
Annual PQI Report 19-20



July 2020

Hibiscus Children's Center

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Performance and Quality Improvement

Annual Report July 1st through June 30th 2020

Hibiscus Children’s Center (HCC) believes that continually striving to improve the quality of programs and service delivery is fundamental to achieving positive participant outcomes and ensuring the sustainability and growth of the agency. HCC’s philosophy is that to achieve excellence, the work of the agency must be mission and vision driven, performed in alignment with HCC’s core values, based on current best practice, and grounded in a culture of data-driven, continual quality improvement.

The mission of Hibiscus Children’s Center is to maintain a safe shelter for children who are abused, abandoned and neglected by providing prevention, early intervention, and advocacy in quality residential, assessment and recovery programs.

In September 2000, the Operating Board of Hibiscus Children’s Center (“HCC”) adopted a motion mandating that the agency embraces a Continuous Quality Improvement (CQI) Plan updated to Performance and Quality Improvement. The intent being for the agency to ensure that the mission of Hibiscus is met by offering the highest caliber of services to the community. Today, the agency’s PQI efforts involve staff at all levels in continual performance measurement and the identification of strategies to improve the quality of programs, service delivery and agency operations. HCC has committed significant resources to increasing the agency’s capacity for continual performance and quality improvement activities, including transitioning into a new accounting system known as NetSuite. By early January 2020, all programs were utilizing our electronic health record for entering client records; eCR strengthened the quality improvement system infrastructure by providing the technology necessary to create a more systematic, data-driven approach to performance measurement and quality improvement. Throughout the year, staff in all programs collect and enter data regarding the individuals and families they serve, the services they provided, and the impact of those services. Performance data is also collected from HCC’s stakeholders through various means, including participant satisfactions surveys, staff engagement surveys and annual monitoring by funders. Additionally, quarterly case record reviews are conducted to evaluate the extent to which service delivery meets quality standards by demonstrating alignment with HCC’s core values and System of Care Principles. Supervisors and staff are provided with access to reports that allow them to monitor individual and program performance on a continual basis in order to proactively identify challenges and address potential concerns. Performance data collected from across the agency is

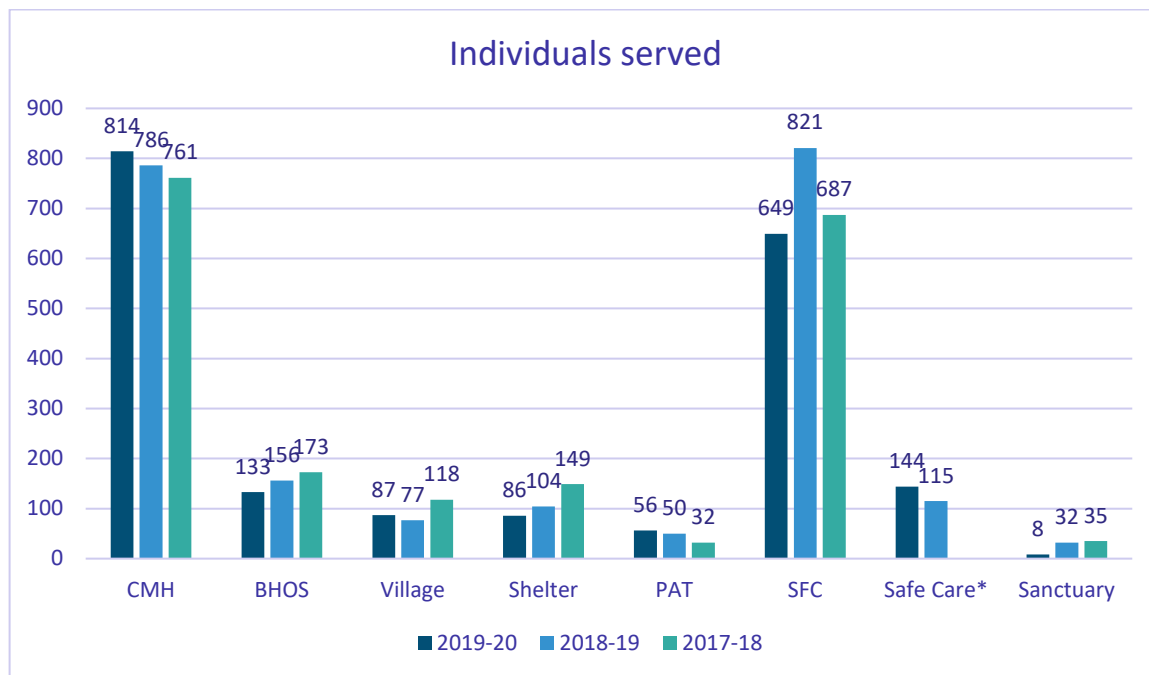
reviewed, aggregated and analyzed by Leadership, the PQI committee and program staff to monitor compliance with legal, regulatory and funder requirements, evaluate service quality, and identify strengths and areas for improvement. The data also helps the agency identify trends to help anticipate opportunities and challenges as well as successes that can be applied across other programs.

