



DAVIS STUART

A Heritage of Serving Youth and Their Families

PERFORMANCE AND QUALITY IMPROVEMENT ANNUAL REPORT

JULY 2020 - JUNE 2021



This Performance and Quality Improvement Annual Report is aimed at sharing with you Davis Stuart's assessment on how well we are achieving our goals, meeting standards of practice, meeting internal and external thresholds, and improving operations and services. Our assessment is based on the feedback and statistical data collected during the 2021 fiscal year. This report is intended to disclose information which is both positive and unfavorable, in order to accurately and honestly represent our progress, our challenges, and our areas of need.

WHAT IS PERFORMANCE AND QUALITY IMPROVEMENT?

Performance and Quality Improvement (PQI) is a system that continuously looks at processes, outcomes, and feedback to assess and help improve Davis Stuart's operations, at all levels. This is done through four phases — planning, doing, checking and acting.

Davis Stuart uses stakeholder feedback and statistical data to measure and track performance in the areas of business practices, human resources practices, financial management, treatment services, program services, environmental control, and regulatory requirements. The goals of PQI are directly tied to Davis Stuart's strategic plan.

KEY TRADEMARKS OF AN EFFECTIVE PQI SYSTEM

- Broad-based/Agency-wide
- Belief that change is good
- Buy-in from employees
- Data driven
- Transparency
- Accountability
- Culture of improvement
- Inclusion of stakeholders at all levels

WHO IS RESPONSIBLE FOR PQI?

Ultimately, all stakeholders are responsible, based on their level of participation, but Davis Stuart implements its system with a PQI Coordinator and a PQI Committee. This committee is made up of employees ranging from treatment associates to department heads, with the PQI Coordinator chairing the committee and facilitating PQI activities. The PQI Committee meets quarterly.

All questions about information and data found in this report should be directed to the Executive Director at executivedirector@davisstuart.org or (304) 647-5577.

THE DAVIS STUART STANDARD

Davis Stuart completed reaccreditation through the Council of Accreditation (COA) in 2020. This is a proud and significant achievement for our agency. Following the guidelines, standards, and requirements set for by COA. Davis Stuart continues to grow and adapt to the changing needs of our residents while maintaining our heritage, mission and vision.

Davis Stuart is accredited through March of 2024. For more on COA, please visit their website — coanet.org.

LOOKING BACK

FISCAL YEAR 2021 GOALS

DAVIS STUART IN THE COMMUNITY

- Increased public understanding of the vision, mission and work of Davis Stuart through community activities, volunteerism and participation in community events
- Continued membership in local, regional and state groups
- Provided information on a regular basis in varied formats to stakeholders, donors and supporters of the changes, outcomes and needs of Davis Stuart

PROGRAM AND SERVICE DEVELOPMENT

- Explored different options for service provision including community based, wraparound, etc.
- Worked in conjunction with other providers to ensure that the services being provided are meeting the needs of the youth in West Virginia
- Ensured flexibility and adaptability with state changes regarding residential placements
- Implemented Tier II of the PBIS program successfully
- Maintained resident and family connections

INFRASTRUCTURE & FACILITIES

- Evaluated the physical plant in relation to the upcoming changes in service delivery and explored capital funding options in relation to the changing service climate
- Prioritized and implemented maintenance activities to increase the life of our facilities

OPERATING AND ADMINISTRATIVE EFFICIENCIES

- Developed refined process addressing the needs of licensed professional staff
- Reduced training costs by providing more in-home or collaborative trainings
- Continued to search for alternative procedures and processes within administrative best practices to increase efficiency
- Completed departmental procedure manuals
- Reassessed emergency preparedness process to include contagious outbreaks like COVID-19
- Explored ways to identify and increase prospective workforce availability

FINANCIAL DEVELOPMENT

- Each department was tasked with identifying and applying for grant funding for particular programming and activities
- Assisted Development Office with presentations, grant applications, event preparation and volunteer opportunities
- Maintained minimum census requirements*
- Accessed and obtained emergency funding and relief for current pandemic financial issues

