**Performance and Quality Improvement Report - Q3 2021**

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.
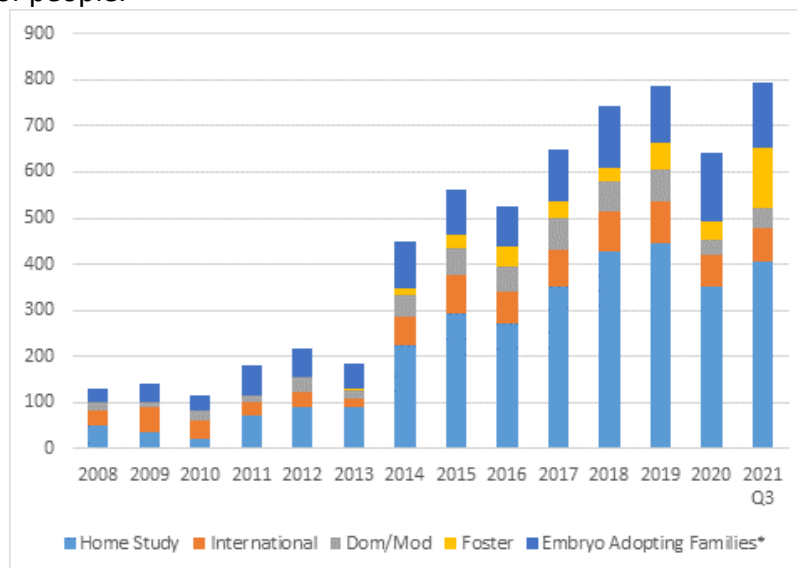
You can see from the bar graph that our total number of all of our services (home study, international, domestic, and embryo adopting families) has steadily increased over the years, except for 2020. Already 2021 has met our high of 2019 and we have one more quarter left in the year. We celebrate that we are able to serve so many clients with our various adoption programs and services. We are especially excited to see the growing size of the yellow band each year, representing our foster services. We expect this trend to continue as we invest in foster services in all of our licensed states.