This past year has been particularly challenging given the impact of novel coronavirus pandemic to the organization, staff, and clients we serve. However, the agency proves to be resilient and committed to growth and change in this everchanging environment. Both residential sites quickly adapted to virtual learning and safety precautions were implemented immediately. Our educational coordinators launched virtual learning at both residential programs, and we received an outpouring of support from our schools and community partners by donating PPE, supplies, and food for the children.

The following report provides an overview of the data collected in 2019-20 and corresponding analysis of HCC’s service population, program and administrative performance, highlights of PQI initiatives, and plans for the upcoming year.

Who we served?

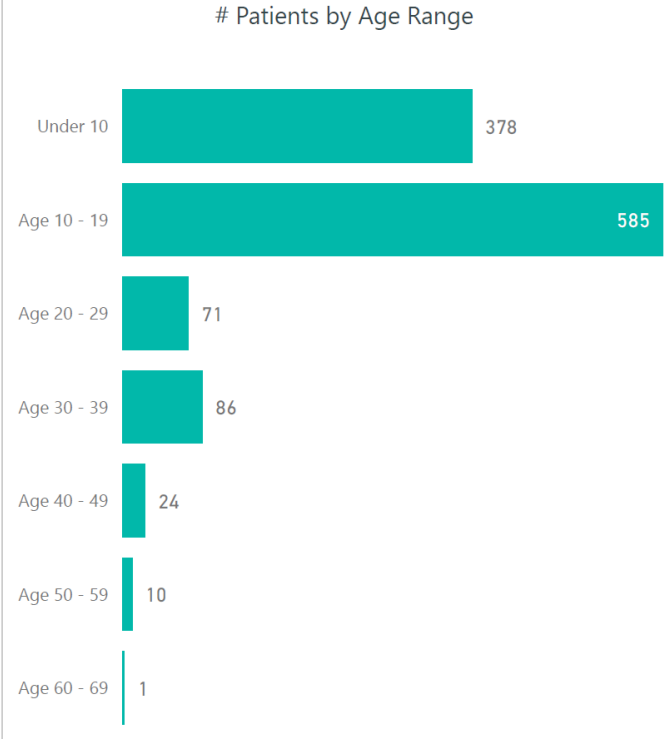
Hibiscus Programs

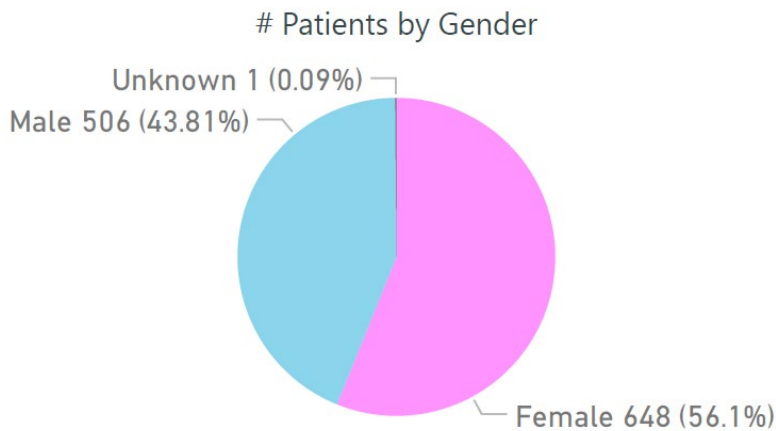


*Safe Care total number of families served

- Sanctuary 4Kids program closed as of 7/31/2019.
- Safe Care program served 29 more families in 19-20 versus 18-19
- The Community Mental Health Program client base increased by 3.56%
- Decrease in residential placements at the shelter due to inadequate staffing for large part of the year.
- Slight Increase in teens residing at the Village.
- Hibiscus provided 23,392 nights of safe care this past fiscal year which added to the total= 398,886.

Demographics





Administrative Performance

Staff Engagement

Each Year HCC participates in a survey of staff engagement levels with the goal of having 100% participation. The survey provides feedback from staff about their perception of organizational health and effectiveness, alignment with values, management effectiveness, inter-departmental cooperation and cross agency communications. Here are some of the highlights from the survey:

What are you encouraged about that is going on at Hibiscus?

- *The beautification of the Shelter! The entry way is warm and inviting. Sabrina has wonderful ideas for the literacy room that focus on providing a comfortable atmosphere for the kids. I'm excited to see the finished product.*
- *The positive work environment with employees at the village*
- *Commitment to help children! Love the staff and my Supervisor!*
- *Despite COVID - no one was laid off*
- *Over the years I have seen a change at the Village. The safety and well being of the youth and staff have become #1 priority. You can see program outcomes increase now that youth and staff are safe. More emphasis can be placed in increasing education levels, youth participating in therapy and career pathways program.*
- *Helping children*
- *Sanctuary Model training*
- *I am encouraged the youth all attends the various cultural Holidays and celebrations. I am also fortunate to have a job that runs 24/7 all year.*
- *I am encouraged that I can usually take leave when I need to and not have it denied. I am encouraged that I have a job and I can work.*
- *The overall services provided to the youth to assist them transition into young adulthood.*
- *I am encouraged by the commitment and dedication of our staff and our leadership embracing the Sanctuary Model as a way of recognizing how difficult the work is and that employees need to feel valued and understood.*

