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| **Policy / Procedure**: Continuous Quality Improvement and Data Quality Assurance | SC-CHAP letters |
| **Procedure Number**: 310 |
| **Date Approved by SCCHAP**: 7/12/2016 |
| **Date of Last Revision/Review**: 7/12/2016 |

**Purpose:** To develop a process for agencies to understand internal processes and revise practices using data to develop and enhance the system in which they work.

**Policy:**  SC-CHAP recognizes that agencies in the continuum serve diverse populations, however each agency’s performance affects SC-CHAP’s overall scoring for HUD performance indicators. The CQI process couples carefully identified, measurable performance indicators as dictated by HUD and MSHDA with HMIS which allows us to monitor, analyze and trend performance outcomes.

**Procedures:** As a continuum HUD and MSHDA have mandated that minimum scores must be achieved for the Continuum as a whole in key areas to measure performance outcomes, and these are updated annually by the funders. Data quality standards and program performance measures are outlined in Policy 500 Grant Applications/Scoring Criteria.

CQI was implemented to improve service and data quality. To assist agencies in improving their performance, key indicators and targets have been set and will be monitored. The CQI plan adopted by SC-CHAP is attached and incorporated herein by reference.

Agencies will review current performance outcomes based on HMIS data and establish new targets to increase scoring potential for their agency and the Continuum. During that process, agencies will review internal systems and processes to seek ways to streamline client services to achieve improved outcomes for their clients.

Individual agency performance will be monitored using HMIS data by the CQI Committee and reports will be presented by the HMIS Administrator on a quarterly basis to the SC-CHAP membership and Board for review. With the collective expertise of the Continuum members, best practices can be developed to ensure each agency delivers high quality client services.

CQI is a 3-year non-performance program. Agencies who fail to achieve targets or drop below baseline will be re-evaluated by the CQI Committee and Board, and are at risk of losing future funding opportunities through SC-CHAP. Agencies who are struggling to meet targets and goals will be contacted by the CQI Committee Chair and offered technical assistance.

Following the initial three (3) year period, CQI results will be reviewed on a rolling 3 year basis incorporating the current year and the two previous years. Data is analyzed on the fiscal year 10/1 through 9/30.

**References:** SC-CHAP ContinuousQuality Improvement Plan

Policy 405 HMIS Data Quality Plan

Policy 500 Grant Applications and Scoring Criteria

**CONTINUOUS QUALITY**

**IMPROVEMENT**

**PLAN**

**(CQI)**



Executive Summary

Quality is becoming one of the most prevalent topics in our profession. Continuous Quality Improvement (CQI) is the sum of all activities undertaken to assess and improve the services provided throughout the consortium. The CQI process couples carefully identified, measurable performance indicators as dictated by both HUD and MSHDA with information systems (HMIS) to monitor, analyze, and trend data. The goal is to deliver a service that is timely, consistent, appropriate, compassionate, cost-effective and, most importantly, beneficial to the client's outcome.

CQI seeks to understand processes and revise practices using data about the processes themselves. CQI sees “problems” as opportunities for improvement. The CQI process involves an approach to systematically improve quality, not just to maintain the status quo. The process will recognize, reward and reinforce positive outcomes.

The CQI Plan is a continuous process in which all SC-CHAP members are encouraged to develop and enhance the system in which they work. As a result of this plan, individuals learn critical thought patterns and constructive self-scrutiny. By developing and implementing a thorough and inclusive CQI program, the goal of achieving a higher level of overall excellence will be accomplished.

SC-CHAP is committed to continuous quality improvement and recognizes that greater results can be gained by improving the entire system. This affords all participants an opportunity to work at peak capacity and to focus in a system that they can support.