Outcomes

This section focuses on client outcomes – sustainable change in quality of life for our clients. As many of these goals are newly determined, we are still developing ways to track and measure some of the data. 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 not yet meeting the goal. Red means we have identified the goal but have not yet begun to measure or track progress.
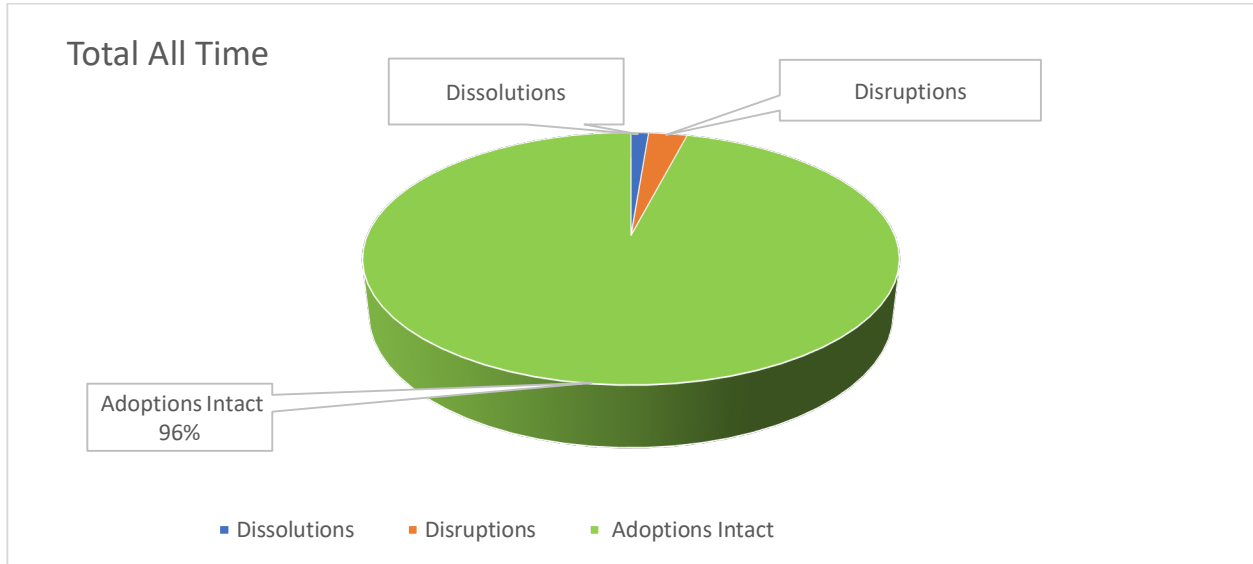
Adoption Program Goals:
- 90% of families contacted will schedule a 3-month check-in call with the PACC.
- Less than 1% of Nightlight adoptions will end in dissolution.
- Less than 10% of Nightlight adoptions involve disruption.
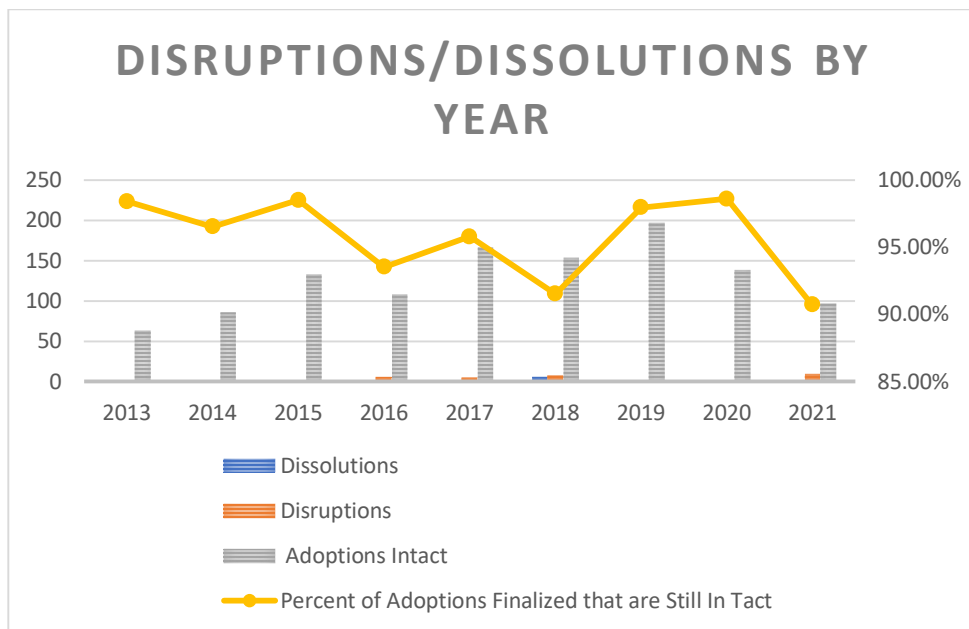
You can see from the chart above that the number of families that adopted through Nightlight and later dissolved their adoptions has decreased significantly with our highest number of dissolutions occurring in 2018. One adoption dissolved in 2018, included a sibling group of 4 children. Adoption disruption numbers have also continued to decrease in our international adoption program. The number of disruptions has increased overall 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. As we have just begun tracking foster to adoption

numbers in our annual disruption and dissolution numbers, we were unaware that the number of disruptions were so high in 2021 until compiling this report. Our PQI team will be discussing and evaluating this increase in adoption disruptions in our foster to adopt program to determine if an improvement plan should be implemented.

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 place in their home.
- 75% of children placed with Nightlight will have only 1 placement.
- 75% of children placed will be discharged to permanency (reunification, adoption, kinship).

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.
- 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.
- A minimum of 75% of birth mothers who maintain contact with Nightlight will be able to demonstrate the ability to access community resources and support services for a period of at least two years post placement.

Ongoing File Reviews

Nightlight takes a utilization management approach to case file reviews with ongoing supervision and all case files being 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 allows for case reviews and service adjustment as client needs change.

As this supervisor file review process has just begun in the last few weeks, we do not have a great amount of data for reporting yet. Our agency has been conducting file review checklists for International and Domestic for a few years. We will need to create a similar review checklist for our foster care program and also set a schedule for how and when these reviews will take place.

In addition, each supervisor will meet with their team members monthly and document that they have staffed/reviewed the family or child case together in supervision at least quarterly. This is separate from the file review checklist. We have added a way of tracking information in SAM through case notes. We plan to have data regarding these reviews in the next quarter.