- *The residents here are treated and taken care of well.*
- *The great love and care for our clients along with the dedication, teamwork, and comradery that you can see at Hibiscus every day, makes me proud to be a part of the Hibiscus Family!*
- *Staff continues to improve quality care for the children.*
- *it appears to be less office politics then years past*
- *I am glad that the shelter is being modernized. I am glad for Okeechobee office being Quiet and Available.*
- *How well the house parents stepped up to the plate during the covid 19 crisis.*
- *Our ability to continue working throughout the coronavirus pandemic*
- *Sanctuary Model*
- *The culinary program at the village*
- *Staff is extremely dedicated to the mission and their love & concern for the kids is evident.*

What recommendations do you have that can make Hibiscus Children's Center even better?

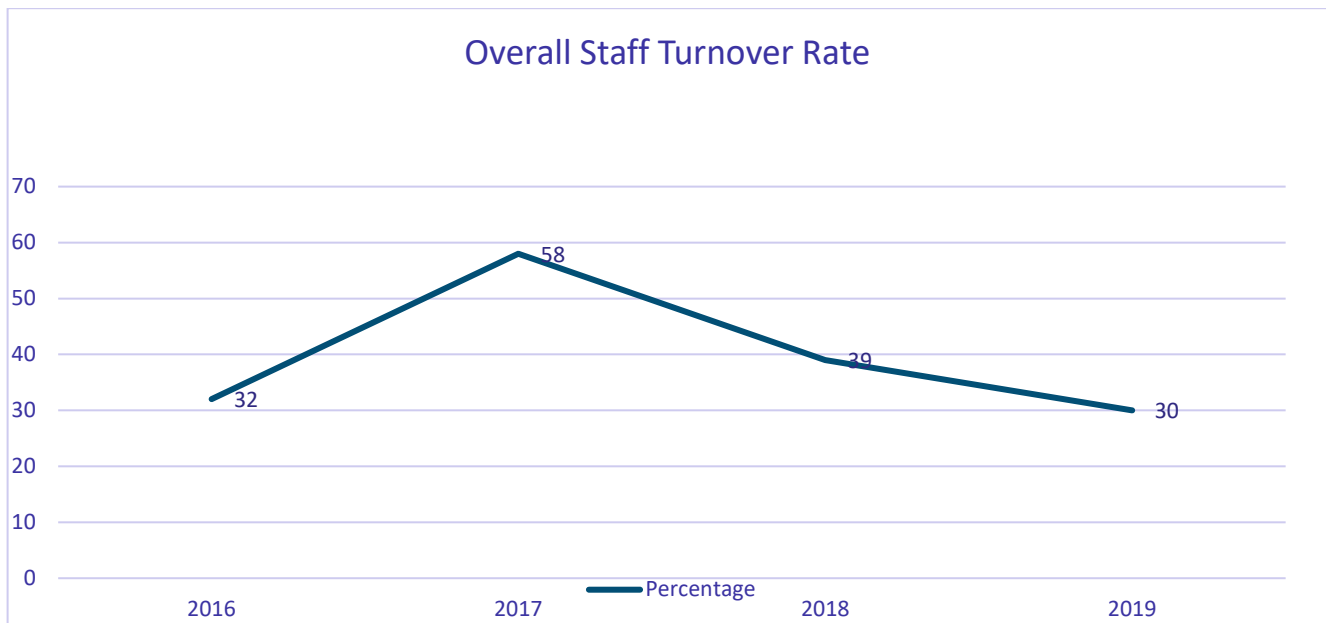
- *Continue with employee development*
 - *More consistency between the way the residential programs are run*
 - *A CEO that can understand the programs and hope that the CEO stays with HCC longer than the previous CEOs.*
 - *Need office space*
 - *Improve avenues for recognition and upward mobility*
 - *Better communication between Leadership and Staff*
 - *Continue to provide training and refresher training to staff.*
 - *better communication balance between staff and higher up better pay safer environment having mental health day for the staff its extremely needed*
 - *developing programs that work with teens after they turn 18*
 - *Continue with the Sanctuary Model.*
 - *More on-site recreational programs that promote health and exercise*
 - *To keep caring about the staff and working together on the things that are important*
 - *For the leaders of departments and the organization to be more aware of their subordinates needs*
 - *continue with open communication and growth & change within all departments*
 - *Overall HCC is a great place to work. I think that tuition reimbursement would make HCC even better.*
 - *increased communication between certain departments and more accountability in some areas.*
 - *Set the expectation for what is appropriate and inappropriate as far as mutual respect in communicating and holding staff accountable who do not uphold those expectations.*
 - *More appreciation for staff*
 - *Continued training on customer service and program development opportunities*