KEY

- Completed
- On-going
- Not Completed

* Goals marked with an asterisk were directly impacted by the COVID-19 pandemic

EMPLOYEE WELL-BEING

- Ensured supervision, and the supporting documentation thereof, occurred as identified through agency policy
- Continued providing needs-based training related to child and youth development
- Continued to encourage agency-wide participation on agency committees, work group and various agency activities

MANAGEMENT INFORMATION SYSTEMS & QA

- Continued monthly agency newsletter
- Continued weekly message from Executive Director to Board of Directors
- Continued adaptation of agency documents from paper copy to electronic copy to increase ease of accessibility
- Maintained national accreditation from Council on Accreditation
- Continued to meet requirements and maintained licensure from West Virginia Department of Health and Human Resources
- Provided all necessary updates to grantors in a timely and accurate fashion
- Continued Resident Surveys, Staff Surveys and Stakeholder Surveys
- Compiled and published PQI report

EMPLOYEE SATISFACTION

SURVEY STATEMENT	AGREE	DISAGREE	UNDECIDED/ NO ANSWER
Mission and Vision Are Clear	96%	2%	2%
Satisfied with Supervisor	92%	4%	4%
Pay Is Fair	53%	45%	2%
Recognized For Performance	59%	39%	2%
Sufficient Training and Resources	53%	41%	6%
Comfortable Work Environment	87%	11%	2%
Understand Policy and Procedures	96%	2%	2%
Understand Grievance Process	93%	7%	0%
Suggestions Are Respected	76%	20%	4%
	VERY	SOMEWHAT	NOT AT ALL
How Satisfied Are You At Davis Stuart?	49%	38%	13%

EMPLOYEE ACCIDENTS

25

Total Number
of Employee
Accidents
Recorded

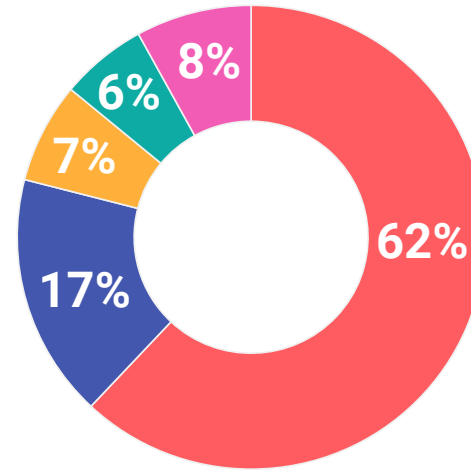
7

Total Number
of Worker's
Compensation
Claims Filed

40

Total Number of
Lost Work Days

EMPLOYEE YEARS OF SERVICE



0 - 4 YEARS

5 - 9 YEARS

10 - 14 YEARS

15 - 19 YEARS

20+ YEARS



PBIS SNAPSHOT



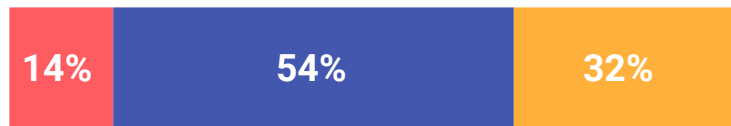
PBIS is a program with the purpose of establishing a climate in which appropriate behavior is the norm.

PBIS stands for “Positive Behavioral Interventions and Supports,” and was established for the purpose of creating an environment in which appropriate behavior and positive reinforcement is the norm. The PBIS Leadership Team has implemented a targeted behavior system in which residents have the ability to earn tickets for successfully achieving two targeted behaviors. The targeted behaviors are: be where you are supposed to be when you are supposed to be there and communicate appropriately. These targeted behaviors help us teach our residents the importance of participating in all activities, arriving in a timely manner and communicating more maturely and politely. This will help them maintain success when transitioning from our program and obtaining employment or furthering their education. The tickets earned by residents can be redeemed at our campus PBIS store for items of their choice. The store inventory is stocked by community donations as well as grant monies received to support the PBIS program. Davis Stuart’s PBIS program has made an incredible difference since its introduction on our campus in 2018.

