



The King's Daughters' School

Challenging. Empowering. Loving.



Annual PQI Report 2020

CONTENTS

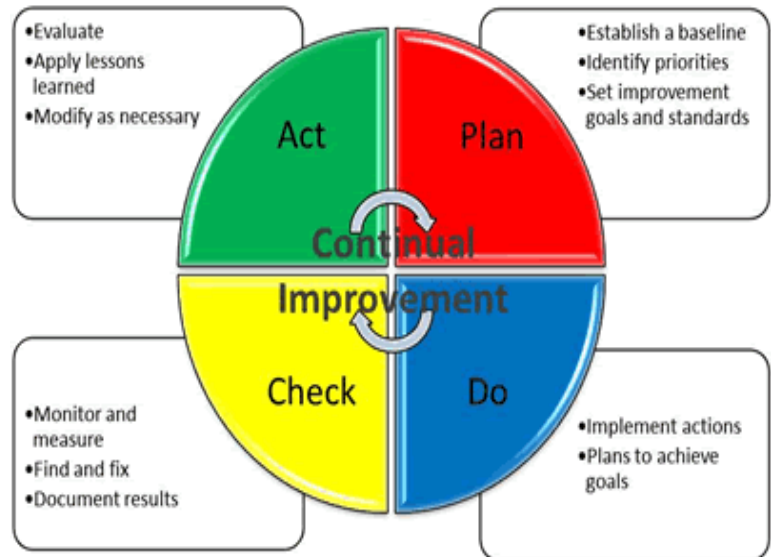
Overview	2
What Is PQI?	2
What Does PQI Examine?	2
Who Is In Charge of PQI?	2
Measures and Outcomes	3
Goal Achievement	3
Operational Effectiveness & Risk Management	4
Program/Service Delivery Effectiveness	5
Student Outcomes	6
Program Outputs	8

Overview

What Is PQI?

PQI is the way that KDS constantly works to provide better services, improve the school, meet family and customer needs, and support and train staff. PQI is circular, so that we are constantly reassessing and reevaluating all aspects of KDS, and PQI is also comprehensive, involving internal and external stakeholders looking at all facets of KDS missions, management, and operations.

The KDS PQI process is informed by stakeholders and data, and in turn it informs all KDS processes and decisions. KDS uses the Deming Cycle as its PQI model, to the right.



What Does PQI Examine?

PQI looks at both processes and products. This means that all stakeholders are always on the lookout for ways to improve all aspects of what we do. The areas that are examined by PQI include, *but are not limited to*, Case Records/Student Files, Financial Accountability, Employee Training and Retention, Student Serious Incident Reports, Workers' Compensation Claims, Licensure Compliance, Progress Toward Departmental & Long-Range Goals, Student/Parent Feedback, Stakeholder Surveys, Student Progress/Outcomes, Student Census Data, Student Discharge Data, the PQI Process itself, and more.

Who Is In Charge of PQI?

