

# STRIVING FOR ORGANIZATIONAL EXCELLENCE

Boys and Girls Homes of North Carolina  
2019 Annual Continuous Quality Improvement Report



Continuous Quality  
Improvement

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## **Introduction**

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Organizational Excellence – That is a lofty goal; but to set the bar any lower would be a compromise and settling for less than our best effort. Knowing that 2019 was our opportunity to renew our accreditation with COA, we set out to prove to ourselves and our accrediting body that we were an organization of excellence. We were not blind to our challenges however. We had to prove our goal in the midst of a rapidly changing child placement landscape. Both the Families First Prevention Services Act and the Strengthening Families Act (Foster Care Normalcy Standards) were pushing both child placing agencies (DSS) and providers (like us) to adapt at a rapid pace. In addition to reaccreditation, B&GH was tasked with reevaluating and preparing our Strategic Long Range Plan. The stage was set for us to prove our mettle.

## **Both Sides of the Coin**

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It is impossible to have all good and no bad; a coin being flipped does not always land on heads. So as we look at the outcomes of our pursuit of organizational excellence, we will also look at the challenges that we have faced and are continuing to face.

### ***COA Reaccreditation***

We were fortunate this year to be given the opportunity to participate in what COA refers to as a Focused Accreditation Review as this was our second COA renewal cycle. This essentially meant that we would be accountable for all the standards that apply to our agency and the services we provide, but that they would only review approximately 60% of the standards. Even with that reduction, our organization was still responsible to provide evidence of implementation for over 700 standards. Additionally, they were going to pay critical attention to areas that were identified as below standard in our 2015 COA reaccreditation cycle, primarily PQI. As we prepared for our accreditation site visit in September of 2019, we faced a significant potential challenge from Hurricane Dorian and were forced to delay our site visit by more than a month.

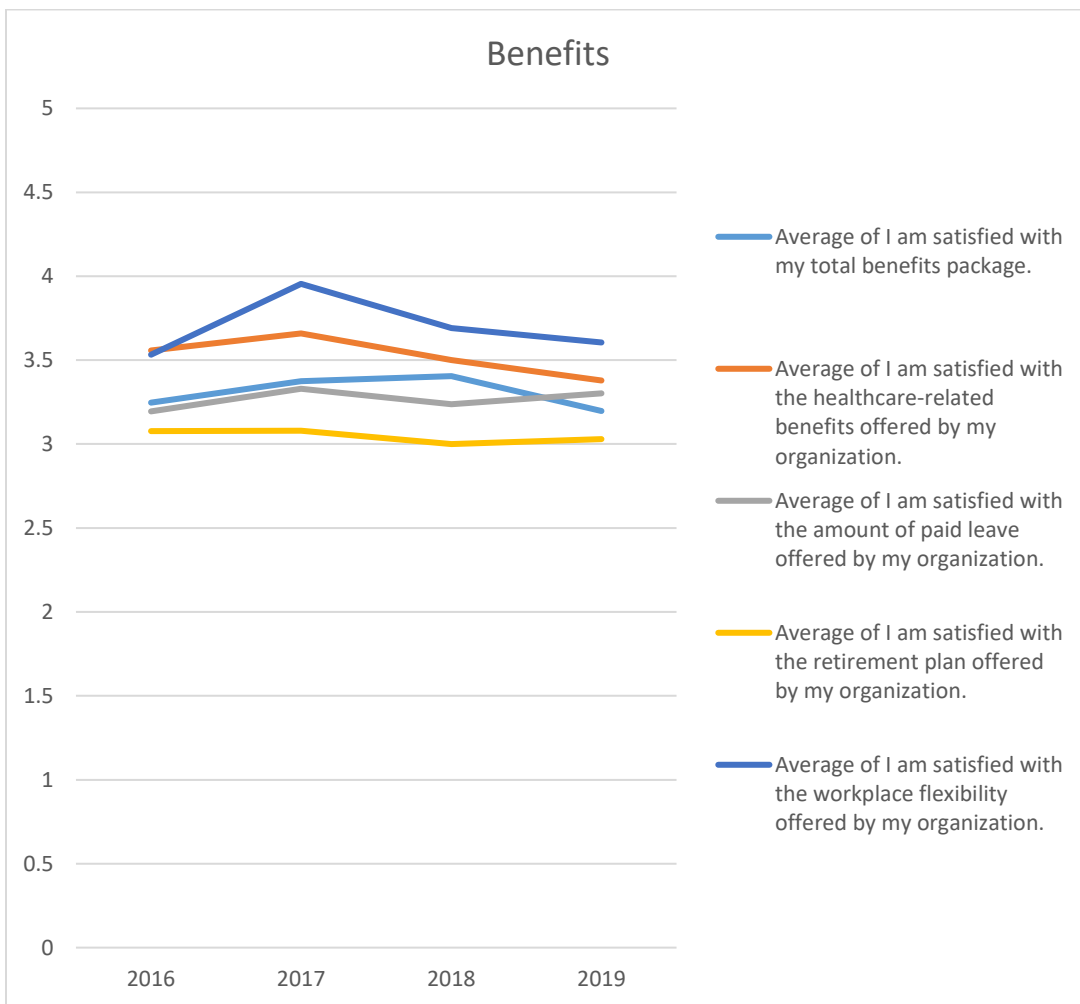
In our 2015 Final Accreditation Report (FAR), of the 31 PQI standards that must be met, we achieved a full implementation score (1) on only 4 standards, a substantial implementation score (2) on 24 standards, and a partial implementation score (3) on 3 standards. Any scores of 3 or lower required a plan of correction. We are pleased to share that our 2019 FAR indicates that we scored 1's (indicating full implementation) on **ALL** PQI Standards. In fact, across all 712 standards that were scored, we received either 1's or 2's indicating acceptable implementation. Additionally, we received no recommendations for improvement and our accreditation was expedited.