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 each statement to score at least an 80% satisfaction rate. We have recently changed our process and medium for sending and receiving client surveys. First, we had a team of Nightlight personnel meet and evaluate the questions we wanted to ask each stakeholder/client and at what intervals we should request feedback. We now have all client surveys set up through automation in SAM. The surveys are sent based on specific case progress. Families are sent an e-mail asking them to follow a link to complete a short survey. This process launched in August of 2021, and our current participation rate is fairly low.   We will be discussing ways to increase client participation, as well as continuing to improve services to increase every response to above 80% satisfaction. Surveys are directly related to our PQI system, so we definitely want to further investigate and make necessary changes.

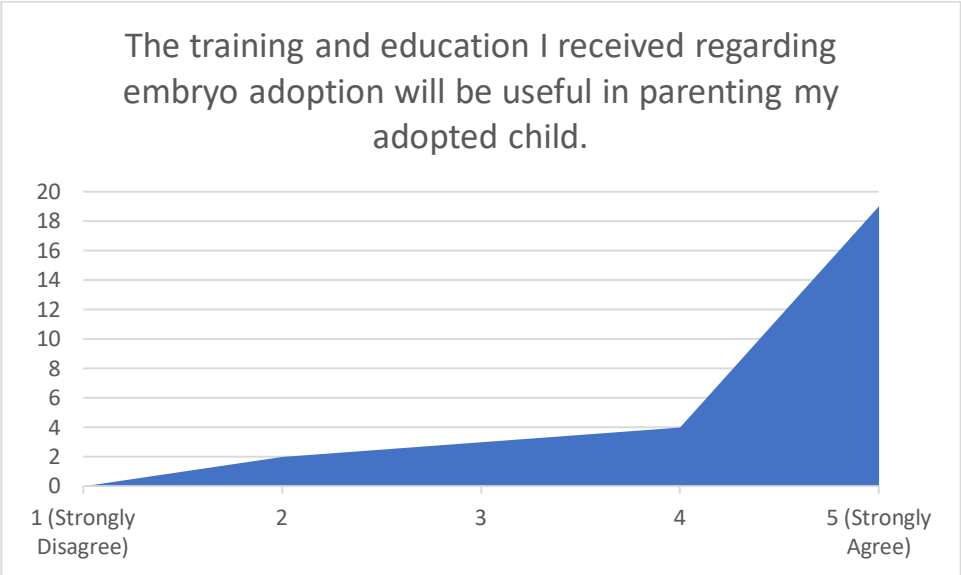| Survey Title	Number of Submissions	Number of clients completed since 8/1/2021	Percentage of Participation	Satisfaction Rating

Snowflakes SFE Completed Survey	29	65	45%	92% overall satisfaction
Snowflakes Adopting Parent Survey	15	36	42%	100% overall satisfaction
Snowflakes Placing Parent Survey	6	39	15%	83% overall satisfaction
Expectant Parent Survey – After Choosing to Parent	0	1	0	unknown
Birth parent Survey – 4 weeks after Placement	2	11	18%	100% overall satisfaction
Domestic Family Survey – Match Ready	2	11	18%	100% overall satisfaction
Domestic Family Survey - 4 Weeks Post Placement	0	5	0%	An issue was discovered with this auto action; e-mails were not sent for survey link. Will correct next quarter.
International Family Survey – Dossier Complete	2	15	13%	100% overall satisfaction
International Family Survey – Child Home	2	10	20%	100% overall satisfaction
Foster Parent Survey – Home Closed	0	6	0%	Discovered staff were not entering closed date in SAM, these e-mails just went out to families on 10/14/21.
Foster Parent Survey – Initial Certification	0	13	0%	Foster Care staff are still learning SAM, these surveys did not

