

## PERFORMANCE AND QUALITY IMPROVEMENT (PQI) PLAN

### PQI TEAM MEETING

DATE April 18, 2017

Reporting Period: October 1, 2016 thru December 31, 2016

**ATTENDEES:** Kathy Banks; Shenell Thompson; Phyllis Caldwell; Peter Laroche, Corky Clodfelter

*What has changed in our service delivery within the last quarter as a result of agency division outcomes, measurement, consumer satisfaction surveys, or other PQI process?*

- I. **PQI DIVISION REPORT HIGHLIGHTS:** See PQI Quarterly Dashboard.
- II. **Service Reviews: PQI Division Team Reports include information on the following:** Quarterly Case Supervision; Quarterly Peer Reviews; Quarterly Staff Supervision; Review of Annual Division Work Plan; Review of Annual Staff Goals; Client Satisfaction Survey Results; Review of Outcomes Management Results; Recommendations based on results.
- III. **Compliance and Deadlines**
  - a. **Grants:** All grant reports have been submitted on time as required.
  - b. **Contracts:** All contracts with independent contractors are monitored on a monthly, quarterly, and annual basis, in terms of their meeting contract terms and expenses staying within budget.
  - c. **State:** All State reports have been submitted on time as required.
  - d. **Federal:** All Federal reports have been submitted on time as required.
  - e. **Personnel:** See **PQI Division Team Reports for information on the following:** Division Staffing; Turnover; Training requirements met, provided and ID needs that are unmet:
- IV. **Risk Management:**
  - a. **Incident Reports filed:** See PQI Division Team Reports.
  - b. **Building Safety:** Quarterly facility inspection reports are included in agency building safety notebook.
  - c. **Quarterly Review of Immediate and Ongoing Risks:** At every quarterly PQI Team Meeting a review of immediate and ongoing risks that include review of incidents, critical incidents, accidents, and grievances including the following, as appropriate to the division or service: a. facility safety issues; b. serious illness, injuries, and deaths; c. situations where a person was determined to be a danger to himself/herself or others; d. service modalities or other organizational practices that involve risk or limit freedom of choice; and the use of restrictive behavior management interventions, such as seclusion and restraint.
- V. **Organizational Communication and Learning**
  - a. **Providing information to stakeholders:** Agency stakeholders are kept informed of the impact of division service delivery through annual reports, CCCS website, press releases, annual meeting luncheon, and periodic community special events.

- b. **Recommendations:** With limited funding for paid marketing focus on expanding social media marketing (Facebook; Twitter; etc.). Staff social media team and board marketing committee to identify FY 2016-2017 social media marketing goals and strategies.

**VI. Consumer/Community Impact**

- a. **How are we helping those we work with be better connected to their community?** Agency service delivery includes client specific action plans to connect with community resources for possible assistance; CCCS website includes information on agency partners and community activities; Agency partnership with Chamber of Commerce, BBB and United Way helps clients and staff connect with community resources;
- b. **Access to services (other than ours?):** See above.
- c. **How are we increasing quality of life for those we work with?** CCCS's continuum of care model – moving from financial crisis to financial stability to financial sustainability to wealth building – helps agency clients improve their quality of live and achieve their financial dreams.
- d. **Recommendations:** Based upon stakeholder feedback, CCCS to regularly update its agency website to make it more user friendly for community stakeholders.

**VII. Stakeholder Satisfaction**

- a. **How do we know our stakeholders are happy?** Through quarterly client outcome survey's and division evaluations the agency gets feedback from consumers of division services as to their satisfaction. CCCS also conducts periodic Strength; Weakness; Opportunity; and Threat; (SWOT) surveys with agency stakeholders (board; staff; funders; community partners; donors) to assess how well the agency is doing to meet their needs and how the agency can improve. The SWOT survey results are reviewed annually by the board at annual board planning retreat.
- b. **If surveys have been administered what are the results?** See PQI Division Team Reports.
- c. **Recommendations:** Survey results are used to make revisions in the agency's strategic goals, changes in CCCS strategic objectives, client service delivery methods and evaluation of services.

**VIII. Strategic Plan**

- a. **Are we achieving what we set out to do?** Yes, and we can and will do better!
- b. **Changes in demographics?** CCCS tracks changes in client demographics across agency divisions. CCCS annually compares community demographics with agency client demographics at marketing and division committee meetings, which are reviewed at strategic planning committee meetings.
- c. **Action Steps Taken:** The CCCS board conducted its annual strategic planning retreat in April 2016 as there are many community initiatives and changes in nonprofit funding that will impact CCCS service delivery and funding in FY 2017.