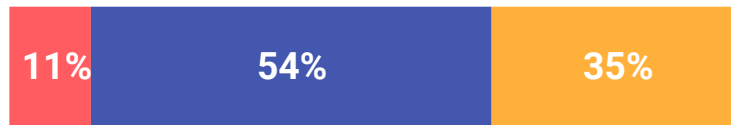
FY21



FY20



FY19



- **BELOW AVERAGE**
 Percentage of residents exhibiting below average positive behaviors
- **MODERATE**
 Percentage of residents exhibiting moderate positive behaviors
- **EXCELLENT**
 Percentage of residents exhibiting excellent positive behaviors

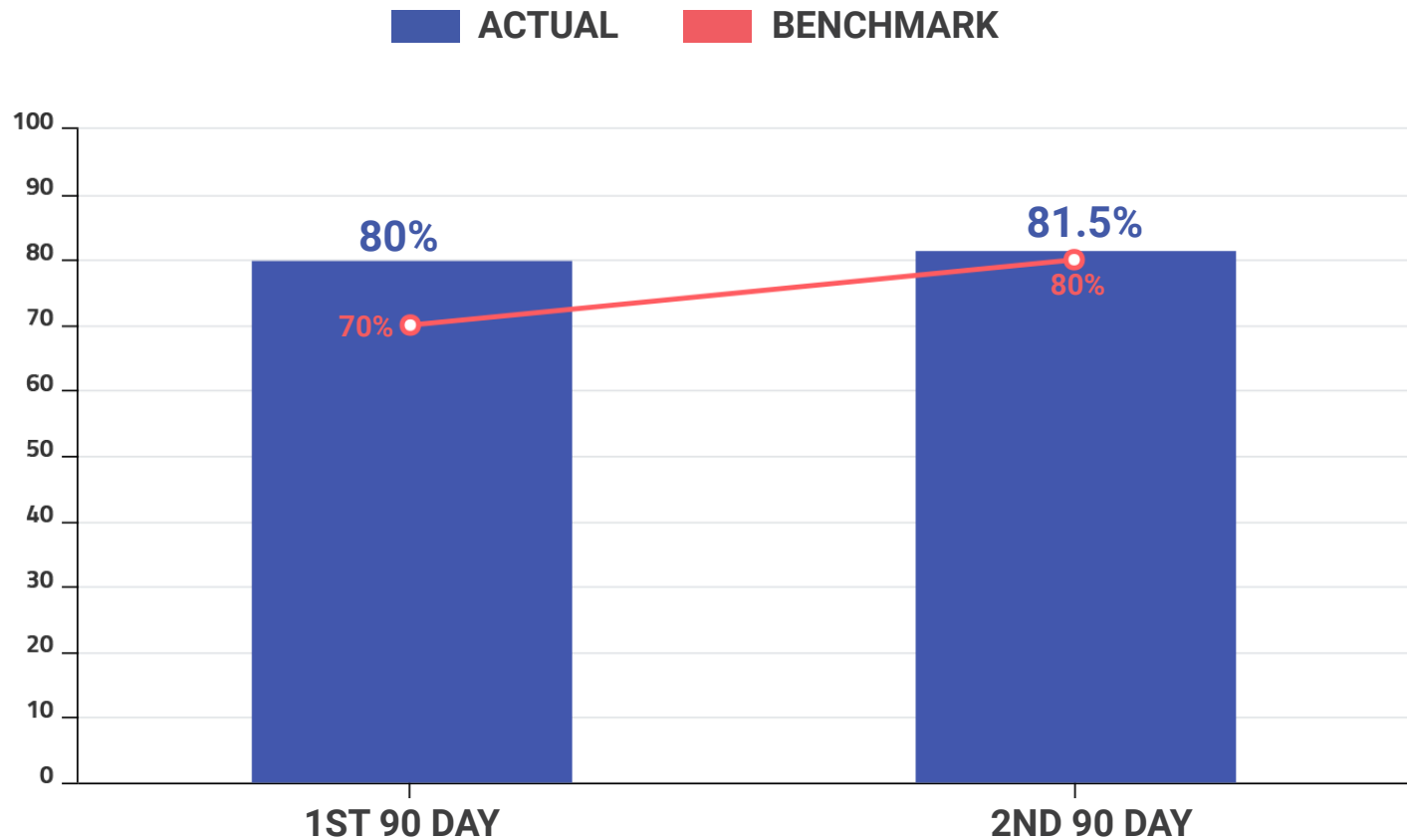
CLINICAL

The Davis Stuart Clinical Department continues to provide an array of services to at-risk youth. The clinical team is comprised of Bachelor's and Master's level clinicians who are licensed by the state of West Virginia. Currently, our clinical team is comprised of three Bachelor level Social Workers, two Master's level Social Workers, and a Master's level Counselor. The Davis Stuart clinical team is supported by our Nursing Department, which includes one Registered Nurse (RN) and one Licensed Practical Nurse (LPN), as well as, contracted psychological and psychiatric services.

