

**Roy Maas Youth Alternatives (RMYA)
ANNUAL QUALITY ASSURANCE (QA) REPORT
FY 2019**

Review Period: July 1, 2018 – June 30, 2019

Agency Initiatives

1. **COA Accreditation:** The federal Family First Prevention Services Act (FFPSA) requires congregate care placements to meet the definition of a Qualified Residential Treatment Program (QRTP) in order to receive federal reimbursements for children in care. A key provision of the Act is that QRTPs must be accredited by a national organization. Although Texas opted to extend the compliance deadline to October 1, 2021, RMYA has chosen to pursue accreditation through the Council on Accreditation (COA), with which we were previously accredited from 2009-2015. Since September 2018, RMYA has been in preparations to meet COA best practice standards. RMYA accreditation self-study documentation will be due to COA by December 16, 2020, and our site visit is scheduled for February 9-11, 2020.

2. **KaleidaCare:** On February 1, 2019, RMYA transitioned electronic client management systems from JABR to KaleidaCare. This change was necessitated by our contract with Family Tapestry, who is the Single Source Continuum Contractor (SSCC) for DFPS Region 8a-Bexar County. The system has been implemented in all service programs, and the programs have benefitted from KaleidaCare's user-friendly interface, customization capability, and robust reporting features. On July 1, RMYA will expand use of the system to include employee training modules and basic HR record functions.

GOALS

1. Improve Staff Retention

Due in part to the upturn in the employment market, RMYA staff turnover rates have remained higher than desired. In an effort to counter this trend, in 2018 RMYA created a new position of "Onboarding Specialist" to enhance the staff new hire process, develop staff recruitment and retention plans, and collect and monitor data to impact staff retention. Additionally, RMYA increased its retirement plan savings match benefit, added on a partial-employer paid YMCA membership benefit, and established a Wellness Program Committee.

More initiatives are in development to improve staff retention rates in FY 2020.

2. Increase Data-Informed Decision-Making

In order to help management staff review and monitor the performance of the programs that they lead, a standardized data report was instituted for program leaders, and due to the Chief Program Officer on a monthly basis. These reports help program leaders monitor program effectiveness and inform programmatic decisions. In addition, these reports also help monitor for compliance with grants and other contractual obligations.

The next phase of this goal will be to develop standard data points for each department or program to collect, review, and report at each level meeting.

3. Increase Leadership Capacity

To better prepare management staff for senior leadership roles, a comprehensive Program Administrator Training Program was implemented in 2019 to deliver hands-on monthly

trainings in areas such HR practices; programming and consistent practices; budgeting and finance; teaching, coaching, and mentoring; compliance; why data matters; etc. These trainings will also help inform succession planning within the service programs and at senior management levels.

The next phase of this professional development series will be for the Program Administrators to facilitate these training topics with their Program Managers. This is a goal for FY 2020.

4. RMYA Program Overview and Outcomes

RMYA's residential programs include two emergency shelters, Meadowland Residential Treatment Center, and TurningPoint Transitional Living Program, where we care for up to 118 children and 26 young adults at a time. The RMYA Family Counseling & Resource Center provides free or low-cost counseling, parenting classes, outreach services, and psychiatric care (in collaboration with UT Health San Antonio) to children and families in crisis, serving as the critical prevention piece in our continuum of care aimed at ending the cycle of abuse. RMYA's Centro Seguro Drop-In Center has served over 600 children/youth since opening two years ago, with 40% of them showing a clear concern for trafficking. There are approximately 120 staff who deliver 24-hour care and about 300 volunteers who provide mentoring to the children who live with us. We will continue to improve services in 2018-2019, and we are looking forward to the expansion of our programs. Plans are underway to build a 7th cabin at our Meadowland campus, to provide long-term residential care for more children who need 24-hour supervision.

