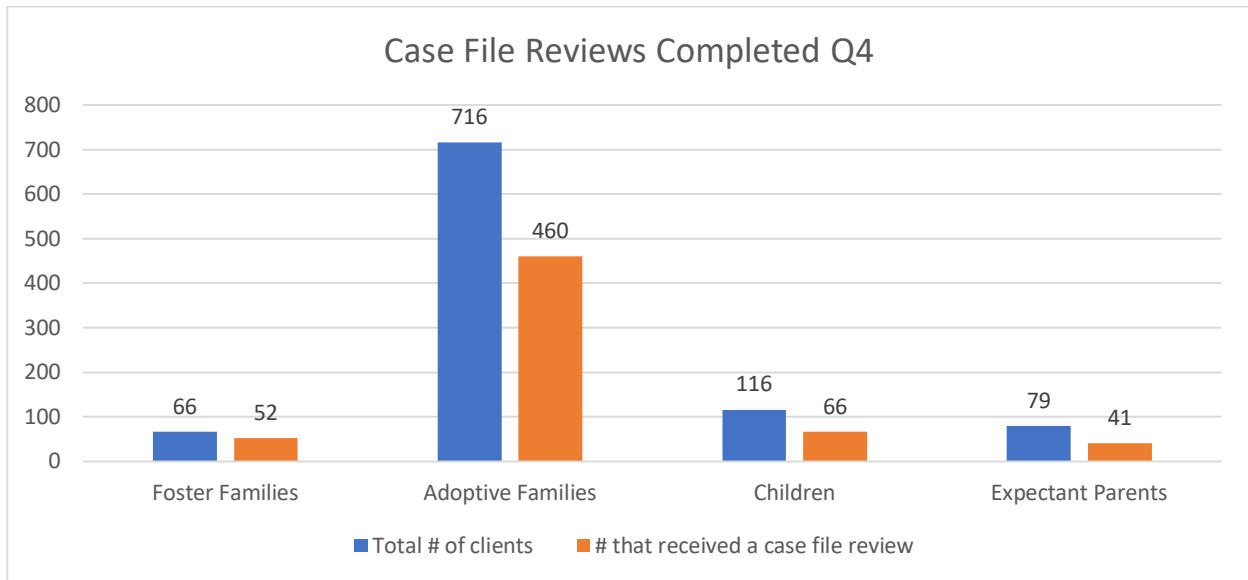
Pregnancy Support Services Goals:

- 100% of clients served will receive counseling and education on their available birth options to empower them to make an informed decision regarding their pregnancy and reduce the number of abortions.
 - In the 1st quarter of 2022, 17 women became Nightlight clients and received pregnancy counseling. Of those, 100% received options counseling.
- 80% of clients surveyed will reflect satisfaction with how their birth options were explained to them and knowledge of how to access counseling services moving forward. In the first quarter of 2022, we have had no returned surveys from expectant parents or birth parents and are unable to provide data regarding this goal.

Ongoing File Reviews

Nightlight takes a utilization management approach to case file reviews with ongoing supervision, and all case files are reviewed quarterly when active, with a final review on case closure. The intent of the file review is to ensure that the records contain all of the required information to meet state, federal, and accreditation standards while also providing the best adoption practices to all of our clients. It’s an opportunity to assess the quality of service delivery and ensure that confidential information remains confidential. Ongoing file reviews with supervisors also allow for case reviews and service adjustment as client needs change.

Nightlight began the supervisor file review in the last quarter, so this is the first review of that process. Reporting has shown the following:

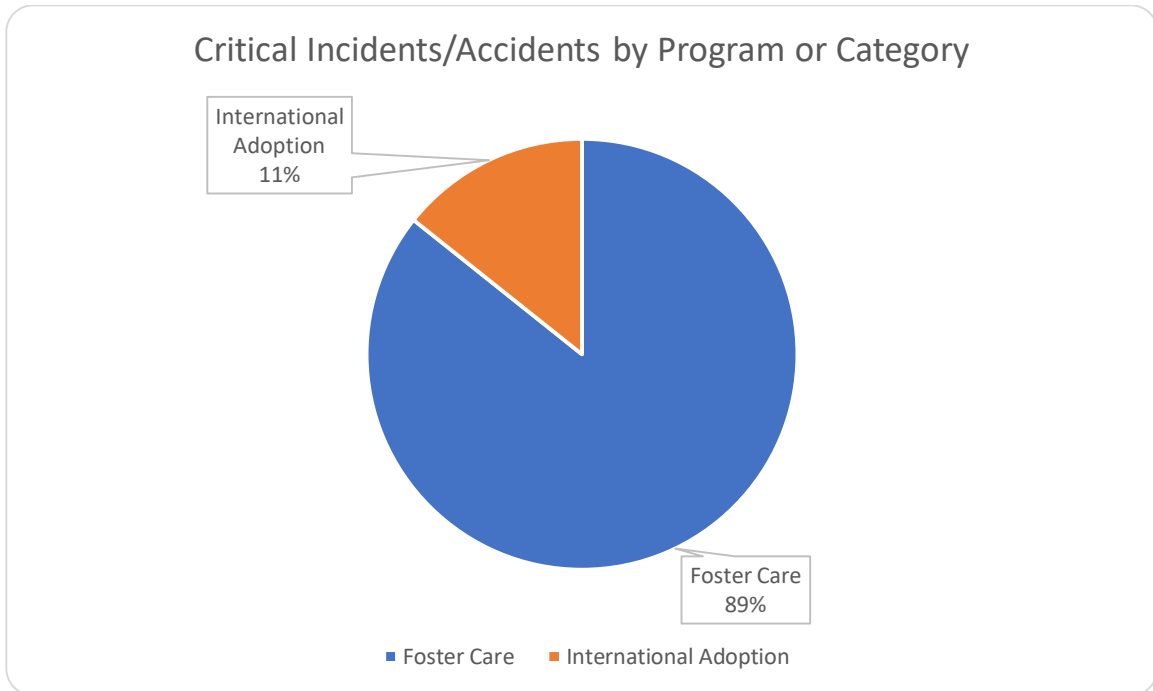


Eighty percent of all case file reviews will be completed each quarter. At this time, we are not meeting that goal in any program, though we are at 79% in our foster program. We believe compliance will improve as supervisors and staff become more familiar with the process and enter data for tracking more consistently. We also are making efforts to provide clear instruction regarding which clients must have case file reviews. For example, all children who are in post-placement and their adoptions have not been finalized, must have a quarterly case file review. This was not previously made clear to our team, so we expect these numbers to improve next quarter.

Our agency has been conducting file audits using file checklists for International and Domestic for a few years. We still need to create a similar review checklist for our foster care program and set a schedule for how and when these reviews will occur.

Critical Incidents/Accidents

As part of the PQI process, Nightlight has a critical incident reporting procedure where specific accidents and critical incidents are reported to the PQI team for review and feedback. During the 1st Quarter of 2022, the PQI team reviewed 7 critical incidents.



Of the 7 critical incidents received, 6 involved foster children. It is common when working with foster children and especially older foster children, to experience more critical incidents. The PQI team has reviewed each critical incident and provided feedback to our team on how we can reduce the number of critical incidents that occur.

In addition, Nightlight is implementing de-escalation training with all foster care staff to assist them in supporting foster parents and children in crisis. This training was completed in both Georgia and South Carolina in March and will be completed in all Nightlight offices with foster placements by the end of 2022.

Client Satisfaction

Client satisfaction is very important to us achieving our mission. **Our goal is to get 75% of our clients to participate in our client satisfaction survey and survey to score at least an 80% satisfaction rate.** Families are sent an e-mail asking them to follow a link to complete a short survey. One change made for Quarter 1 of 2022 is that no survey questions are required. This is in an effort to boost participation. Unfortunately, we have not really seen an increase in participation since making that change. The PQI team will soon discuss reminders for surveys and other ways to increase participation. The chart below provides survey data for the first quarter of 2022.