Staff Turnover

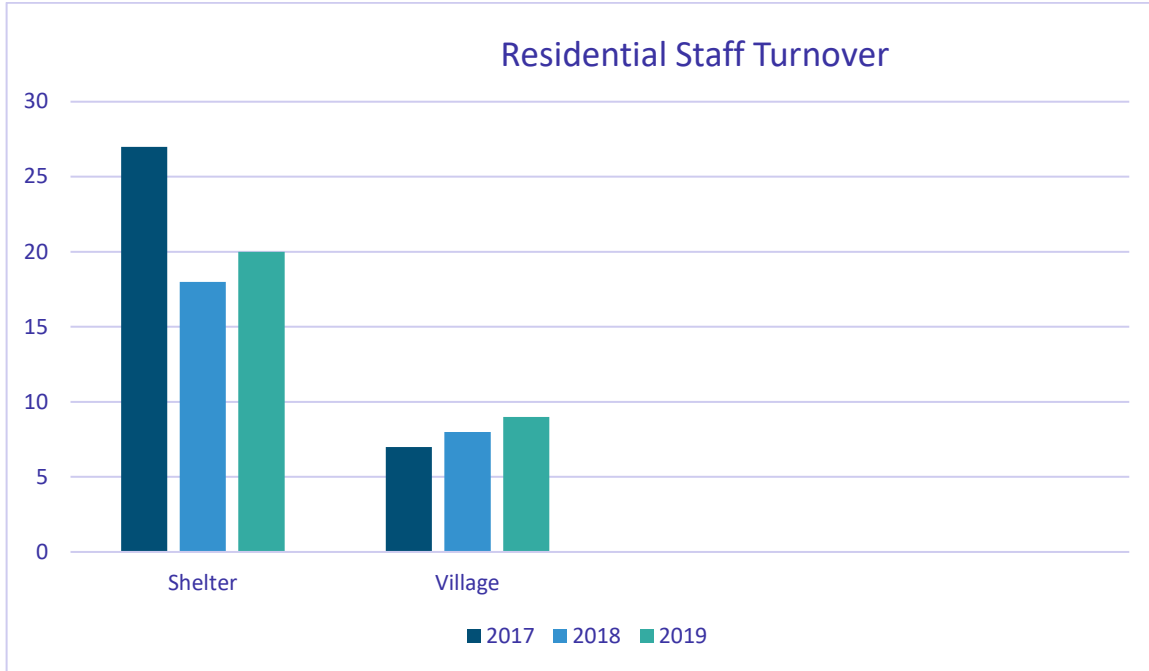
2019 saw a moderate decrease in staff turnover compared to 2018, however turnover was still particularly high at our shelter facility. The total number of employee separations in 2019 was 39, with 32 being voluntary and 7 non-voluntary; 2 employees left the agency due to a program closure. The reasons that we have received for Voluntary terminations are:

1. Leaving the area
2. Going back to school
3. Changing careers
4. Staying at home with children
5. Other job opportunities.

Reports published by Compensation Force and GuideStar found the average turnover rate for nonprofits to be 16% and 19% respectively, placing HCC within the above average range.



***Hibiscus operated the Safe Place shelter in Broward County in 2017**



Workers comp claims: (7/19-7/20) There were 5 new cases this year that were closed “Medical Only”. This means that we only paid for the medical exams/medical needs, no payouts to the staff.

Employee injuries: Year to date (FY), there have been 5 employee/volunteer injuries, 5 of which were reported to Worker’s Compensation. The breakdown by program is as follows – Village – 2 ; Shelter – 1 ; Clinical - 2 We had 3 injuries involving clients and two trip/falls.

Volunteer Hours: There were 7,403 volunteer hours donated this year, compared to 9,956 last year, which is a 26% decrease. This decrease is largely attributed to COVID-19 and restrictions on visitors to the programs. However, our loyal volunteers worked behind the scenes to support Hibiscus by donating food and supplies. According to IndependentSector.org, the estimated national value of each volunteer hour is \$24.69, equating our current year’s volunteer hours to approximately \$182,780 in equivalent labor costs. Our shelter volunteer coordinator was vacant in 18-19 but currently filled for 19-20.

