

Catholic Charities
Continuous Quality
Improvement

Providing Help.
Creating Hope.
Since 1917.



Overall Purpose and Values

Continuous Quality Improvement (CQI) is an organizational process in which staff identifies, plans, and implements ongoing improvements in service delivery. CQI provides a vital way to assess and monitor the delivery of services to ensure that they are consistent with an organization's best practice.

Catholic Charities CQI activities are based on the following values:

OUR WORK IS GROUNDED IN CATHOLIC SOCIAL TEACHING AND THE CATHOLIC CHARITIES MISSION STATEMENT

The **four hallmarks** of Catholic Charities CQI effort are:

Hallmark number one:

- A focus on service

Hallmark number two:

- Study of work processes

Hallmark number three:

- Decisions based on data

Hallmark number four:

- Teamwork

Our work is founded on a commitment to optimal practice

Our work ensures the well-being of individuals and families by providing services that are empirically derived and based upon optimal practices in human service fields.

Our work is process-focused

We value the development of processes that maximize both individual staff behavior as well as organizational functioning.

Our work is outcome focused

Beginning with the initial consumer meeting, Catholic Charities staff work closely with individuals and families to set measurable goals that reflect the specific strengths, needs, and challenges of each person. These goals are realistic, measurable, and time-limited. We also evaluate our programs to ensure that the services we provide are effective.

Our work builds on the strengths of each individual

Catholic Charities works with diverse individuals to help them marshal strengths to improve their lives and to grow and change in healthy ways. We take into account the specific needs and promote the strengths of each individual.

We also cherish the diversity of our staff members and build on individual abilities and strengths to provide quality services to the people we serve.



Specific Objectives

- Establish and maintain a comprehensive, effective system for **monitoring and evaluating** services provided by Catholic Charities of the Diocese of Albany through **examining, analyzing, and documenting** ongoing activities through quality improvement data.
- Provide a **collaborative approach** to review practices throughout the Catholic Charities system for their quality, cost effectiveness, and positive consumer outcomes.
- Implement an **effective and ongoing communication system** for reporting Continuous Quality Improvement activities and results to all staff, the Board of Trustees and local agency boards, and other stakeholders on a regular basis.
- Ensure that consumer services provided are at an optimal level consistent with **best practice standards and inclusive of stakeholder satisfaction** for all services delivered. This will be accomplished by maintaining ongoing compliance with system-wide best practice standards as well as federal, state, county, and other regulating guidelines.
- Design and implement a **peer-review system** to ensure ongoing compliance with best-practice standards.
- **Identify opportunities to improve existing processes and functions** through a systematic approach that includes identifying a potential improvement, collecting data, developing a strategy for change, implementing that change, and reevaluating that change to determine if that change produced the desired outcome.
- Establish criteria that allow for **setting of priorities for improvement activities**.
- **Foster an understanding of CQI among staff** that allows the individual to actively participate in the continuous improvement of services provided by Catholic Charities.
- **Provide CQI resources** that are beneficial and user friendly to Catholic Charities agencies by providing sample templates, monitoring tools, training opportunities and other resources.
- **Minimize the potential for Fiscal Risk Exposure** (due to violations of funding requirements, liability claims etc.) through compliance with best-practice standards.
- Assure that policy and procedures are in place that promote **efficient management of critical incidents** including an ongoing system that evaluates the handling of critical issues.



Our Focus

STAKEHOLDER DRIVEN

Crucial to the success of any Continuous Quality Improvement program is the participation of representatives from all stakeholder groups.

Staff:

Those closest to service delivery are in the best position to identify obstacles to quality, create solutions to overcome those obstacles, and ensure maximum benefit to individuals for whom the programs are designed. Staff at all levels of the agency—administrative, direct service, supervisory, and managerial—participate in CQI.

Consumers:

Feedback provided by consumers about their experiences with services delivered by Catholic Charities is essential for learning more about the quality of services and areas with need for improvement.