The team members provided above are incorporated into various positions of the Clinical Department which include Permanency Case Managers, Therapists, Nurses, and a Clinical Coordinator. Davis Stuart has adopted an interdisciplinary approach to addressing our residents' needs, as each youth presents with varying challenges. Team meetings are held within the first thirty days of a youth's arrival to assess needs and build an individualized care plan. The initial meeting is followed by a recurring meeting every ninety days to assess the resident's progress, make changes to their individual plan of care and celebrate successes. Clinical rounds occur each month to allow clinical staff to complete case consultation. We have a Clinical On-Call process in place to assist with needs after hours.



AVERAGE % OF TREATMENT PLAN OBJECTIVES COMPLETED

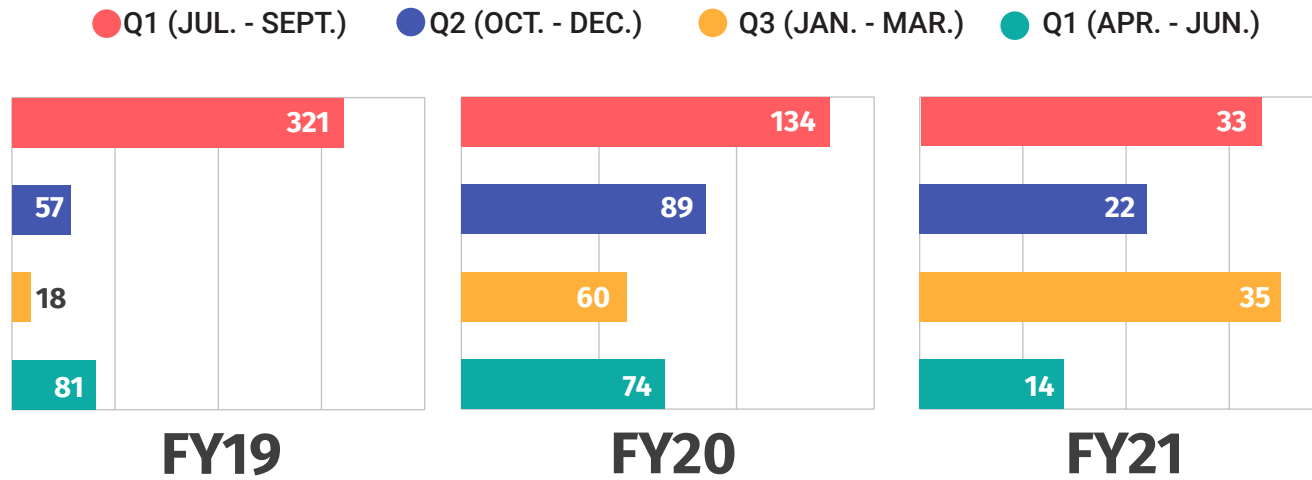


In FY21, the following changes were made to the Meta-Analysis process in order to provide more meaningful data as it relates to resident progress in treatment:

- Campus and Group Home data was combined, as the treatment process is the same
- 30 day data is no longer tracked. 30 days does not give adequate time for goals and objectives to be completed, so this data will always be negatively skewed.
- Since the average length of stay is 3-6 months, data will be tracked in the following increments — 1st 90 day and 2nd 90 day+

PQI DATA

Resident Critical Incidents



Examples of a Critical Incident include:

- Away from supervision
- Behavior resulting in physical intervention
- Medical errors with negative outcomes
- Behavior resulting in significant property damage
- Illicit/illegal substance use
- Involvement with law enforcement
- Injury resulting in medical treatment



FINANCIAL INFO

2021 FISCAL YEAR

Davis Stuart began as a Presbyterian orphanage over 100 years ago and, throughout the years, has transitioned into a therapeutic residential treatment facility, continuously serving West Virginia's most vulnerable children and their families. The majority of our funding comes from reimbursements by government agencies, however we could not fulfill the mission set forth by our founders and provide quality care without the generosity of donors, foundations and granting organizations.

It is our belief that for a child to truly succeed, we must focus on the whole child. In order to assist youth in learning how to live a healthy life outside of Davis Stuart, we offer voluntary services including the Spiritual Life, Equine, Employment Preparation and Recreation programs. These programs are essential to foster growth, maturity and the development of life skills. Unfortunately, the cost for these programs is not covered by the daily reimbursement rate from the State of West Virginia. Davis Stuart relies on grant funding and private donations to continue to offer this crucial programming.

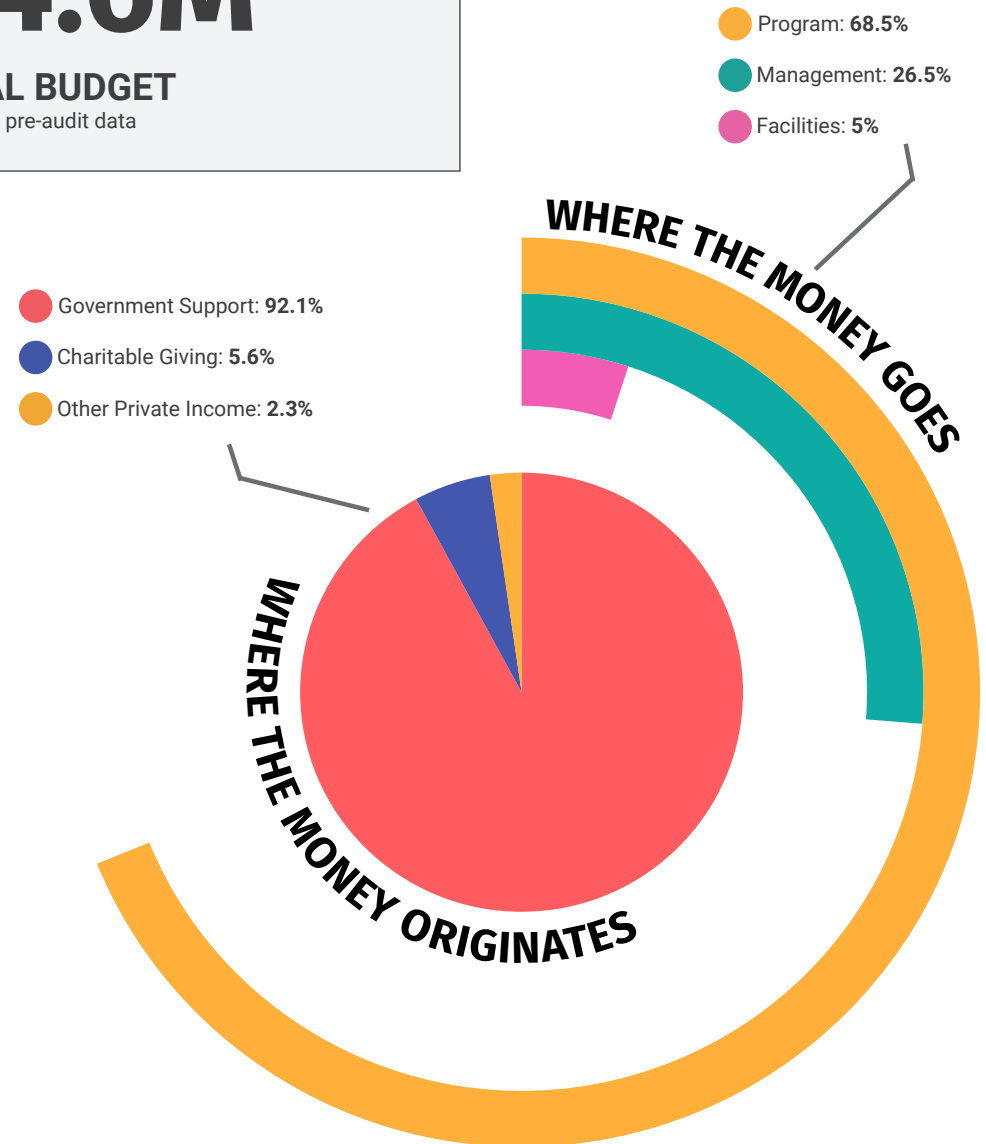
As you might imagine, the COVID-19 pandemic has had a significant effect on our agency this year. While the financial toll has been substantial, the mission still endures. In an effort to assist with COVID-related costs and offset lost funds, our leadership team has pursued financial relief opportunities such as the Payroll Protection Program and local grants.

