Oakland Family Services' Philosophy of Performance and Quality Improvement

The purpose of Oakland Family Services' Performance and Quality Improvement (PQI) process is to insure that organizational performance goals are met and that all agency programs consistently provide high quality and cost-effective services that help our clients to achieve meaningful outcomes. Oakland Family Services believes that an effective continuous quality improvement process is an essential element of the organization's short and long-term achievement of its mission.

The PQI process is intended to promote a culture of continuous data-driven improvement throughout all programs and services of Oakland Family Services, with participation at all levels of the organization, and from all stakeholders. The outcomes of the PQI process are incorporated into the long and short-term strategic planning process.

Oakland Family Services uses value-based decision making to guide decisions and planning. All decisions are evaluated on whether they meet the following criteria:

- Customer Focused
- Accessibility
- Quality, Outcome Based
- Cost Effective
Oakland Family Services sets organizational goals and objectives through its Strategic Plan. Routine measures are developed to monitor progress towards these goals. Information or data is generated at all levels of the organization by taking various measures of the quality of service delivery, client and program outcomes, and management/operations outcomes (shown in boxes at the bottom of the diagram). Feedback from stakeholders, including persons served, is received into the organization through staff and management, Quality Assurance and the Board of Directors. Everyone in the organization, at all levels, participates actively in the PQI process. Data is shared and processed appropriately among staff, management, the Quality Assurance Office, the CEO and the Board (as indicated by the blue arrows).

The PQI Committee, Operations Council and the Quality Assurance Office (green boxes) have ultimate responsibility for assuring that every aspect of the PQI process occurs, including but not limited to analysis and review of data, and when necessary, planning, implementing and evaluating

The PQI Committee is the agency’s Executive Leadership Team. The team consists of the senior management of the organization, including the President/CEO, Vice President of Human Resources and Organizational Effectiveness, Vice President of Planning and Communications and Vice President of Program Operations.
Operations Council is composed of the Vice Presidents and Directors, and has representation from every department in the agency. Information used in the PQI process flows to Operations Council from departmental teams.

The Quality Assurance Office is comprised of the Vice President of Planning and Communications, the Director of Grants and Contracts, who serves as the Recipient Rights Advisor and the Clinical Quality Reviewer. Quality Assurance monitors organizational compliance with licensing and contracts, program protocols and laws regarding client rights and confidentiality. Quality Assurance investigates and documents Unusual Incident Reports and oversees follow-up action and communication. The office manages aggregate outcome data and the distribution of all findings to facilitate planning.

Oakland Family Services’ Continuous Performance and Quality Improvement process follows the process improvement framework of Assess, Plan, Implement and Evaluate, known as APIE (illustrated in the chart below).

### Stakeholder Involvement in the PQI Process

Communication with all constituencies is critical for a successful PQI process. Staff, volunteers, advisory boards, collaborative partners, referral sources, licensing entities, funding bodies and the Board of Directors are part of the process. Some of the ways Oakland Family Services involves stakeholders in the PQI process are:

- Recipient Rights process
- Utilization Review reports
- Internal and external audits
- Licensing reviews
- Advisory Board minutes
- Board committee reports
- Supervisory process
- Focus groups
- Employee grievance procedure
- Satisfaction Surveys
- Outcome evaluations
- Reports to funding bodies
- Agency newsletter
- Agency web site
- Annual Report
- Suggestion box (staff & client)
- Staff and unit meetings
- Staff exit interviews
Oakland Family Services has set the following **Strategic Goals:**

**Growth**
1. Enhance (prenatal to 6) and expand (prenatal to 3) early childhood services.
2. Innovate and implement services related to healthcare reform.
3. Expand older adult services.
4. Develop messaging for the strategic engagement of all stakeholders.

**Financial Security**
1. Create a culture of philanthropy within Oakland Family Services.
2. Achieve a sustainable business model for behavioral health.

**Predictability**
1. Develop a master facilities plan to maximize current resources and prepare for future growth.
2. Implement an information technology system to aggregate and analyze data.
3. Enhance the Oakland Family Services' culture to increase staff engagement.

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The PQI process helps Oakland Family Services achieve these desired outcomes

- **Client Engagement** • **Client Satisfaction**
- **Employee Engagement & Satisfaction**
- **Employee Retention** • **Program Outcomes**
- **Efficiency** • **Impact on Individuals and Families**
- **Cost Effectiveness** • **Sustainability** • **Quality**
- **Communication** • **Safety** • **Integrity** • **Diversity**