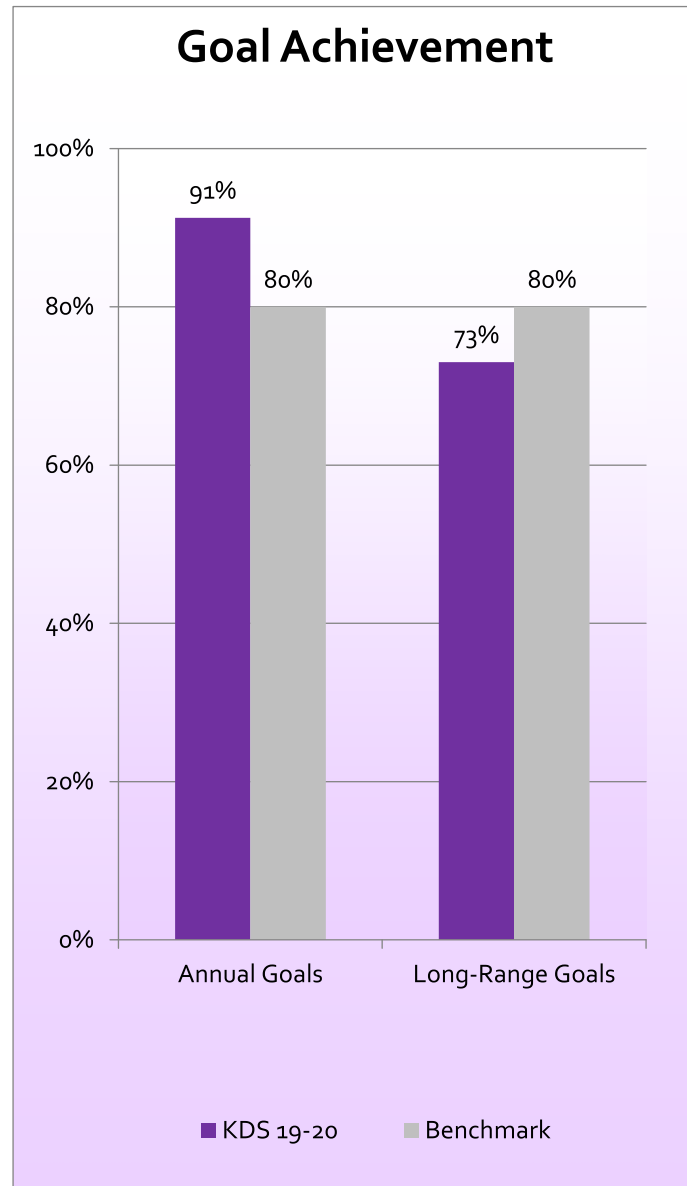
You are—everyone is! PQI involves every "stakeholder" for KDS: every employee, parent, caseworker, student, donor, Board member, and even interested people in the community. Every person involved with KDS has the right and responsibility to provide input for and implement changes. There is also a formal PQI Committee, which is charged with formally collecting and analyzing data and processes, making recommendations, and facilitating the PQI process among all stakeholders. The PQI Committee is made up of the Executive Director, Assistant Executive Director, Operations Director, Residential Director, Principal, Director of the Center for Autism, ELP Coordinator, Finance Director, and the Staff Training Coordinator.

Measures and Outcomes

Goal Achievement

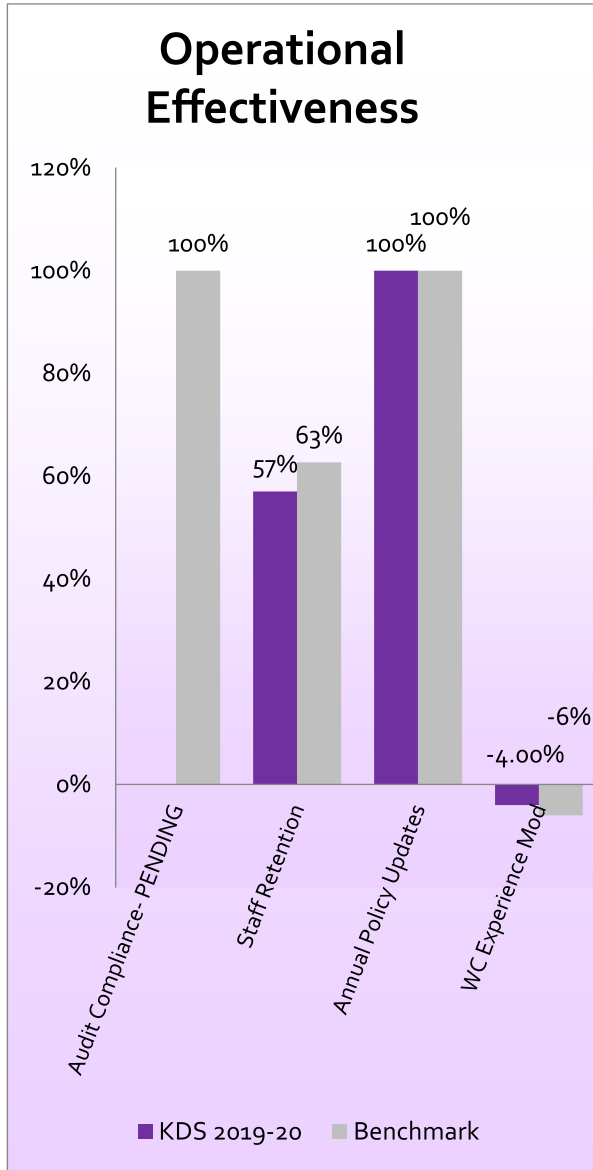
KDS has a Long-Range Plan that spans 2016-20, which was developed based upon stakeholder input and program needs; the Plan calls for KDS to work toward over-arching goals of improving best practices (both training staff and equipping staff to use best practices) and refining adult programming (both Young Adult Academy and Adult Lifestyles Program, anticipating future growth and challenges). (One long-term goal of providing community-based therapeutic services was abandoned due to financial feasibility concerns.) The outcomes related to Long-Range Goals reflect KDS's implementation of the current steps in this Long-Range Plan.