**IX. Grievances received this past quarter:** See PQI Division Team Reports

Respectfully submitted,



Peter Laroche,  
CCCS President and CEO



Trusted Financial Guidance for Over 40 Years

### **Agency Performance Metrics across All Divisions**

Many different stakeholders require us to identify and track a large array of division data, including the Council on Accreditation, National Foundation for Credit Counseling Council, HUD, corporate and government funders, and foundation donors.

We track client demographic and financial data at intake and over the course of each client case and input the information in databases specific to our industry, such as Paragon and Peregrin. We also maintain comprehensive notes and paper files for additional information, signed releases, etc. This collective body of data allows us to track numbers served and progress toward completion of goals and report the specific information needed by to each donor and stakeholder.

Agency wide, we monitor division effectiveness via a formal Performance and Quality Improvement Plan (PQI). This plan tracks client outcomes via quarterly client surveys. In our process, PQI teams in the three divisions meet quarterly to review client outcome/impact data, case file reviews, client complaints, and all relevant trends and events.

Action steps are identified by each team to improve service delivery and/or operations. The teams' PQI reports are reviewed by management, also quarterly, and a series of agency-wide PQI and risk management topics are addressed as needed. Key inquiries include questions related to how much counselors actually improve their clients' ability to manage money and become economically self-sufficient.

A summary report of client surveys is shared with agency staff, board and external stakeholders. Financial Pathways also periodically requests input on agency performance from a variety of community stakeholders to inform our strategic planning process.

In our classes and workshops on topics as diverse as home maintenance, mortgage foreclosure prevention, and household budgeting, we employ pre-and post-session tests to gauge the effectiveness of the teaching and improve course content.

## PQI MONEY MANAGEMENT DIVISION SUMMARY

**Period Covering:** October-December 2016-2nd Qtr

**Money Management Team:** Michelle Shuey, Terri Gosh, Deborah Litaker, Regina Smith, Erica McKnight, Patti Sears, Latricia Murray, Kathy Banks.

### **Summary of Activities:**

#### **Quarterly Case Supervision:**

Case supervision of three primary programs of the Money Management Division is ongoing: 1. Senior Financial Care® – including bill-pay, budget/credit counseling, reverse mortgage counseling, and Options Counseling. 2. Representative Payee – including working with benefits counselors to make appropriate decisions for clients; and 3. Budget/Credit/DMP counseling. .

#### **Quarterly Peer Reviews:**

A quarterly case file review of Senior Financial Care files was completed by SFC counselors with four (4) files reviewed out of 37 new clients for the quarter. All files met established counseling protocol. The Budget and Credit Counseling Quarterly File Review was completed by all budget/credit counselors with six (6) files out of 57 Initial Counseling Sessions. All files were in compliance with best practices. On average, 10-15% of new client files for the quarter are pulled for review.

#### **Quarterly Staff Supervision:**

Cross training of administrative support staff is ongoing, with each learning the others' systems for scheduling appointments, screening calls, and understanding all the programs. Counselors also have opportunities to cross train as well as to maintain appropriate certifications for their position.

#### **Review Program Annual Work Plan:**

Annual work plan goals are monitored and in line with agency strategic plan goals. Financial Pathways and agency staff remain committed to establishing a strong foundation for holistic service delivery in all divisions.

#### **Review Annual Staff Goals:**

Staff goals are established at the time of annual employee evaluation, completed in July 2016. Staff members who need additional guidance or have concerns can meet with their Division Director to make every attempt to reach their goals within the year.

#### **Review Client Satisfaction Survey Results:**

60% of new Money Management clients who responded to our survey answered "yes" when asked if they saw an improvement in ability to pay for basic living expenses. 100% of new SFC Budget/Credit Counseling clients who responded to our survey answered "yes" when asked if assistance from SFC had improved their ability to pay for basic living expenses.

#### **Review Outcomes Measurement:**

Senior Financial Care goal for HCCBG funding is **150** new clients for the fiscal year. Clients who may be counted for HCCBG funding must meet the following criteria: No fee or potential fee for service; Reside in Forsyth County; Unduplicated during the funding year. New clients eligible for HCCBG funding counseled year-to-date is **54**; total new clients this quarter is **37**. Funding for the year is 50% spent totaling **\$36,000**.

Budget/Credit Counseling new clients counseled YTD is **48**.

New DMP's for the Quarter total zero (0), with total Active DMPs **75**. Disbursements to reduce debt = **\$144,522**. Monthly client contribution average is **\$22.25**.

Representative Payee clients increased to **367**.

#### **Trainings & Outreach Attended:**

All staff participated in webinars as appropriate to their specialties.

**October:** October 1<sup>st</sup> Community Day at Prosperity Center – Regina participated. October 25<sup>th</sup> Mental Health Substance Abuse & Aging 2016 Conference – SFC and Rep Payee counselors and supervisor attended. October 13<sup>th</sup> SHIIP quarterly update training – SFC counselors.

