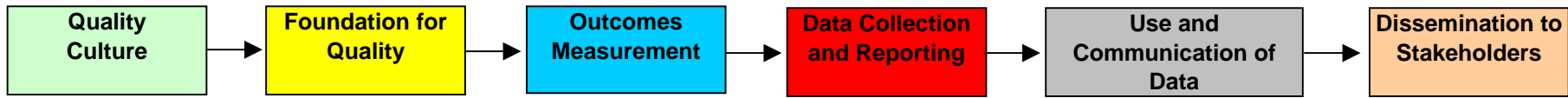


CSSW Quality Plan



QUALITY CULTURE

It is the responsibility of all CSSW employees to participate in, promote and enhance all levels of quality in the Agency.

Board of Directors - The Agency leadership team conducts quarterly and annual reviews of quality indicators to determine overall trends in resource allocation and outcomes. The BOD actively participates in long term strategic planning, mission objectives and community involvement.

Agency President - Promotes the importance of the quality culture, monitors and filters outcomes data, actively involves staff, management, stakeholders and community members in the CSSW quality plan and allocates appropriate resources to accomplish quality initiatives.

Management Staff - Establish short and long term strategic program and agency goals with staff and peers. Quality results and improvement activities are addressed with staff on a quarterly basis. Customer and stakeholder satisfaction are key to defining program quality expectations.

CSSW Employees - All staff have a role in creating, reinforcing and addressing issues of quality. Staff project the values and strategic direction to all participants, set direction and performance goals through strategic planning and SWOT analysis and periodically review overall performance in relation to expectations.

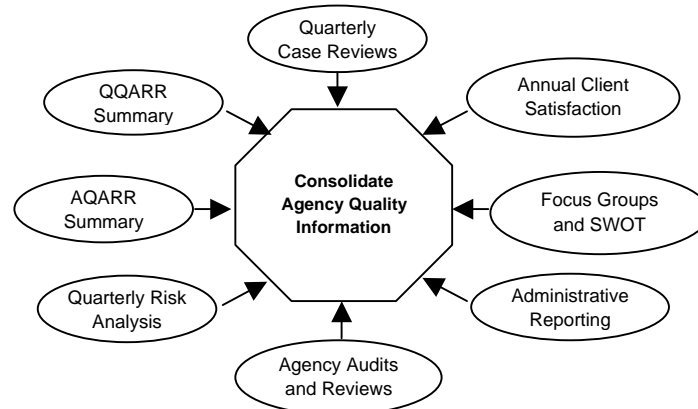
Customer and Stakeholders - Actively participate in defining quality objectives by expressing verbal and written feedback, participating in focus groups, satisfaction surveys, SWOT analysis, funding and licensing reviews and participating on community initiatives boards. Stakeholders are informed of Agency directives through newsletters, annual reports and program presentations.

Quality Improvement Coordinator (QIC) - The Agency designates an individual to manage the quality plan, monitor quality indicators and oversee all processes. This individual is responsible for implementation and coordination of PQI activities including consolidation of key program documents.

Continuous Quality Improvement Committee - A cross functional group of agency employees who strive to identify program and agency improvement initiatives, monitor and implement improvement activities and disseminate best practices throughout the organization.

QUALITY FOUNDATION

1. All Administrative departments and Agency programs participate in CSSW quality activities.
2. Quality activities are coordinated by the Quality Improvement Coordinator.



3. Quality reporting is done on a monthly, quarterly and annual basis. Summaries are presented to Management Staff and the Board of Directors for review and dissemination to all staff and stakeholders through team meetings, all staff meetings, newsletters and presentations. Detailed review cycles are outlined in the BOD annual cycle of Board Reviews.
4. The established CQI Committee and QIC are responsible for identifying, monitoring and reporting improvement activities on a monthly basis using the Plan~Do~Check~Act quality philosophy. The quality committee is supported by the Agency President and the Board of Directors.

OUTCOMES MEASUREMENT

Annually, each program defines, reviews and submits a **Program Matrix** to the QIC and Agency President for review. Program matrices are used to:

- * Identify internal and external customers
- * Define activities, written plans and program expectations
- * Determine measurable program outcomes to determine the effect of the program each participant
- * Develop measurable outputs and reporting tools
- * Outline the program's effect and potential for social change in the community

On a quarterly basis, programs are responsible for submitting a **Quarterly Quality Assurance Review Report (QQARR)** to the QIC for review and summary. Programs utilize intake documents, case documents and customer satisfaction when reporting. Quality indicators include:

- * Program demographics - total clients served, gender, religion, race, income and an analysis of data trends
- * Staffing - Staff level, workloads and major staff accomplishments
- * Risk Assessment - Safety incidences and grievance reporting
- * Short Term Planning - Strengths, weaknesses, accomplishments and goals
- * CQI - Utilization and case record reviews, internal and external referrals