Clients Served

In FY 2019 (July 1, 2018 – June 30, 2019), all programs met annual targets for numbers of clients served. Overall clientele increased from 1,357 unduplicated children and youth served the previous year to 1,603 served in FY 2019. Over the course of the year, RMYA programs served:

- 148 children with long-term residential treatment at the Meadowland campus;
- 347 children with short-term placement at our two emergency shelters (the Bridge and La Puerta);
- 812 San Antonio residential & community children and families with counseling, crisis intervention, life-skills and parenting classes, and/or psychiatric services at the RMYA Family Counseling & Resource Center;
- 58 young adults with transitional services at TurningPoint Transitional Living Program; and
- 381 youth seeking safe haven and therapeutic services at Centro Seguro Drop-in Center.

Through the use of trauma-informed techniques, restorative practices, and relationship-based approaches, we work with children to reduce risk-taking behaviors, improve relationships, and teach skills to live productive lives, have a healthy and positive self-identity, and return to their homes or find permanency in the least restrictive environment. Our goal is for children to have healthier relationships now and in the future, and ultimately break the cycle of abuse.

In FY 2019, RMYA achieved additional program expansion and improvements to enhance service quality and expand the continuum of care for abused and at-risk children. In March 2019, we opened a second emergency shelter (La Puerta) to serve an additional 16 children. RMYA clinical staff have received training in Trust-Based Relational Intervention (TBRI) and

by the end of 2019; all residential and administrative staff will be trained in this “attachment-based, trauma-informed intervention to meet the complex needs of vulnerable children.”

Program Outcomes

The following information pertains to program outcomes for Fiscal Year 2019:

Outcome #1: 79.5% of children in long-term residential care had a positive discharge to a less restrictive environment.

Outcome #2: 75.3% of children placed in RMYA’s emergency shelters showed improvement in their overall behavioral functioning, as reflected in the Strengths & Difficulties Questionnaire (SDQ), after a therapeutically appropriate period. 86% of children placed at our long-term residential programs maintained a stable or improved level of service (behavioral issues) during their stay at RMYA.

Outcome #3: 77% of community families served by the RMYA Family Counseling & Resource Center reported improved relationships at their last documented session.

5. RMYA QA Committee Highlights

Risk Management

- Aligning program process at both campus, documentation and forms being used all the same
- Intake coordination team for the San Antonio Campus
- Administrator approval for overtime requests
- Ongoing need for facility updates and campus clean-ups
- Addressing Restraint Reduction
- Overall stressors impacting the agency; including but not limited to Community Based Care implementation, Federal Court orders impacting DFPS
- Staff retention and satisfaction –
- Agency Organization realignment- Executive and Senior Leadership planning session scheduled for July 2019.

Case File Review

- Establishes process for printing and signing client documents- with new data management system came new challenges to make sure all client documents were signed by the appropriate individuals
- Ongoing struggles to get required intake paperwork from placing entities
- Timely processes for filing –who, when and how often?
- Update quarterly file checklist tool so easier to monitor files at the various programs

Quality Assurance

Innovative NEW Ideas coming from the committee

- How to use RMYA KaleidaCare Home page notice system to highlight new staff joining the RMYA Team
- Adjust committee meeting to monthly and open to any staff wishing to attend to help disseminate agency QA information – RMYA Compliance and QA team will begin implementing this December 2019.
- “Free” activities and team building for staff meetings
- Listing current RMYA job openings on the KaleidaCare Home Page

RMYA Annual Staff Engagement Survey Highlights: Using these results, the FY 2020 QA Goals will be established with goal of improving in areas of low scores and drawing on the top scores to help.

Highest Scoring (Agree & Strongly Agree responses)

- 1) 95.0% - Q12: I am determined to give my best effort at work each day.
- 2) 92.4% - Q38: I understand how my work impacts the organization's mission and goals.
- 3) 87.5% - Q24: My coworkers and I have a good working relationship.

Lowest Scoring (Disagree & Strongly Disagree responses)

- 1) 55.0% - Q20: Communication between senior leaders and employees is good in my organization.
- 2) 49.4% - Q25: Senior management and employees trust each other.
- 3) 38.8% - Q27: I am compensated fairly relative to others in our industry and local market.

Note: RMYA Human Resource Director will be presenting the outcomes to all RMYA staff members during staff meetings February-March 2020