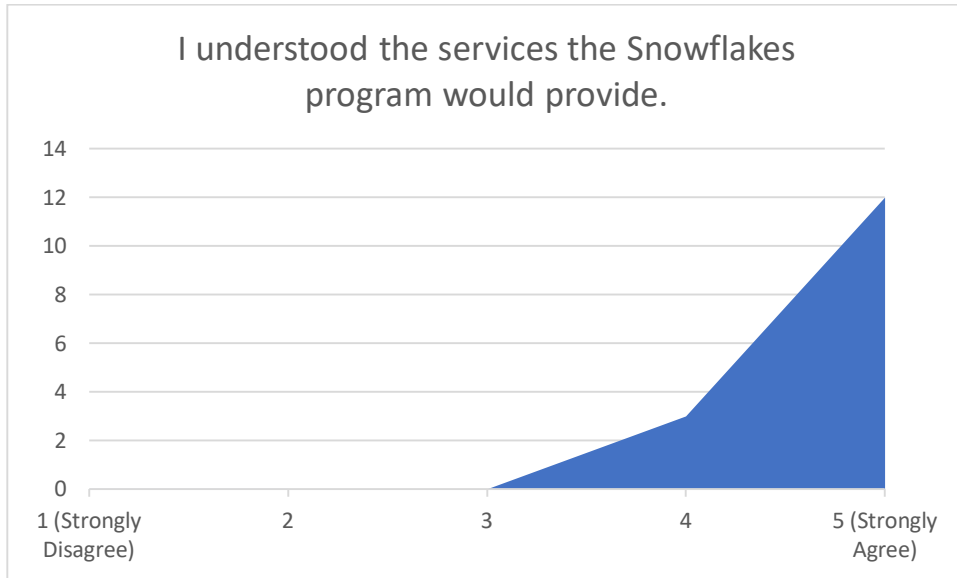| Survey Title	Number of Submissions	Number of Staff	Percentage of Participation	Satisfaction Rating
				go out until 10/14/21.
Foster Parent Survey – Re-certification	0	2	0%	Foster Care staff are still learning SAM, these surveys did not go out until 10/14/21.
Home Study Survey – HS Completed	29	103	28%	72% overall satisfaction
Survey Title	Number of Submissions	Number of Staff	Percentage of Participation	Satisfaction Rating
NCA Staff Satisfaction Survey	91	124	73%	Overall satisfaction rate was above 80%

As you can see from the table above, for the survey responses that we received, all but one type (Home Study Completed) had satisfaction over 80%. The survey data will become more valuable and robust as we refine our survey process in all areas.

Specific areas which were low and need improvement based on survey feedback are shown below. These survey items were identified due to responses less than 5: Strongly Agree.
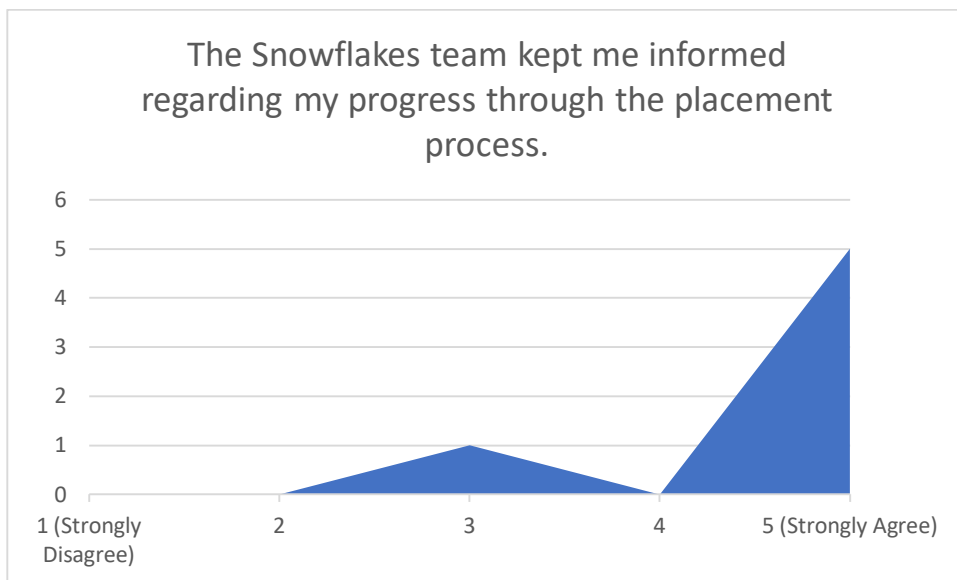
Snowflakes Family Evaluations

The training and education I received regarding embryo adoption will be useful in parenting my adopted child.

Snowflakes Adopting Parents

I understood the services the Snowflakes program would provide.