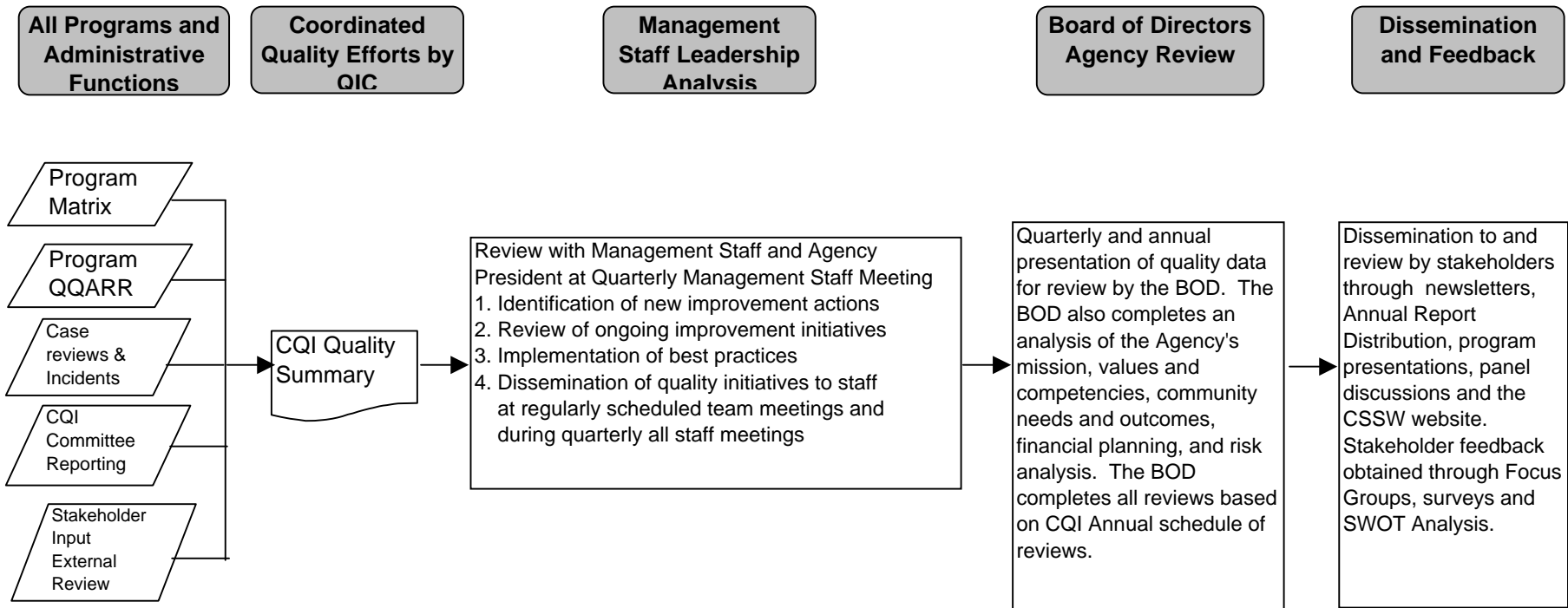
On an annual basis, all CSSW programs and administrative functions including HR, Finance, Operations, IT, CQI and Marketing are responsible for submitting an **Annual Quality Assurance Review Reports (AQARR)** to the QIC for review and summary. Quality indicators include:

- * Program information - Matrix and flow chart evaluation, program and intake policy review, and compliance to the strategic plan
- * Program demographics - total clients served, gender, religion, race, income and an analysis of data trends
- * Staffing - Review of job descriptions, staff trends, attended trainings, interns and consultants utilized
- * Program Planning/Corrective Action planning - what has been learned, what will be improved, demonstrating improvements and annual goals
- * CQI - Reporting on all defined matrix categories
- * Risk Assessment - External reviews and licensing, compliance to contracted services, records management
- * Service Delivery / Feedback - Participant satisfaction, community feedback

Additional measurement tools include:

- Monthly review of agency quality initiatives by the Agency Continuous Quality Improvement Committee (Plan-Do-Check-Act)
- Quarterly program case reviews to determine effectiveness and quality of services provided
- Quarterly assessment of risk, incident and grievance reports
- Strengths, Weakness, Outcomes and Trends (SWOT) stakeholder analysis
- Focus group participation and reporting
- Long term planning with community partners to assist the most disadvantaged
- External financial audits, funder reviews
- Staff turnover, retention and satisfaction reporting

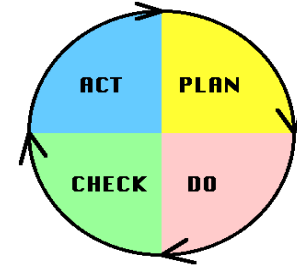
DATA COLLECTION AND REPORTING



USE AND COMMUNICATION OF DATA

Monthly

The Quality Improvement Committee, made up of a cross section of agency employees, meets on a monthly or every other month basis to review short term program goals, analyze risk and incident reporting summaries, and establish agency wide improvement activities. The committee follows the Plan~Do~Check~Act model to establish, implement, monitor and inform stakeholders of all improvement activities.



Quarterly

Management Review

- * Case Review Summary
- * Risk and Incident Analysis
- * Program QQARR Review
- * Analysis of QIC

Board of Directors Review

- * Program QQARR Summary

Stakeholder Analysis

- * Dissemination of data at team meetings
- * QIC Summary at All Staff Meeting
- * Newsletters

Annual

Management Review

- * Update of Program Matrix Objectives
- * Establish and implement annual program goals

Board of Directors Review

- * Annual Risk Summary
- * AQARR Review
- * Budget Approval

Stakeholder Input and Review

- * Annual Report
- * Satisfaction Survey Analysis
- * Community Partner Initiatives

Cyclical

Board of Directors Review

- * Strategic Plan and Mission

Stakeholder Input and Review

- * SWOT Analysis
- * Focus Group Analysis
- * Website Updates
- * Funder/Licensing Audits

DISSEMINATION TO STAKEHOLDERS

Quality Plan

- * A modified version of this CSSW Quality plan is provided to all new employees during orientation.
- * Board of Directors to review annually.

Training

- * The CSSW quality plan is presented to all individuals upon hire.
- * An annual quality overview will occur and one of the mandatory all staff meetings.
- * Specialized and/or ongoing training will occur appropriate to individual roles and responsibilities

Dissemination of Data

- * Program Directors will convey quality information in periodic program team meetings
- * Quality objectives will be demonstrated at quarterly all staff meetings
- * Cross functional CQI Committee members will initiate quality activities throughout the Agency