KDS develops annual goals for each department, based upon the annual Stakeholder Satisfaction Surveys, program needs and opportunities, and the Long-Range Plan. In 2018-19, departments were encouraged to set and work toward goals related to capacity-building and strategic organization (especially in anticipation of the KDS Succession Plan) as well as individual departmental needs and opportunities. The outcomes related to Annual Goals reflect the aggregate departmental implementation of the 2018-19 Annual Goals.



Outcome	Monitoring Tool	Benchmark	2019-20 Outcomes
Long- Range Goals	% of Long-Range goals met	80%	73%
Annual Goals	Aggregate % of annual goals met	80%	91%

Operational Effectiveness & Risk Management



Operational health and stability are vital to ensuring that KDS can provide quality services; KDS measures several aspects of operational effectiveness and risk management to ensure that the organization is sound.

Financial stability in operational effectiveness refers not just to financial health but also to healthy controls, practices, and oversight; as a result, this outcome touches both operational effectiveness and risk mitigation. KDS measures financial stability in multiple ways, but here, the monitoring tool is the annual independent audit, where the expected outcome is that there will always be recommendations for improvement but no serious findings.

Workforce stability is another measure of operational effectiveness, as it sets the foundation for student services; it also contributes to risk mitigation in that a stable workforce can be best and most effectively trained. The workforce stability outcome measures current staff retention against the historical benchmark set during the three previous years.

Organizational risk, especially for a social service organization serving a vulnerable population, is multi-faceted and ongoing. KDS evaluates multiple risk areas quarterly and annually, with the expectation that not all risk can be anticipated, but that much can be, and KDS has an obligation to be proactive in identifying and mitigating those areas. KDS sets two benchmarks to help frame both thinking about and acting upon potential risk: Updating the Policy & Procedure Manual annually (to ensure that Board, student, and staff policies are effective and appropriate, and are compliant with applicable regulations), and maintaining or reducing the workers compensation experience mod from year to year (to ensure that actual staff practices are safe and being followed).

Outcome	Monitoring Tool	Benchmark	2019-20 Outcomes
Finance Stability	Annual Audit	100% compliant	<i>Pending October 2020 report.</i>
Workforce Stability	Staff retention	Historical benchmarking: 3 yr average=63%	57%
Organizational Risk	Annual risk assessments	Update one section of policy manual each year; Maintain or reduce experience mod for workers compensation=6% decrease over past 3 years	100% .96 (4% decrease)