**Concepts of CQI for SC-CHAP**

1. Data Quality and Completeness
2. Long-term focus. A move must be made away from short-term thinking to a long-term vision.
3. Process focus.
4. Synergistic and systematic thinking. Thinking and planning in terms of the big picture and seeing how all of the system components are aligned and balanced are additional key functions of CQI. What you do affects the whole. SC-CHAP members are not competing with one another, rather are banded together to enhance each others’ services to provide wrap-around care for our clients.
5. Continuous improvement. As a vital function in CQI, continuous improvement is achieved through small continuous incremental steps and through innovation.

**CQI Objectives**

* + To recognize, reward and reinforce positive aspects of each agency
  + To identify trends in our continuum and individual agency operations
  + To set performance standards and indicators related to these standards
  + To collect and organize data in an attempt to obtain outcome-based information
  + To establish thresholds for evaluation related to the indicators
  + To oversee action and education taken to improve performance
  + To assess the effectiveness of the action and education taken and to document improvement
  + To communicate performance information throughout SC-CHAP
* To establish a CQI committee to review the objectives and individual agency performance

**CQI Topics**

It will be the responsibility of the individual agencies to determine their goal for each mandated objective (see attached). Progress will be reported on a monthly basis, quarterly basis, annual basis, and used in both the MSHDA and HUD grant competitions.

**SC-CHAP CQI PROGRAM**

**Adopted February 9, 2012 and Updated July 12, 2016**

At the federal, state and local levels, funders are encouraging, and in some instances, mandating more collaboration, streamlined systems and data driven decision making. Continuous Quality Improvement processes are a way to achieve those goals. CQI is not all about HMIS. HMIS is a tool that can be used to determine whether or not certain processes are working, but CQI is the tool to improve areas that aren’t.

CQI is a process that focuses in on key areas of system measurement; both in outputs and outcomes. Routinely reviewing our individual performances and as a Continuum, will enable us identify, document and share successful practices, recurring problems and opportunities to improve.

Funders will be evaluating our Continuum on our ability to improve performance; is our performance stable; do we have increasing or decreasing performance indicators? We are coming into a new era with funders, and with it, facing new challenges to maintain, improve, and exceed our service delivery to the homeless population. To do that, key indicators and targets have been set and monitored.

The CQI and Grants, Planning and Housing Coordination Committee annually establish goals based on MSHDA and HUD requirements. Three key areas will be monitored for CQI and Data Quality:

1. Data Timeliness
2. Data Completeness
3. Agency Goals

Please see Policy 500 Grant Applications/Scoring: *Project Renewal and Project Reallocation Scoring*. These criteria will be updated annually based on funder expectations for service delivery and outcomes.

The CoC recognizes that agencies serve diverse populations and some outcomes are harder to achieve than others. The purpose of this CQI program is to foster IMPROVEMENTS. It is recommended that each agency focus on the agency goals in the CQI and HMIS Data Quality Elements for Scoring which, in turn, will improve the overall outcomes of the Continuum. Base line reports will be issued to all agencies, and will set their own improvement targets. Performance will be monitored monthly by the HMIS System Administrator, and quarterly performance reports will be presented to the Board. Agencies will need to offer explanations for both poor and exceptional performance. It will force agency administrators to begin looking at and really focusing on internal processes for not achieving targets and to share what is working. In this way, best practices can be developed among the membership and offer options for comparison of like programs. It will increase the pool of resources that can be marshaled together.

CQI is a 3-year non-performance program. Agencies who fail to achieve targets or drop below baseline are at risk of not receiving future funding opportunities through SC-CHAP. Technical assistance is available and will be offered to agencies struggling to meet targets.

Following the initial three (3) year period, CQI results will be reviewed on a rolling 3 year basis incorporating the current year and the two previous years. Data is analyzed on the fiscal year 10/1 through 9/30.

The CQI Chair will contact those agencies and offer assistance in arranging increased HMIS training or facilitate a buddy system with a high performing agency to provide process improvement techniques to improve client outcomes and data quality.

**Reference:**

SC-CHAP Policy 500

CQI Monthly Data Outcomes for CoC Performance

SC-CHAP Policy 405