[Area chart. X-axis: 1 (Strongly Disagree), 2, 3, 4, 5 (Strongly Agree). Y-axis: 0 to 14. Values rise to 3 at point 4 and 12 at point 5 (Strongly Agree).]

Snowflakes Placing Parents

The Snowflakes team kept me informed regarding my progress through the placement process.

[Area chart. X-axis: 1 (Strongly Disagree), 2, 3, 4, 5 (Strongly Agree). Y-axis: 0 to 6. Values: 1 at point 3, 0 at point 4, 5 at point 5 (Strongly Agree).]

Expectant Parents/Birth Parents

I am satisfied with the relationship and amount of communication I have with my child's adoptive family. Response

1.2	
1	
0.8	
0.6	
0.4	
0.2	
0	

1 (Strongly Disagree)　　2　　3　　4　　5 (Strongly Agree)

Domestic Families

The training and education we received regarding adoption was relevant and will be useful in parenting our adopted child.

1.2	
1	
0.8	
0.6	
0.4	
0.2	
0	

1 (Strongly Disagree)　　2　　3　　4　　5 (Strongly Agree)

International Families

When completing our dossier, the instructions were clear and easy to follow.

I am satisfied with the way the NCA team listened to me and responded to my concerns.

Home Study Families

The frequency and quality of communication with the home study coordinator met my expectations.

25	
20	
15	
10	
5	
0	

1 (Strongly Disagree)　2　3　4　5 (Strongly Agree)

NCA Employees

I have a good friend who works with me at Nightlight

35	
30	
25	
20	
15	
10	
5	
0	

1 (Strongly Disagree)　2　3　4　5 (Strongly Agree)

I have opportunities for development and advancement of my career at Nightlight

The answers from our NCA team to the 2 questions above is very sad and troubling. Our PQI team will discuss these staff survey concerns at our next monthly meeting to brainstorm ideas to improve these answers. Nightlight has already implemented a scholarship fund for employees who desire to return to school to obtain their master's degree in social work or related field which would allow them to move up into a management position at Nightlight.

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 potentially identifying information is removed):

I think the thing that helped me most was remembering that their whole goal was to make sure we are the most prepared we can be to be the best parents possible for our future children.

The support. We did not feel like "just another adopting family," we truly felt loved and guided the whole time, as if we were the only ones in the process.

The on-going support from all staff members. Since the first correspondence we have felt accepted and supported by all parties involved. The organization is superior and that helps reduce stress levels in an already stressful or new situation.

Communication was excellent. I never hesitate to ask or check in and I always get a prompt response.

Rebecca has been exceptional at responding to all my emails and questions with patience and promptness. The dossier process is one of the most overwhelming tasks I've ever done, but the help and support from Rebecca has helped to get us through it.

Thankful for this incredible team of people and for the forward motion we continue to propel into!

One thing that did feel unclear at times was who / what department we should contact for what. It would be helpful to have a list / description of who holds which role.

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 our positive. When we received negative narrative comments, we discuss as a team and determine how we can improve in the future. For example, in the comment above, we acknowledge that navigating between offices and between programs can be confusing. We have created some infographics in a few offices to assist with this issue and plan to make this company wide in the future. We are so thankful for all the positive feedback we receive as well.

In our employee survey, we also received some narrative feedback. A few examples are below:

More flexibility regarding working from home. Less frequent changes to policies and procedures. More streamlined forms and processes among all the offices.

I honestly love my job here at Nightlight and I do not plan to leave here at any point in the future. I think the only issue I have is that my supervisor is not always present and when they are, there are so many other things they are working on that I never actually receive supervision. We don't meet monthly for supervision the way I believe we are supposed to.

Nightlight's executive team will actually be discussing the above mentioned desire for more flexible work hours and working from home policies at our upcoming management retreat. The employee above also noted that less frequent changes in policies and procedures would be good while simultaneously asking for more streamlining. Nightlight is making efforts to streamline all programs and this is becoming even more robust as we go through COA accreditation. Unfortunately, streamlining results in more and more policy and procedure changes. Our team members and managers are all quite fatigued from so much change. We hope to decrease the speed at which change is happening once we have implemented all that is required by our COA accreditation. Regarding the 2nd team member comment above, one item of implementation from COA has been tracking of ongoing supervision. We believe this will result in team members feeling that their supervisor is more present and supportive.