### ***B&GH as a Workplace***

As we continually strive to be a safe and attractive workplace, one look at our grounds and facilities indicates all of our efforts. Our grounds carry on our mantra that “Beauty is a silent teacher and healer.” All of our cottages received vital improvements this year in an effort to maintain the safest locations for our residents to live and our staff to work. Thanks to a generous grant from the Duke Endowment of \$165,698.00, all of our cottages were outfitted with new

metal roofs and whole-house generators, both of which enhance the safety of those in our care during hurricane season and other various storms.

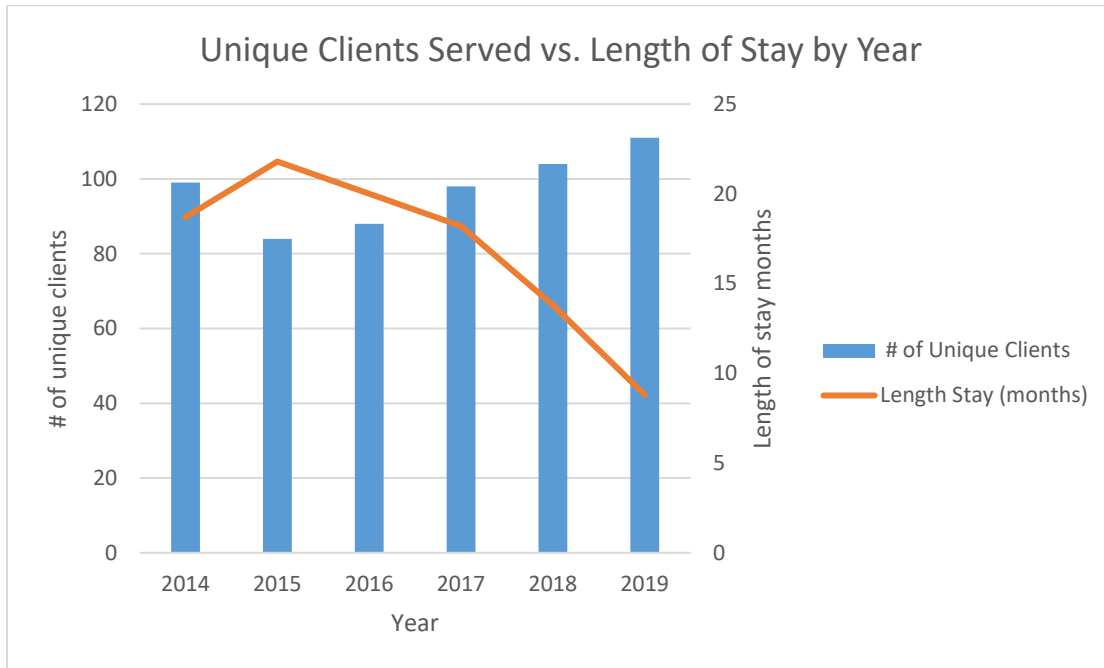
Nationally, the US economy and job availability are much improved which is a blessing. With that blessing, however came a challenge to maintain the robust staff we provide to support those in our care. In the 2019 Fiscal year, we experienced a 5% increase in staff departures, most of which can be linked to the improved job market. Going forward, we have identified the need to stay competitive to attract well qualified individuals to provide the care our children deserve. In an effort to listen to the voice of our employees, we have been participating in an Employee Engagement Survey with national benchmarks since 2016. Using the same survey each year has allowed us to track our own benchmarks. While we may not offer the highest salaries on the job market, we provide excellent benefits that our employees appreciate.