Program/Service Delivery Effectiveness

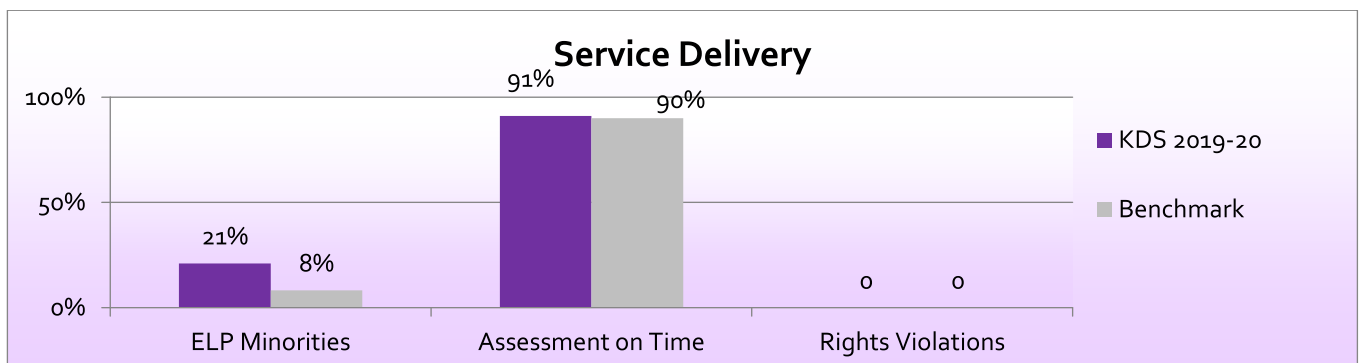
Program and service delivery effectiveness looks at programming before, during, and after delivery: are program services being offered to the appropriate candidates, are services being delivered according to requirements and needs, and are stakeholders pleased with the services?

The Early Learning Program is the only KDS program that is offered free of charge to local potential students; as a result, accessibility is critical to this program. KDS monitors access to minorities in this program, as measured against community minority make-up as recorded in the federal census demographic information, to ensure that minorities receive access to this program.

The Total Lifestyles Program and Adult Lifestyles Program have various benchmarks to ensure that service delivery is being conducted according to established frameworks. KDS conducts file reviews quarterly, to evaluate multiple service delivery areas, including timeliness of assessments. KDS annually aggregates compliance with assessment timelines, with the expectation that at least 90% of all assessments will be completed within established licensure and educational timeframes.

All programs are expected to provide services in a way that values student dignity and rights, and that meet the expectations of stakeholders. In order to determine efficacy in these areas, KDS monitors two areas: student rights violations quarterly (with the expectation that there should be 0 aggregate annual student rights violations) and stakeholder satisfaction (with the goal of meeting or exceeding the stakeholder satisfaction that has been benchmarked over the previous three school years).

Note: Due to COVID-19, KDS has not conducted the annual Stakeholder Satisfaction Surveys. This is due to staff ability, and concerns that current Stakeholder Satisfaction would likely be a measure of satisfaction with pandemic protocols rather than programming in general. As a result, KDS will conduct satisfaction surveys in October, after several months of regular programming, and report on that metric at a later date.