**November:** November 2<sup>nd</sup> - Lunch & Learn Voter Education Workshop with Sister Simone Campbell – Michelle attended. November 5<sup>th</sup> - Crafty Llama Fundraiser – all staff participated.

**December:** Elks Club Christmas project for seniors 60 and older – 23 FPP clients were included for a special food delivery, 4 from Representative Payee; 19 from Senior Financial Care.

December 9<sup>th</sup> Christmas Party “Friendraiser” – all staff participated; December 13<sup>th</sup>, Options Counseling Training for SFC counselors and supervisor.

**Incidents, Accidents, Grievances, Complaints:**

Nothing to report in this quarter.

**Action Plans: (Ideas to improve service quality)**

<b>Actions to be Taken</b>	<b>Desired Outcome</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Progress Update</b>
Cross referrals among programs	Holistic services to clients	SFC and Rep Payee	One referral was made from SFC to Rep Payee.	

**Action Plan**

<b>Actions to be Taken</b>	<b>Desired Outcome</b>	<b>Person(s) Responsible</b>	<b>Timeline/Progress Update</b>

The addition of the Representative Payee program enhances the services that can be offered to our Senior Clients and is an important “next step” for them in maintaining financial stability and remaining in the home.

Division Director Signature: Kathy Banks Date of PQI Report: December 31, 2016

Copy of Minutes to: President & CEO

**PQI HOUSING PROGRAM SUMMARY**

**Program:** Housing Division **Period Covering:** October 1, 2016 – December 30, 2016

**Team Meeting Attendees:** Jeff Yates, Mark Shore, Phyllis Caldwell, Sharon Thomas, Madeline Mullins

**Summary of Activities:**

**Quarterly Case Supervision:**

As part of the PQI process the quarterly case file review and case supervision was conducted on February 20, 2017. A sample of open cases files were reviewed by the Housing Staff as well as the Program Director, who reviewed a sample of closed files, client satisfaction surveys, and the homebuyer education workshop surveys.

**SHFPP Phase II:** *There has been a significant change in SHFPP file documentation and requirements.*

*Eliminated remote Housing Counselor position to meet program requirements All SHFPP counseling to be conducted face-to-face.* Intakes completed/options identified: **41**

**MPP closings:** October 1, 2016 – December 31, 2016 – 11 total for the quarter. Commitment is 24 per month.

**Quarterly Peer Reviews:**

The Program Director randomly selected (10) Pre-purchase files, (8) HEC, and (10) foreclosure mitigation files for a total of 28 files for the second quarter of FY 16-17. To ensure objectivity no staff reviewed their own files. The Peer Review reflected overall compliance to the housing division specific client file documentation, COA and agency counseling protocol.

**Quarterly Staff Supervision:**

Peer file review did not identify any deficiencies in counseling or compliance.

The Program Director identified future training opportunities with NeighborWorks of America for Housing Counselor Certification.

**Review Program Annual Work Plan:**

Housing Division annual work plan goals were successfully achieved during the past fiscal year.

**MPP Contractual Commitment:** 24 closings per month.

**SHFPP Data Requirements: No longer in place or required**

**MPP Workshops:** remain successful in self-screening for MPP. 98 people attended the MPP Workshops during the quarter.

**Review Client Satisfaction Survey Results:**

*Reviewed (15) HUD Housing Counseling Client Surveys and (10) Client Satisfaction Surveys for Homebuyer Education Workshops for the quarter. 88% stated the counselor helped develop a plan to meet housing needs, 88% checked yes, when asked "did your counselor impress you as a person who knew what he or she was doing" 91% checked yes when asked "Was the counseling agency open during hours when it was convenient for you to obtain counseling? 85% of Clients expressed overall satisfaction with the service and counseling they received at the Center for Homeownership. The Homebuyer Education workshop surveys revealed 85% knowledge increase after attending the workshop and 88% gained an understanding of how credit affects their ability to obtain a mortgage. 88% of workshop participants rated the overall workshop as meeting expectations. Clients behind on their mortgage or rent who reported the counseling sessions with FPP resulted in avoiding moving because of foreclosure or eviction: **92% (Goal: 65%)**. After coming to FPP, percent of clients surveyed who reported they are using money management skills gained to maintain financial health: **92% (Goal: 65%)**. Clients who could not afford their mortgage payments, who reported their session at FPP helped to negotiate more affordable mortgage payments through a loan modification: **70%**.*

**Review Outcomes Measurement:**

The agency program goals and the City of Winston-Salem grant goals and outcomes were reviewed and evaluated to verify if CHO is meeting projected goals and outcomes for the fiscal year based on the number of clients served, number of homeowners and number of clients currently receiving pre-purchase counseling and homebuyer education. The goal for the number of projected homeowners is 60 and 11 clients purchased homes, which is 19% of goal. The goal for homebuyer education participants is 150 and 650 clients received homebuyer education which is 44% of goal. The goal for pre-purchase counseling sessions is 425 and 190 sessions were provided, which is 45% of goal. The goal for home maintenance workshop participants is 100 and 30 clients were served, which is 30% of goal.