Improvement Plans

Our Performance Quality Improvement Team meets quarterly to review critical incidents and other issues of risk, such as, disruptions, accidents, policy exceptions, etc. As a result of these meeting, we have implemented a few improvements this quarter which are now being implemented. Here is a brief synopsis of some of the work that we have been doing to improve.

1. We discovered that home study providers and post placement/post adoption providers were not given copies of the referral review grid that families receive when they are officially matched through our international program. This is incredibly important because post placement providers, whether with Nightlight or another agency, should be aware of what action items the family identified at referral so that they can evaluate

the status of implementation. Implementing the action items identified will prevent crisis down the road and potential disruptions or dissolutions. We have now added a step in our process to ensure that home study personnel receive copies of the completed referral review grid. In addition, we have added an item to the PAR review checklist to prompt the person reviewing the home study to verify that this referral grid has been reviewed post placement.

2. We have also created a caution indicators list to allow PAR coordinators, who are tasked with reading every post adoption and post placement report, clear guidance on what items written in the report should result in notification to the PACC or Social Services Manager in their office. Alerting social services staff is expected to generate a call to the family to address any areas of concern before crisis occurs.

3. This month we had a 10-year-old foster child who became dysregulated and had to enter a psychiatric facility. Our PQI team felt very strongly that this could have been avoided, but realized that our foster care team has not been given all the tools that they need. As a result, we will be doing training on de-escalating children in crisis and crisis intervention (how to support the foster family in crisis). It is our expectation to conduct this training with all foster care team members in December of 2021.

Recognition

Congratulations to Heather Sloane, director of the Post Adoption Connection Center for helping to make the organization better!


Last month Heather Sloane and Lisa Prather conducted a workshop regarding the PACC and the placement stabilization team for colleagues at the National Council for Adoption Conference. We received wonderful feedback from several agencies and were contacted by a research professor at a university who would like to conduct research on our work through the PACC to allow others to use our model. In this presentation, we included the following graph which