Survey Title	Number of Surveys Sent	Number of responses	Percentage of Participation	Satisfaction Rating
Snowflakes SFE Completed Survey	40	10	25%	100% overall satisfaction

Snowflakes Adopting Parent Survey	41	12	29%	96% overall satisfaction
Snowflakes Placing Parent Survey	45	15	33%	100% overall satisfaction
Expectant Parent Survey – After Choosing to Parent	0	0	0	We discovered an issue with the auto-action sending these client surveys, this has been corrected for the next quarter.
Birth parent Survey – 4 weeks after Placement	15	1	6%	100% overall satisfaction
Domestic Family Survey – Match Ready	9	1	11%	100% overall satisfaction ¹
Domestic Family Survey - 4 Weeks Post Placement	17	2	12%	100% overall satisfaction
International Family Survey – Dossier Complete	25	3	12%	86% overall satisfaction
International Family Survey – Child Home	10	5	50%	88% overall satisfaction
Foster Parent Survey – Home Closed	10	6	60%	72% overall satisfaction
Foster Parent Survey – Initial Certification	15	3	20%	100% overall satisfaction
Foster Parent Survey – Re-certification	5	0	0%	No surveys returned this quarter.
Home Study Survey – HS Completed	109	31	28%	81% overall satisfaction

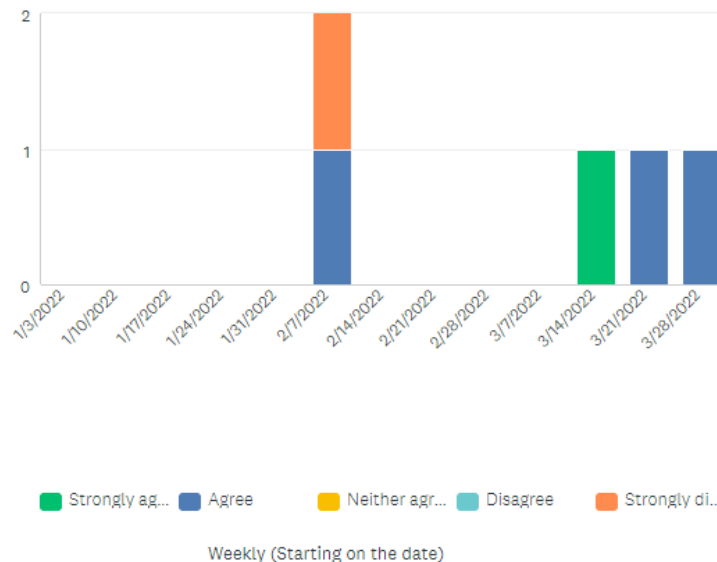
As you can see from the table above, for the survey responses that we received, all but one (1) survey received 80% or higher overall satisfaction. The survey type Foster Parent Survey – Home Closed received a 72% overall satisfaction rate. This low satisfaction rating was due to a few foster parents being upset about policies that were implemented. Nightlight policies have not changed, but it was discovered under new management of the Colorado office that previous management had not been properly informing foster families of Nightlight policies prior to certification. Therefore, when the new manager began implementing these policies, a few foster families were naturally upset as they had not been told previously. A couple of those families closed their homes and expressed their dissatisfaction in the survey. One Nightlight policy that families were unhappy with is the policy of allowing new foster families to accept only 1 child for foster placement at a time, unless that child is a part of a sibling group. This policy is in place to prevent burn out of foster families and reduce foster child placement disruptions. Previous management of the Colorado office was not following this Nightlight policy. Under new management, this policy is now being explained to families prior to certification so that they can choose another agency if they disagree with the policy.

One specific area which was low and needs improvement based on survey feedback is shown below.

Foster Parent Survey- Home Closed

My foster care advocate took the time to review my placement preferences with me.

Answered: 5 Skipped: 1 First: 1/29/2022 Zoom: 1/3/2022 to 3/28/2022



As you can see from the surveys answers on this question in Q1, only 1 responder rated their answer below average. Nightlight became aware in March of 2021, that one Nightlight office was not following Nightlight policies. Management in that office was changed and the policies which are in place to protect foster parents, children, and Nightlight are now being implemented. It is unfortunate that some foster families were misinformed by previous

management, but we are thankful that this issue was discovered and corrected right away. We are pleased that so far only one foster parent has been unwilling to continue fostering under our new management team. To prevent this type of issue from arising in the future, we are streamlining forms, agreements, and marketing materials so that all inquiring and pre-certification foster families in every state will receive the same information prior to moving forward as a Nightlight foster parent.