Additional critical stakeholders include:

- family members/advocates for consumers
- funding sources
- Board of Trustees and local Boards of Directors
- referral organizations
- faith-based communities
- local community members and organizations
- regulatory bodies



Our Focus

DATA-INFORMED

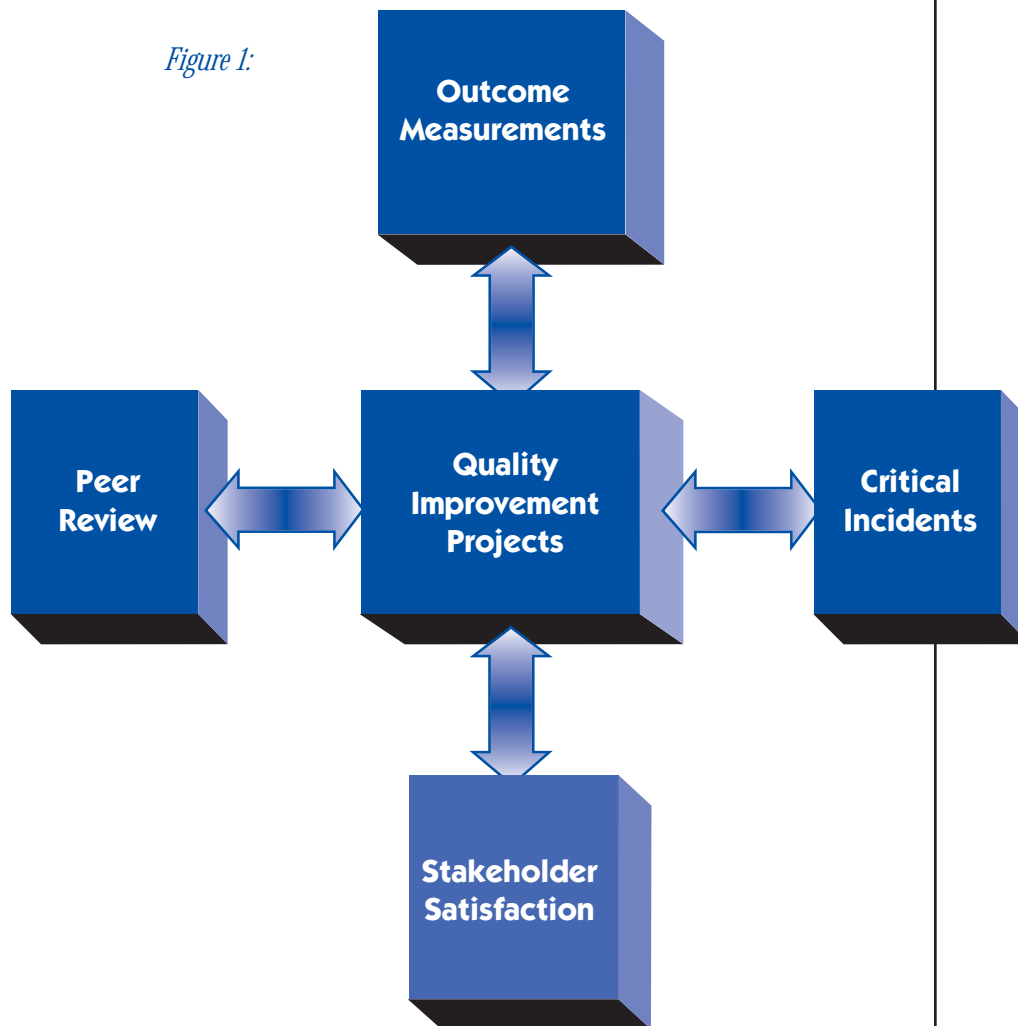
The CQI Program gathers, analyzes, and interprets data. Figure 1 (below) depicts the process of data processing across five domains.