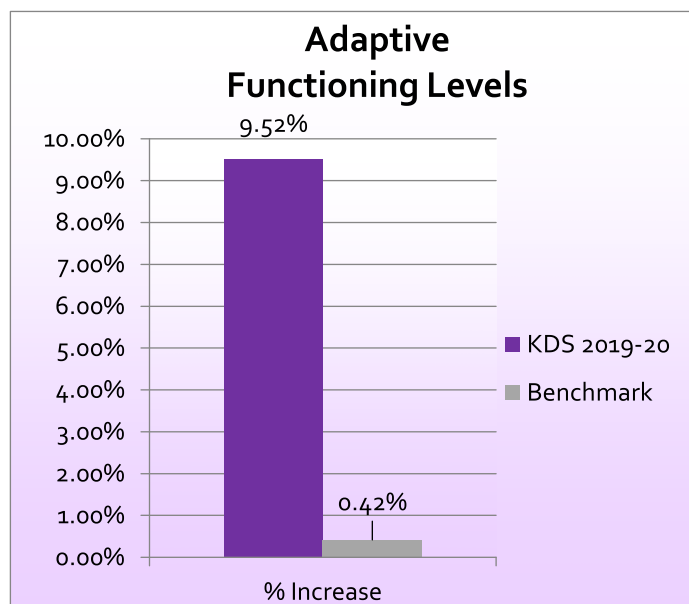
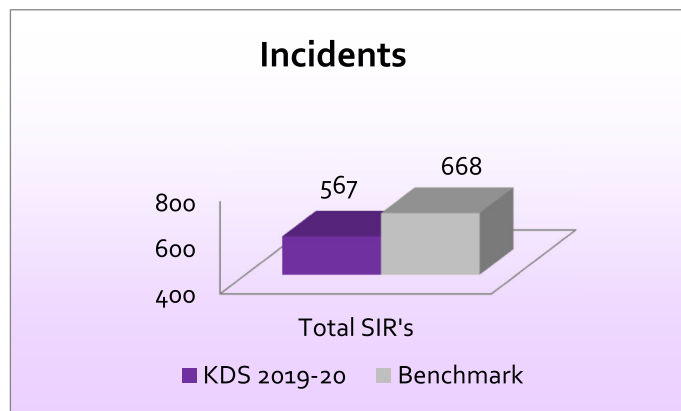
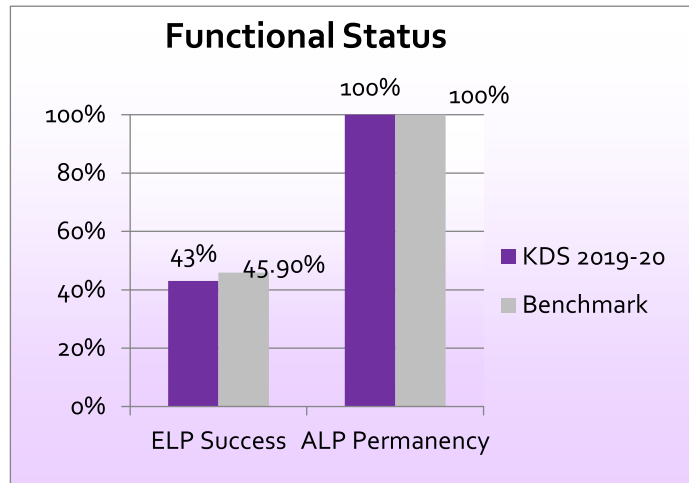
Program	Outcome	Monitoring Tool	Benchmark	2019-20 Outcomes
ELP	Accessibility to services	Demographic data collection	Community demographics: 8%	21%
TLP & ALP	Timeliness of assessments	File review of compliance w/ license standards	90%	91%
All Programs	Student rights	Data collection	0 allegations	0 allegations

Student Outcomes

Student outcomes are arguably the backbone of all data collection at KDS: student success is the most fundamental expectation for stakeholders, including KDS student and staff members themselves.

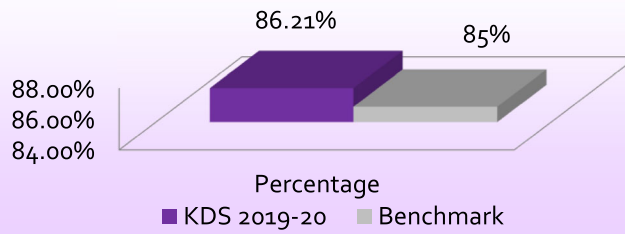
Because each KDS program measures success in different ways, KDS uses different monitoring tools for each program; however, for each program, KDS aggregates annual outcomes for every program participant and evaluates those against a historical benchmark (the average of the past three years), so that the expectation is always increasing overall student success. The monitoring tools are as follows:

- **Early Learning Program:** the percentage of students who do not need special education services (or need speech only) upon completion of the program. (Functional Status)
- **Total Lifestyles Program:** the number of serious incident reports annually, with the expectation that those are stable or decreasing. (Incidents)
- **Adult Lifestyles Program:** the percentage of students whose life permanency needs are met by preventing regression and allowing them to remain at KDS, as measured by adaptive testing. (Functional Status)
- **Total Lifestyles Program and Adult Lifestyles Program:** the percentage of increase in annual adaptive testing, aggregated among all program participants.