The survey results also provided us with rich feedback concerning areas that continue to prove challenging, such as communications. Every staff meeting, every treatment team meeting, every State of the Homes is an opportunity to continually address perceived communication issues.

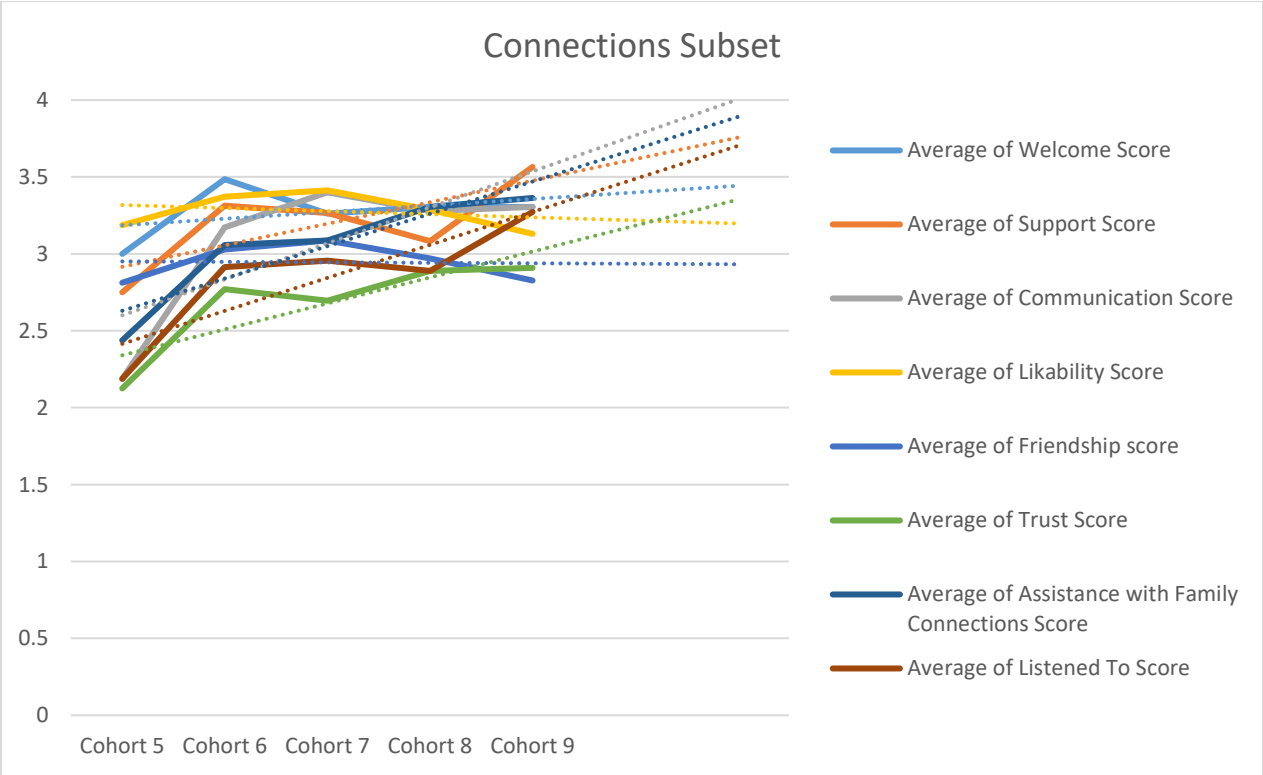
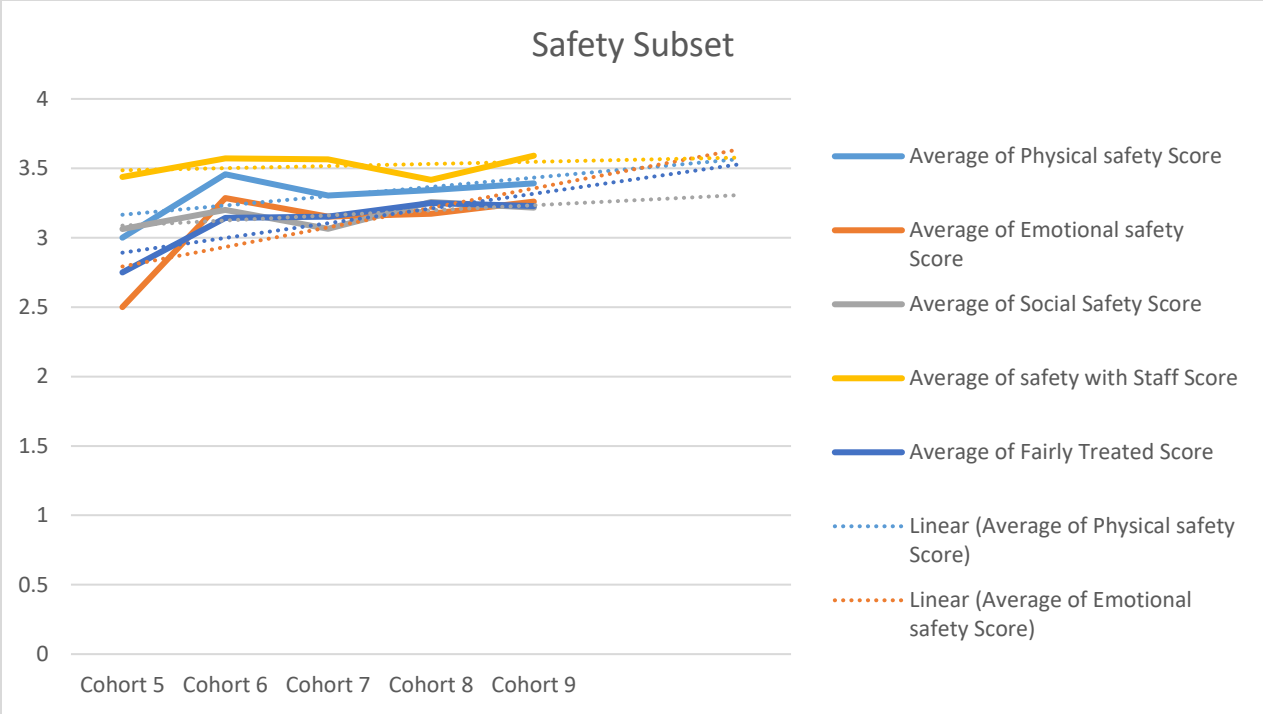
### ***B&GH Residential Services***

While North Carolina, has chosen to delay full FFPSA Implementation through October 2021, the impact of the new law is already being felt within our organization. We have seen a dramatic decrease in length of stay over the last 5 years, which in turn increases the number of clients we serve each year.



While the goal of FFPSA is laudable (to reduce the number of children in foster and residential care), the need remains great. In 2019, we received over 500 referrals of young people in need of a residential placement.