These domains are as follows:

- **Critical Incidents** are occurrences that represent a risk to a consumer, a staff member, the community, or Catholic Charities of the Diocese of Albany.
- **Stakeholder Satisfaction** is a solicitation of feedback through surveys, focus groups, and suggestion boxes.
- **Peer Review** is a process in which staff members review the compliance of individual agencies with best-practice standards adopted by Catholic Charities of the Diocese of Albany.
- **Outcome Measurements** are tools to learn about the impact of a service on consumers.
- **Quality Improvement Projects** are projects that respond to process improvement needs identified through activities regarding Stakeholder Satisfaction, Outcome Measurement, Peer Review, and Critical Incidents.



Figure 1:





Functions of Our Key Players

Board of Trustees

Purpose: Oversight of and accountability for system-wide CQI Program

Functions:

- Appoints a CQI Committee of the Board of Trustees
- Approves standards
- Monitors standard compliance for the system
- Reviews and analyzes system trends
- Monitors CQI process activities for the system
- Guides CQI activities through strategic planning
- Communicates regularly with local Boards of Directors regarding system-wide CQI activities
- Establishes annual system-wide CQI objectives in collaboration with Chief Executive Officer and CQI Team

Chief Executive Officer (CEO)

Purpose: Operational oversight of CQI Program at the system-level

Functions:

- Provides leadership and linkage between Executive Directors, Board of Trustees, and local Boards of Directors regarding the CQI process
- Creates a culture that supports commitment to CQI
- Ensures compliance with CQI standards for all Catholic Charities agencies
- Ensures agency participation in CQI activities
- Communicates CQI activities and outcomes to external stakeholders
- Ensures that resources and support systems for CQI activities are allocated

CQI Team

Purpose: Development, implementation, and management of CQI Program

Functions:

- Develops CQI model and processes
- Communicates CQI model and processes to Board of Trustees and Chief Executive Officer for approval
- Communicates the approved CQI model and processes to local Boards of Directors, Executive Directors, and staff
- Coordinates and supports standard development and improvement processes
- Coordinates and facilitates peer-review activities
- Supports Central Office and individual agencies in CQI activities
- Develops support and training materials regarding the CQI Program
- Identifies training needs and facilitates training activities in collaboration with Executive Directors

Agency Boards of Directors

Purpose: Oversight of and accountability for CQI activities of the agency

Functions:

- Appoint a CQI committee/chairperson of the Board of Directors
- Monitor standard compliance for the individual agency
- Monitor CQI activities for the individual agency
- Guide CQI activities through strategic planning
- Review and analyze agency trends
- Establish annual local CQI objectives in collaboration with Executive Director
- Communicate regularly with Board of Trustees regarding agency CQI activities

Functions of Our Key Players

Agency Executive Directors

Purpose: Operational oversight of agency CQI activities

Functions:

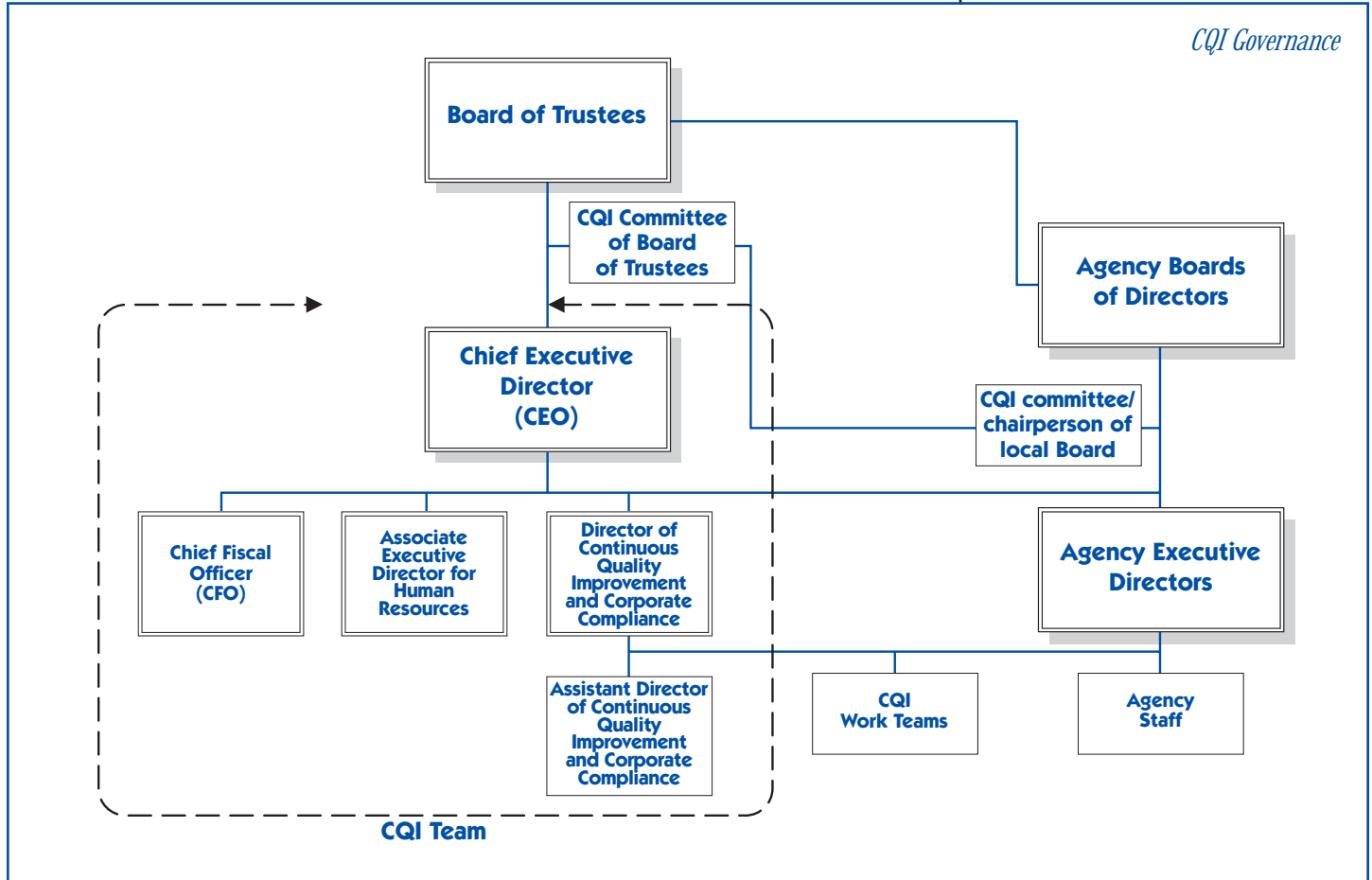
- Communicate CQI model and processes to all agency staff
- Create a culture that supports commitment to CQI
- Establish systems to implement CQI in the local agency
- Ensure compliance with CQI standards across the agency
- Ensure program and staff participation in CQI activities
- Develop an internal system to collect and analyze data
- Establish systems that promote community and customer feedback
- Communicate CQI activities and outcomes to local external stakeholders
- Ensure that resources and support systems for CQI activities are allocated

Staff

Purpose: Contribute service expertise to the CQI Program

Functions:

- Fosters and participates in a culture that supports commitment to CQI within the service environment in which they operate
- Participates in local as well as system-wide CQI activities
- Serves on CQI teams
- Participates in CQI-related training
- Complies with CQI standards in daily service delivery





**For more information
about Continuous Quality
Improvement contact:**

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Our Mission Statement

Catholic Charities, a ministry of the Catholic Diocese of Albany, is committed to active witness on behalf of the Scriptural values of mercy and justice.

Catholic Charities, recognizing human need at all stages of life, responds to all persons regardless of race, creed or lifestyle, with special emphasis on the economically poor and the vulnerable.

Catholic Charities serves and empowers persons in need, advocates for a just society, calls forth and collaborates with women and men of good will in fulfillment of its mission.

Approved by the Board of Trustees
December 2005