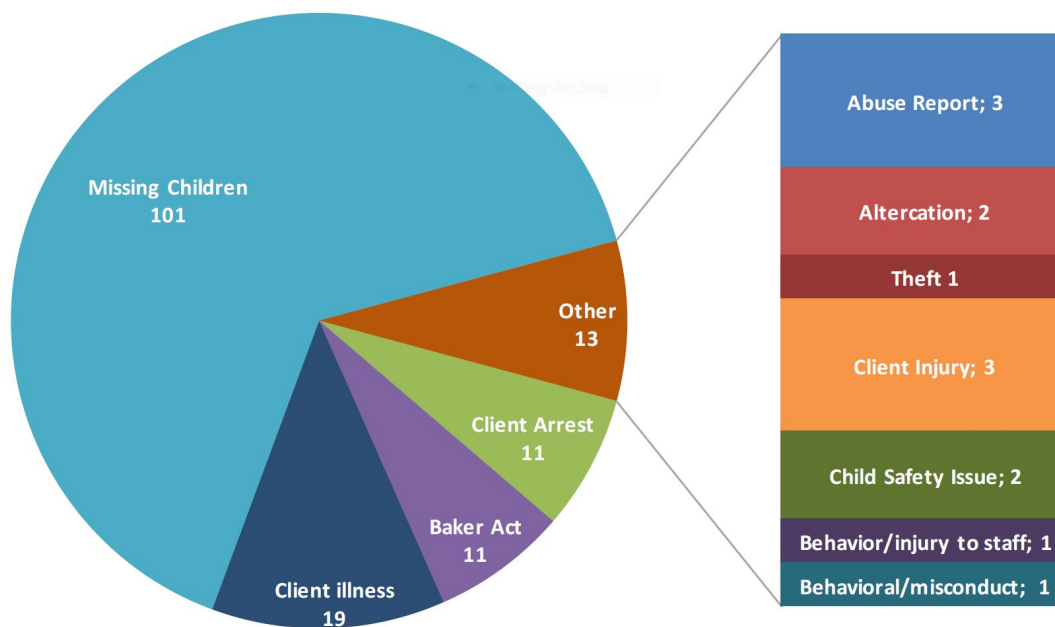
Administrative Performance

Participant Health & Safety

HCC tracks and reviews all incidents related to the health and safety of program participants on a monthly basis. The total number of overall incidents reported for both residential programs increased from 75 in 2018-19 to 155 in 2019-20, with the largest increases found in missing children reports.

Ninety-two percent of the incidents occurred at the Village group home. A review of the data indicates that the increase may be partially due to specific clients since 4 individuals were the subject of half of all reports received for runaway episodes. A missing child must be reported if a child leaves the premises without permission for more than 4 hours. Each missing child report ultimately resulted in the children returning to the program except for one teen who was discharged. Instances of actual or potential harm to self or others resulting in Baker Acts decreased this past year which reflects the staff's ability to de-escalate crisis situations and keep children stable in their placement.

*19-20



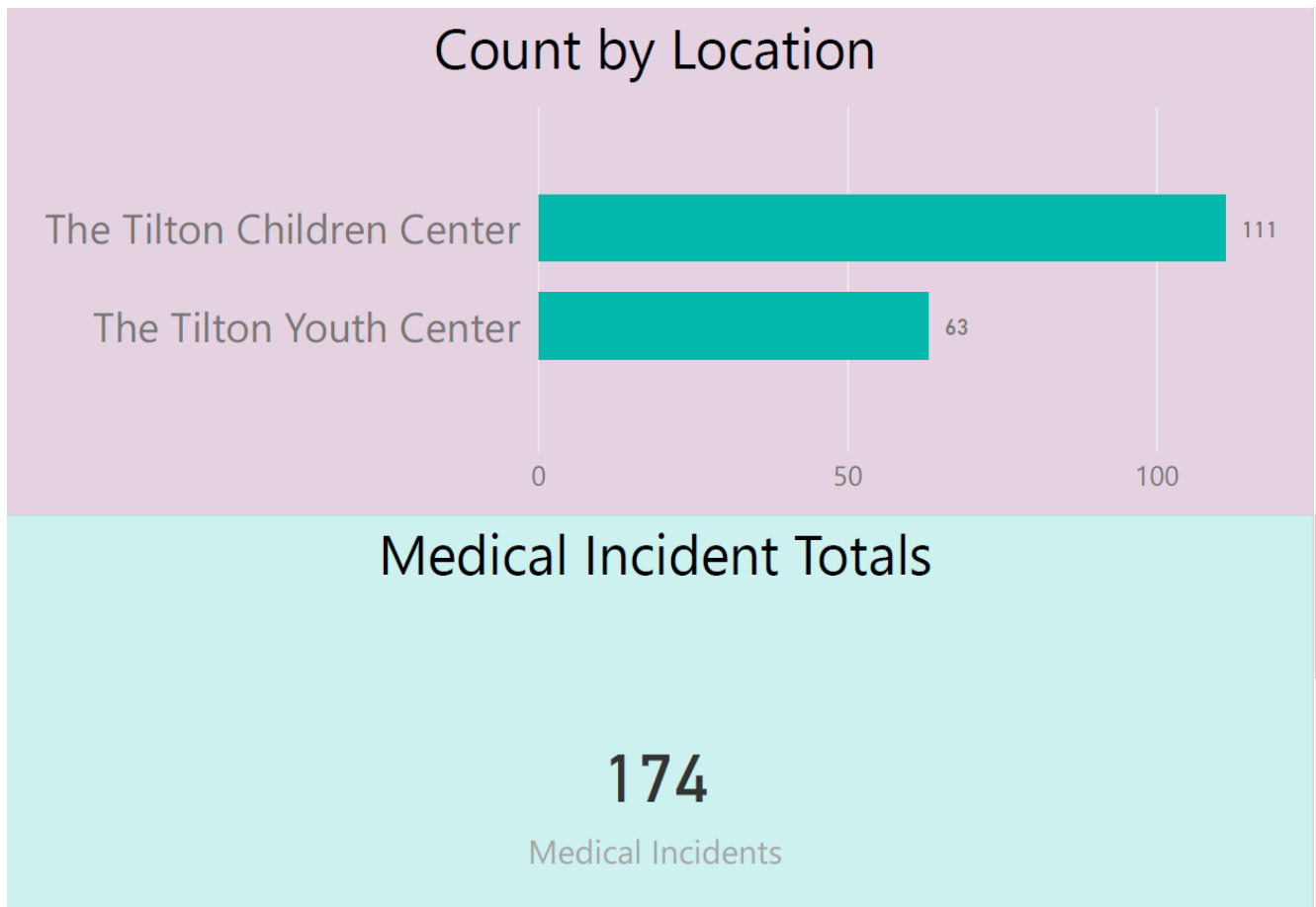
Therapeutic Crisis Intervention:

There were 23 incidents of therapeutic crisis intervention (TCI) this year compared to 29 incidents during the 18-19 fiscal year. At TCI's core lies the principle that successful resolution of a child's crisis depends on the environment's (the care organization) and the individual's (the care worker) therapeutic and developmentally appropriate response. The TCI system teaches and supports strategies for care workers at all levels of the organization to:

- Assess children's aggressive behaviors as expressions of needs.
- Monitor their own levels of arousal.
- Use non-coercive, non-aggressive environmental and behavioral strategies and interventions that de-escalate the crisis and that lead to the child's own emotional self-regulation and growth.

Use physical interventions only as a safety intervention that contains a child’s acute aggression and violence.

Medical Incidents: There were a total of 144 medical incident reports this past year compared to 256 reports in 18/19 FY. This is a 43.75% decrease in medical incidents with most reports at the shelter. Medical incidents are documented for all marks, bruises and scratches found on a child, in addition to illness and sick complaints. Any child with 4 or more medical incidents in a month (our benchmark) requires medical staff review. These were they within normal developmental results or the need for further evaluation.



Service Quality

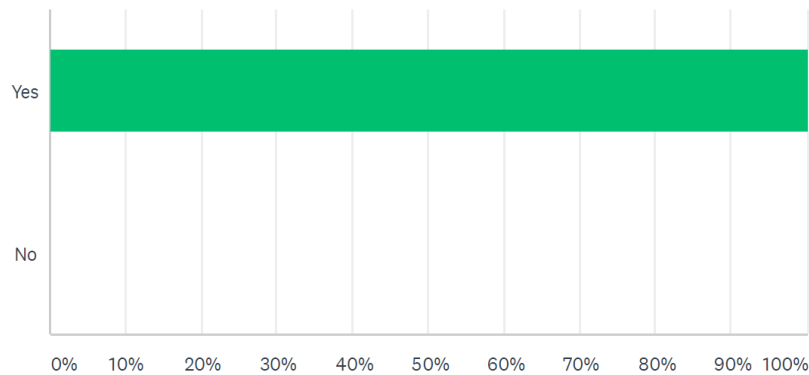
Client satisfaction survey

Upon discharge, each client is provided with an optional survey to complete that solicits feedback on several different aspects of their experience with HCC. 255 Participants are asked to rate their agreement with multiple statements on a scale from 1-Strongly Disagree to 5-Strongly Agree. Results from the emergency shelter survey reflected an overall satisfaction rating of 95%. The need for improvements were related to the teens wanting more independence and staff being consistent with providing phone calls. The Village Group Home survey yielded an overall satisfaction rate of 98% whereas areas of improvement were having more activities and outings; less phone restrictions and the residents not having disruptive children in the program. Supporting Families in Crisis showed 100 percent satisfaction rating and the Safe Care program received an overall satisfaction rating of 4.6 out of 6. Some of the feedback we received from our clients show much positive

An external survey conducted during the annual re-licensing and contract monitoring for Communities Connected for Kids of the residential programs revealed positive remarks regarding the Sanctuary model from our staff and how other perceive our services:

Q1 Do you feel that the Sanctuary Model approach is beneficial? If so, how has the Sanctuary Model improved Hibiscus as a residential facility and shelter?

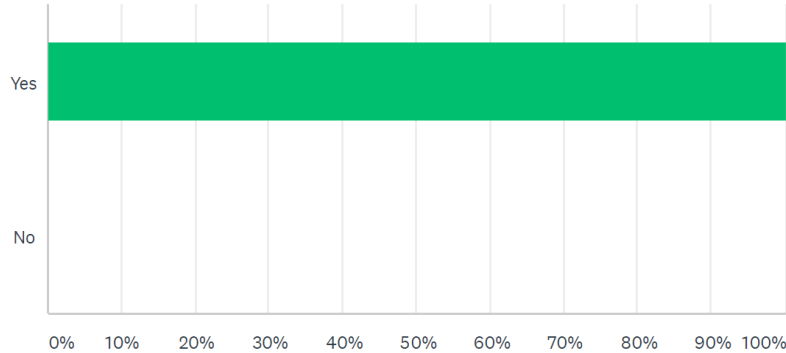
Answered: 3 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	3
No	0.00%	0
TOTAL		3

Q3 Does the provider follow up with you if the child has a need? (Medical, Dental, Mental Health, Education, etc.)