Some of the most valuable information we get is in the form of comments through the narrative section on surveys. Below is a sampling of what our clients are saying (any client identifying information is removed):

It would be nice to have a panel of previous foster parents to hear their stories, especially the most difficult ones. How to prepare your heart when you know a child is going to be reunified and support following that reunification.

Honestly, the process was really great! Only recommendation might be to have everything hammered out in one meeting (particularly the interviews) to avoid several follow ups here and there if possible.

From the beginning we were given pamphlet that was very clear with the process of how the embryo adoption would work. We feel like we were front loaded very clearly on what each step should entail. Additionally, working with everyone at Nightlight was extremely pleasant and everyone was incredibly kind. Dawn, Beth and Sage were all helpful during the process. We hope someday we get to share y'all by name with our little one(s).

Maybe have an example slide show for the placing families so they have an idea of what the introduction and family biography should look like.

The fact that once we finished something we got an email to notify us pretty quickly! That is extremely helpful in helping us feel confident the form was received etc.! Those small things are very helpful!

Alyssa was willing to go the extra mile for us. She worked extra hard to get our documents done, and even stopped by our house to pick up signatures and a check so we didn't have to wait for the post office.

Nightlight provided a good introduction and high-level overview of the program at the onset of the engagement. They've been highly responsive to inquiries.

Really caring about our family.

Having examples and talking through our specific situation was really helpful.

We ask for a lot of narrative feedback from families, so much that it would be impossible to include all comments here. Overall, the comments we receive are positive. When we receive negative narrative comments, we discuss as a team and determine how we can improve in the future. For example, the comment above about having a panel of foster parents for families going through the certification process is a great idea. We are currently researching ways that we can ensure that families going through the certification process can talk with alumni foster families. We are so thankful for all the positive feedback we received this quarter.

Recognition

This quarter we would like to celebrate Chelsea Tippins, Executive Director of the Nightlight Georgia office. Nightlight opened the Georgia office in 2015 with Julie Wisotsky at the helm. Julie is a highly regarded and experienced adoption attorney in Georgia. Shortly after opening the GA office, Chelsea Tippins was hired as a pregnancy counselor. Chelsea worked for Nightlight part-time while attending school to obtain her MSW in 2017. While Julie was successful in opening the GA office, she also had her own law practice and her intention was to get the Nightlight office up and running and then return full time to her own practice. In May of 2017, Chelsea was named the new Executive Director of the Georgia office. Chelsea was the only full-time employee, working alone in the office most days. Chelsea brought on her first part-time staff person 5 months later and that person became full time in spring of 2018. At the time that Chelsea took the reins of the GA office, we had only completed 4 domestic placements in 2 years. Under Chelsea's leadership, the GA office has now completed 25 domestic placements, 69 home studies, and obtained a foster care contract that has served 68 children. The Georgia office currently has 29 children in foster care placement, and has 7 full-time employees! In addition, under Chelsea's leadership, the GA office has maintained excellent compliance with the state of Georgia and is beloved by many state employees. It takes a very unique and determined individual to be successful under the circumstances where Chelsea has thrived. Chelsea is passionate about Nightlight's mission and values, and is careful to commit everything she does to the Lord. Chelsea, thank you for all you have done. We would not be where we are today without you!

“Whatever you do, work heartily, as for the Lord and not for men, knowing that from the Lord you will receive the inheritance as your reward. You are serving the Lord Christ.”
Colossians 3: 23 -24



Future Plans

We hope you found the information contained in this report helpful. We continue to improve our data collection methods, and we are using all PQI data to inform our services, make improvements, and serve clients better.

Contact us!

If you have any feedback about this report, please contact via e-mail or phone:

lisa@nightlight.org or (502)423-5780.