With the number of children we serve in our residential programs increasing, it remains vital that we continue to track the well-being of those in care in our programs. We have been tracking specific well-being outcomes since 2015. Twice a year, our case managers use a child well-being assessment to track our young people’s feelings concerning safety, connections, future readiness, etc. Each collection of surveys is identified as a cohort. In the charts below, Cohort 8 refers to data that was captured in Spring 2019 and Cohort 9 in Fall 2019.



Over a three year span, we have seen improvements in both our children’s overall feelings of safety and connections to others (family, staff, other children).

This is due in large part to improvements in the types of therapeutic services we have provided to those in our care. A bright spot in the therapy arena was the utilization of different types of treatment modalities that included utilizing specially trained therapists with CREATE Hope for TF-CBT, as well as another specially trained therapist in EMDR (Eye Movement Desensitization and Reprocessing). Both of these therapies are trauma based and are able to be utilized with our population. An area where we continue to focus on is our Connections Day, which involves getting family and support systems involved in a special day that includes a meal and therapeutic activities. In the cottages where it was completed, we were able to make sure that a youth's "connection" was present at least 80% of the time. This included family members, social workers, friends, as well as staff that the youth considered as someone who was a positive support for them. We will continue to utilize this program in other cottages as we move toward FFPSA implementation.

Assisting our young people with successful transitions has been and will continue to be an important service provided at B&GH. All residents in our campus program are given opportunities to learn valuable job skills through our World of Work program. In 2019, over 5,500 hours of job skills training were provided. Over 20 of our young people were able to translate these skills to off campus employment with 10 different employers in the local community. We had 7 high school graduates from our Transitional Living program and 13 of our current and recently served young people are attending college either through dual enrollment or in secondary education. With the implementation of FFPSA, our challenge will be to provide independent living support for young adults in care ages 18 to 21.

### ***B&GH Development***

Regardless of program or department, our most vital assets throughout the organization are our relationships. Our Resource Development team has been hard at work maintaining organizational excellence through relationship building. The results speak for themselves. We have obtained over \$1,500,000 in grant and foundation support for our organization/programs as a result of relationships maintained by our Director of Corporate and Foundation Relations. The results of our efforts in planned giving relationships were seen through various capital campaign projects and a recent \$10,000 gift for the naming of the Chapel Conference Room. Our relationships with Civic Clubs have been and will remain to be vital to our work as an organization. Our new Director of Civic Clubs has an incredible challenge remaining before him, as the civic club membership numbers are decreasing and there is a push in the clubs to increase work in their individual communities. Maintaining those relationships is as crucial now as it has been historically as partners in sharing our story and in giving.

### ***B&GH Community Based Services***

The effects of pending FFPSA implementation are being felt throughout our Community-Based Services as well; both our Family Foster Care and Therapeutic Foster Care programs have seen a decrease in the numbers of children being placed in our homes. And yet CBS has seen an expansion of the services that we make available to the over 17,000 children in DSS care in NC. We continue to provide adoption services, matching kids in our care with forever homes at an

average of 2 to 3 adoptions per month. What is just as astounding is that of all of adoptions that have been finalized through this program, we have had 0 failed or disrupted adoptions. For those of our young people who will be returning home to their parents or relatives, we are providing Success Coaching services to assist those families to be just as successful as our adoptive families. We are excited about the next steps with Carolyn's Kaleidoscope Child Advocacy Center, which recently received provisional accreditation (which is the first step to national accreditation). We have started providing forensic interviews and associated services while the site location is being renovated.

### **What's Next?**

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In spite of lawmakers' best efforts, we believe that the need for high quality residential and community based care will remain high. The work of our leaders, staff, and Board of Trustees to prepare our organization to remain relevant has been done. Recently our leadership and Board of Trustees met to set into place a new Strategic Long Range Plan that will see our organization through the implementation of FFPSA. We are expanding our services to meet the ever changing needs of those in care. We are looking for ways to provide services to those who are at-risk of commercial sexual exploitation, many of whom have come through the foster care system. We are expanding services to families across all programs. We are looking to potentially provide time limited services to the children of addicted parents. At Boys and Girls Homes, we have determined that excellence is a choice. We choose to provide to provide the best services to the most deserving kids in our state.