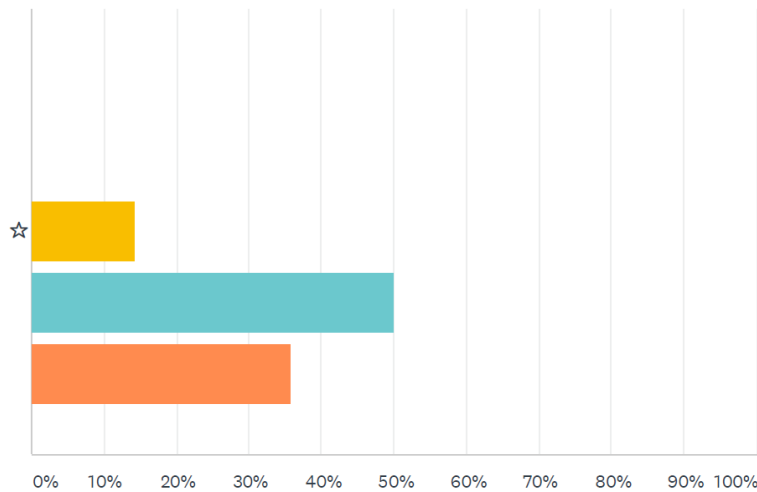
Answered: 13 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	100.00%	13
No	0.00%	0
TOTAL		13

Q7 How would you rate the overall quality of care children receive from this residential group care provider?

Answered: 14 Skipped: 0



■ Very Low Quality
 ■ Low Quality
 ■ Neutral Quality
 ■ High Quality
 ■ Very High Quality

	VERY LOW QUALITY	LOW QUALITY	NEUTRAL QUALITY	HIGH QUALITY	VERY HIGH QUALITY	TOTAL	WEIGHTED AVERAGE
☆	0.00%	0.00%	14.29%	50.00%	35.71%	14	4.21
	0	0	2	7	5		

Client Grievances

Each of our clients has a right to make a grievance, should they feel that their rights are being restricted. Over the past year, the PQI team reviewed a total of 3 grievances that were made by clients who used our internal grievance process- 2 clients residing at the shelter and 1 client at the village. Comparatively there were 10 grievances filed last year. Because of our commitment to open communication, a red flag meeting is scheduled to address the client's complaint within 24 hours of receiving the complaint. The red flag meeting is designed to spend less time on the problem and focus on the solution through the trauma lens. Staff and clients explore the roles they make take on as a result of past trauma such as being the victim, the rescuer, and the persecutor known as the "Drama Triangle".



Sanctuary Model® Certification

In March of 2020, the Andrus Institute visited both residential sites regarding consultation towards the agency receiving certification in The Sanctuary Model®. The agency received a total score of **3.97** and needed a score of **4** to pass. A virtual certification is scheduled for August 27th and 28th. Also, a one-day on-site certification will take place when it is safer to have a face-to-face site visit with the Sanctuary peer review team. In the wake of this success we are continuing to pursue excellence in implementation of our Model of Care. Robin Turner, our staff Sanctuary trainer and masters level therapist, is leading the unification of our Core Team, which now includes members across the Agency. There are representatives from all locations and all programs. The Sanctuary CORE team retreat was held at Club Med where staff from different programs came together and brainstormed ways to improve the culture.



Continual Quality Improvement

Performance & Quality Improvement Initiatives

When the review and analysis of data indicates areas for improvement, the PQI committee and Leadership work with staff to identify and implement strategies to improve performance. Below is a brief overview of some of the PQI initiatives implemented during the past year.

- ✓ Redefine our program outcomes for 20-21 to better track what we do best, and more outcome driven versus outputs.
- ✓ Focus on staff turnover at the shelter and finance department by providing a sign-on bonus and additional training/support.
- ✓ Ensure all staff are trained in the Sanctuary model from the top down to ensure fidelity to the model. Trainings offered every month and refreshers to staff.
- ✓ Create all program forms in eCR such as Life Space interview being documented after a restraint occurs.
- ✓ Embed Sanctuary practices in all the departments policies and procedures.
- ✓ Review all incident reports in the monthly meetings and plan to deter and prevent teens eloping from campus and de-escalation techniques.
- ✓ Revise peer review tool to align with CCKIDS and DCF monitoring. This resulted in Hibiscus being released from corrective action plan per Department of Children and Families.
- ✓ Review Corrective Action Plans in monthly meetings to ensure compliance. HCC was released from all CAPs this year from the Department of Children and Families for the first time since 2014.
- ✓ Create a more home-like environment at the shelter by launching an interior design project.