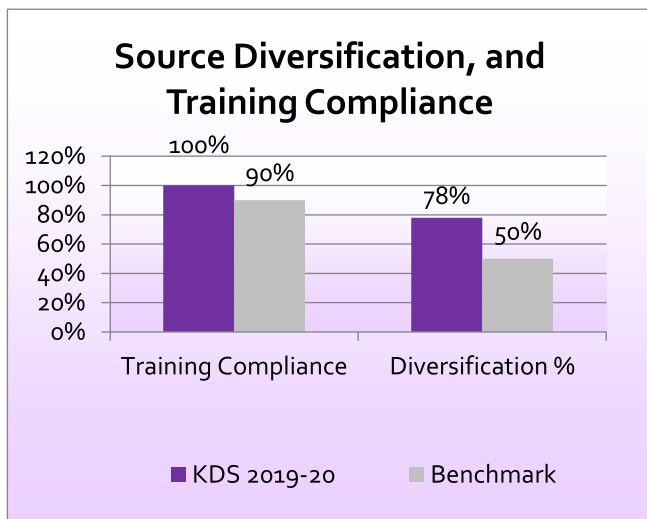
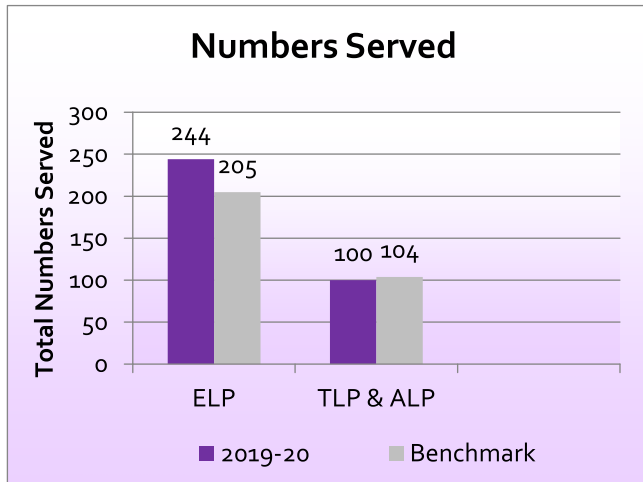


Exit to Less Restrictive Environment



Program	Outcome	Monitoring Tool	Benchmark	2019-20 Outcomes
ELP	Change in functional status	Discharge data	Historical benchmarking, 5 yr average: 45.9%	43%
TLP	Change in functional status	Quarterly incident reports	Historical benchmarking, 3 yr average: 668/yr	567/ yr
ALP	Permanency of life situation	Annual testing, and medical orders	100%	100%
All Programs	Achievement of individual service goals	Annual adaptive testing scores (TLP or ALP)	Historical benchmarking, 3 yr average: .42%	9.52%
All Programs	Achievement of individual service goals	Data on discharge	85%	86.21%

Program Outputs



Program outputs speaks to the quantitative rather than just qualitative results of programming as a whole. Program outputs in many ways tell the “big picture store” of the impact of a program.

Of the many ways to tell the story of what KDS produces, KDS has chosen to review metrics that illustrate the scope of services (how many students were served, and where did they come from?) and qualifications of staff (are services being delivered by staff trained in best practices?).

KDS aggregates and reports on the following:

- Total number of students served in ELP, where the goal is to meet or exceed the 5-year historical benchmark.
- Diversity of referral sources, with the expectation that KDS ensure that no more than 50% of students in TLP and ALP are funded and/or referred from a single source.
- Reasonable fullness of capacity of enrollment, with the goal being that KDS will meet or exceed a combined TLP & ALP enrollment that is 85-95% full capacity, set each year during the budget process. (For 2018, that number was set at 93%, or an average annual combined census of 104.)
- Percentage of staff trained in best practices (specifically in positive behavior supports and crisis management), both prior to engaging with students and annual recertification. (KDS uses Handle with Care as its crisis management system.)

Program	Monitoring Tool	Benchmark	2019-20 Outputs
ELP	Census	Historical benchmarking, 3 yr average: 163	264
TLP & ALP	Census	No more than 50% single source; Meet or exceed budgeted tuition/census: 104	78% from non-single source (private or school pay) Average census 100
All Programs	Staff training in best practices of positive behavior supports & crisis management	90%	100%