shows that Nightlight has seen a decrease in international disruptions/dissolutions since the implementation of the PST.
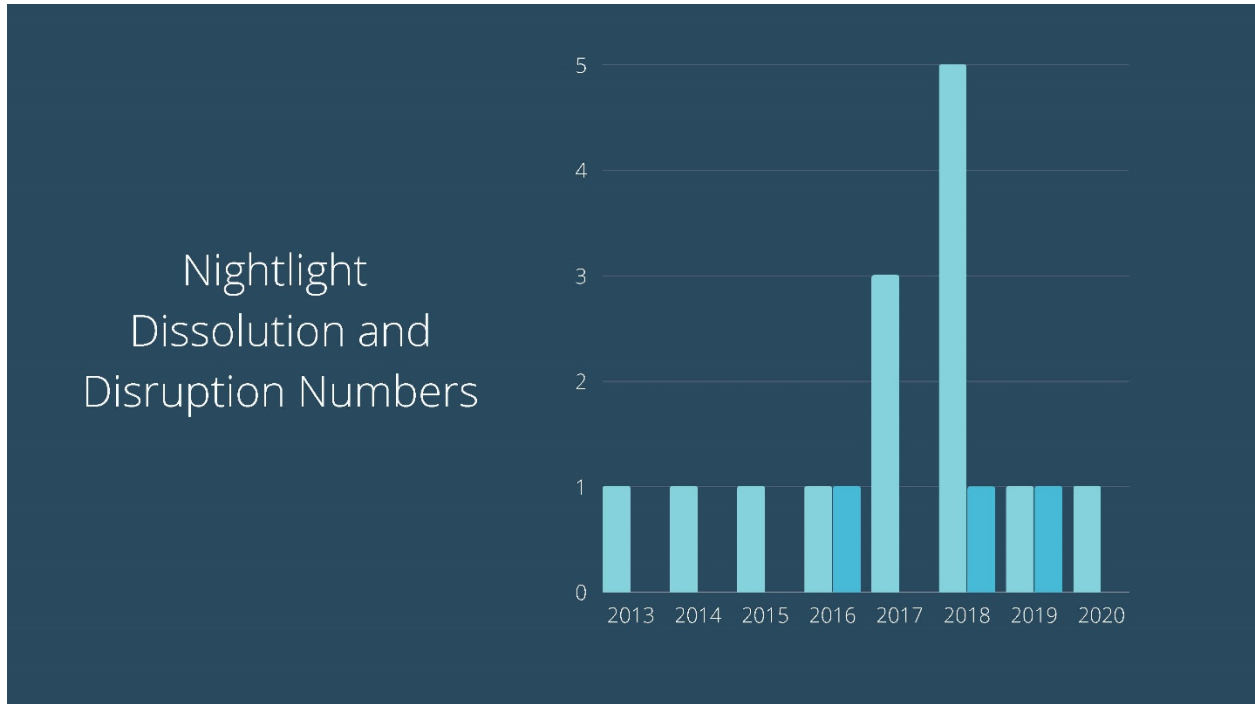
(Numbers above represent only International Adoptions)
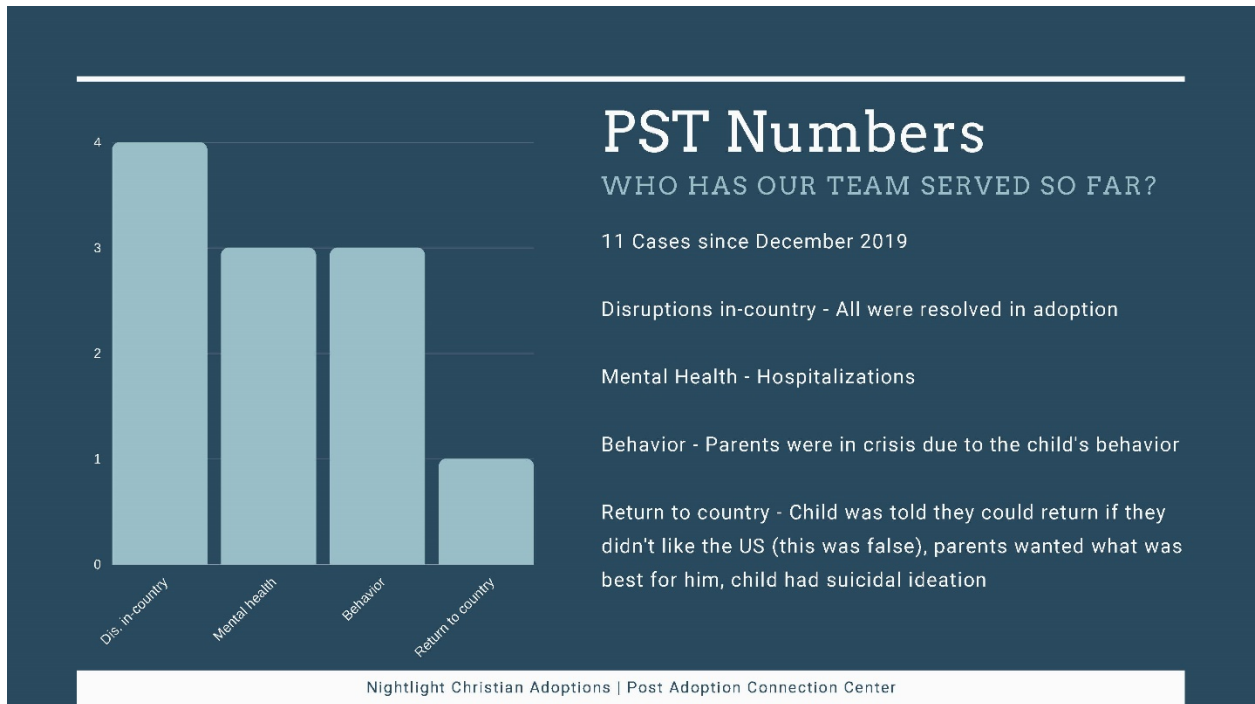
Future Plans

We hope you found the information contained in this report helpful. For our next report, we would like to be able to report on the foster care surveys and simply improve the PQI report as we learn and grow.

Contact us!
If you have any feedback about this report, please contact via e-mail or phone:
info@nightlight.org or (502)423-5780.

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(E-mail final report to BOD/Staff, post on website and include link in monthly client newsletters)