Measuring change

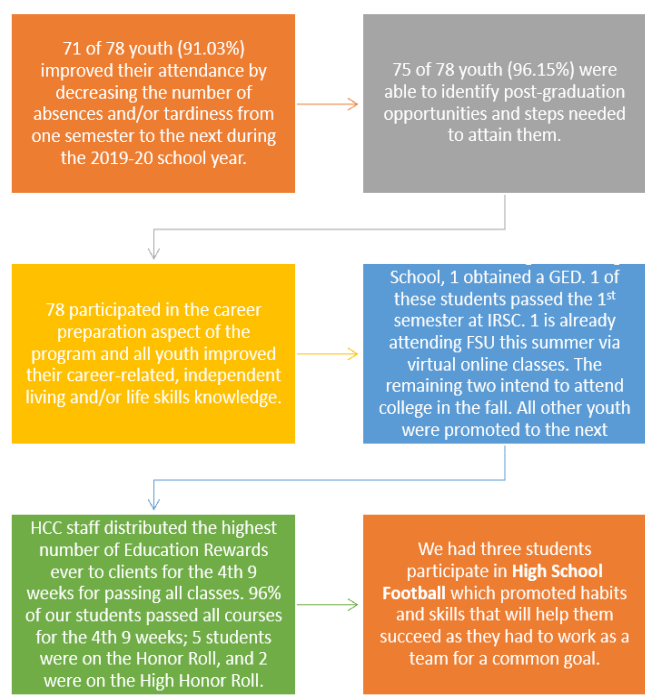
Client outcomes – sustainable change that demonstrates our interventions work and clients are getting better. Outcomes are measured on a quarterly basis, the areas of focus are mental health, education, and child abuse prevention, and life skills.



Parents as Teachers

- 98% of families served participated in two child development informational activities each month.
- 75% of group connections meetings completed this year with families due to COVID-19.
- 3 Families completed the 3-year program this past year.

Village Group Home Program Outcomes:



Supporting Families in Crisis

- 100% of families served had no verified reports of abuse or neglect during services nor one year after completion of services.
- 100 % of families who completed services successfully showed improvement in at least three out of five outcome scales of the Self-Sufficiency Standard.
- 100% of families who completed the program demonstrated knowledge and competency in accessing community resources.



Hibiscus Shelter

- 100% of children attending school while residing at Hibiscus were promoted to the next grade level.
- 100% of children receiving care at Hibiscus were not victims of reports of abuse or neglect by staff, volunteers, other clients, or visiting family members.
- 100% of children received updated physicals and immunizations within 5 days of admission.
- 100% of children placed at the shelter received a mental health assessment within 24 hours of admission.

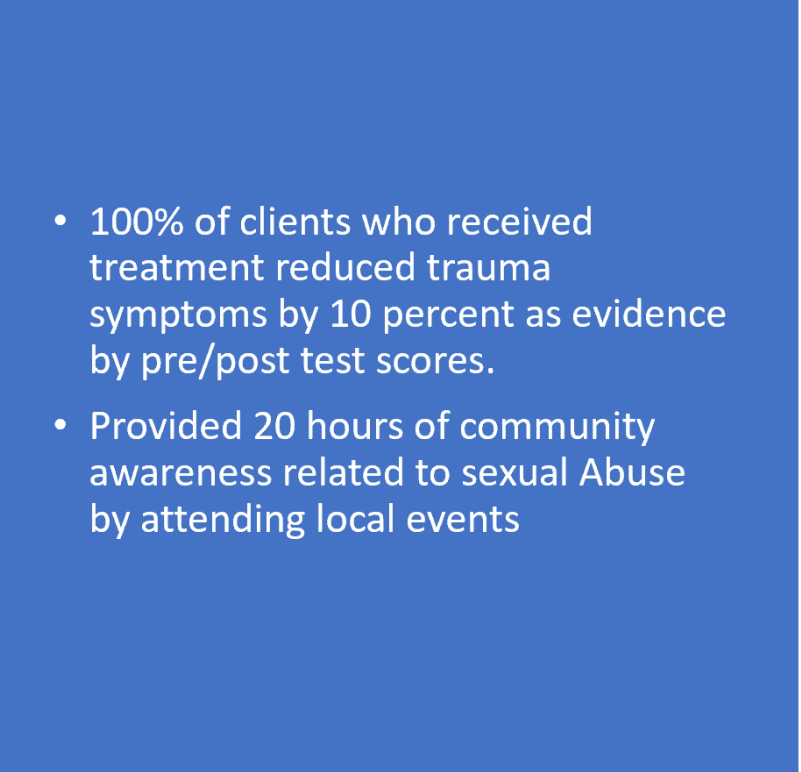


Safe Care

- 98% of families served showed no findings of child abuse during services and 6 months and 1-year post completion of services.
- 99% of children were maintained within the family home preventing entry in foster care.
- 100% of individuals increased positive parenting outcomes by comparing pre and post assessment observation checklist results.



Mental Health Outcomes

- 
- 100% of clients who received treatment reduced trauma symptoms by 10 percent as evidence by pre/post test scores.
 - Provided 20 hours of community awareness related to sexual Abuse by attending local events