Now more than ever, Davis Stuart needs the benevolence of our communities to help ensure that our services are available for children in need. Davis Stuart's mission of serving youth and their families would not be possible without our donors and partners. For this, we thank you and look forward to continuing this mission together.

\$4.6M

TOTAL BUDGET

Based on pre-audit data



MOVING FORWARD

FISCAL YEAR 2022 GOALS

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- Increase public understanding of the vision, mission and work of Davis Stuart through community activities, volunteerism and participation in community events
- Continue membership in local, regional and state groups
- Provide information on a regular basis in varied formats to stakeholders, donors and supporters of the changes, outcomes and needs of Davis Stuart

PROGRAM AND SERVICE DEVELOPMENT

- Explore different options for service provision including community based, wraparound, etc.
- Work in conjunction with other providers to ensure that the services being provided are meeting the needs of the youth in West Virginia
- Streamline programmatic and clinical services to ensure best practice for youth in our care
- Ensure flexibility and adaptability with state changes regarding residential placements
- Maintain resident and family connections

INFRASTRUCTURE & FACILITIES

- Evaluate the physical plant in relation to the upcoming changes in service delivery and explore capital funding options in relation to the changing service climate
- Prioritize and implement maintenance activities to increase the life of our facilities

OPERATING AND ADMINISTRATIVE EFFICIENCIES

- Develop refined process addressing the needs of licensed professional staff
- Continue to search for alternative procedures and processes within administrative best practices to increase efficiency
- Obtain approval and implement new agency policy manual
- Complete departmental procedure manuals
- Explore ways to identify and increase prospective workforce availability

FINANCIAL DEVELOPMENT

- Assist Development Office with presentations, grant applications, event preparation and volunteer opportunities
- Maintain minimum census requirements

EMPLOYEE WELL-BEING

- Ensure supervision, and the supporting documentation thereof, occurred as identified through agency policy
- Continue employee engagement activities such as Employee of the Quarter and incentives
- Continue providing needs-based training related to child and youth development
- Continue to encourage agency-wide participation on agency committees, work group and various agency activities

MANAGEMENT INFORMATION SYSTEMS & QA

- Continue monthly agency newsletter
- Continue weekly message from Executive Director to Board of Directors
- Continue adaptation of agency documents from paper copy to electronic copy to increase ease of accessibility
- Maintain national accreditation from Council on Accreditation
- Provide all necessary updates to grantors in a timely and accurate fashion
- Continue Resident Surveys, Staff Surveys and Stakeholder Surveys