**Trainings Attended: Staff did not attend any training during the quarter.**

**Action Plans: (Ideas to improve service quality)**

Actions to be Taken	Desired Outcome	Person(s) Responsible	Timeline	Progress Update

Follow-up on SHFPP completed files.	Increase # of completed files	Foreclosure prevention staff	End of next quarter	Reviewed

**Action Request: (If unable to resolve problem or have an idea that needs the attention/approval of the Director or Board of Directors)**

Problem/Idea	Desired Outcome	Attempts at Resolution	Assistance Needed
N/A			
N/A			

**What we learned/Impact on People Served: (What have we learned from our efforts to improve service quality? What impact have our changes had on the people served? How can we promote examples of positive practice throughout the organization?)**

The agency housing counseling program meets a unique need in the community and works in collaboration and partnership with community housing service providers to meet its program goals and objectives. The program is increasing the quality of life in the community and financial education and counseling are the key components to client success. Clients that receive services at the agency are better equipped to make informed decisions as prospective homebuyers and decrease the likelihood of default or delinquency. Clients who receive default and delinquency counseling have been able to successfully avoid foreclosure and understand their options to prevent foreclosure. Client action plans and follow-up appointments increase the effectiveness of the counseling process and ensure the success of the client. The program requires more visibility in the community and should build on its reputation.

Scribe Signature: Signature on file Date of Team Meeting: February 20, 2017

Copy of Minutes to: President and CEO

### **PQI EDUCATION PROGRAM SUMMARY**

**Program:** CFE

**Period Covering:** October 1, 2016 – December 31, 2016

**Team Meeting Attendees:** Lisa Terry Jerel Swinson, Keyra Williams, Kenneth Weldon and Shenell Thompson

**Summary of Activities:** CFE working with the state Assets and Opportunities hosted a mini-conference in Winston-Salem. CFED staff Dara Duransky and Carl Risk attended as speakers and Shenell Thompson was also a speaker.

**Quarterly Case Supervision:**

Strong at Home Collaboration appears to not have moved as quickly as initially assumed. Staff is very frustration by lack of referrals and processes. Engaging conversations with S@H to help improve client enrollment and referrals.

Student loan borrower counseling and bankruptcy are both very slow. Discussions regarding how we provide bankruptcy counseling may lead to a change in scheduling by 2<sup>nd</sup> quarter of 2017.

**Quarterly Peer Reviews:**

Staff files were reviewed. 100% compliance

**Monthly Staff Supervision:**

Due to a bankruptcy fraud case, Lisa Terry was subpoenaed to court to testify that documents presented with her electronic signature were fraudulent in both the Middle and Eastern Districts. Lisa was accompanied to court by Shenell Thompson. There was no indication of mismanagement related to the work and processes of CFE, however the bankruptcy administrator has noted that an affidavit should be electronically administered for all online certificates to remove liability of issuing certificates without photo identification.

**Review Program Annual Work Plan:**

Annual work plan was reviewed no changes noted.

**Review Annual Staff Goals:**

CFE participated in more than 30 hours of professional development related to financial coaching, wealth gaps and disparities.

**Review Client Satisfaction Survey Results:**

Client satisfaction surveys continue to track at or above the desired levels.

**Review Outcomes Measurement:**

	Agree	Disagree
Understand financial management better	92%	8%
Understands factors that lead to financial pitfalls.	82%	18%
Understands actions needed to succeed.	89%	11%
Course helped me develop an action plan	91%	9%

**Trainings Attended:** Trainings are noted in the SD&O reports for this quarter.

**Action Plans: (Ideas to improve service quality)**

Actions to be Taken	Desired Outcome	Person(s) Responsible	Timeline	Progress Update
Training opportunities for staff	Financial Capabilities Wealth Gap Disparities	Director	ongoing	



				Participate in webinars on an ongoing basis
--	--	--	--	---

*Action Request: (If unable to resolve problem or have an idea that needs the attention/approval of the Director or Board of Directors)*

Problem/Idea	Desired Outcome	Attempts at Resolution	Assistance Needed
None addressed			

**What we learned/Impact on People Served: (What have we learned from our efforts to improve service quality? What impact have our changes had on the people served? How can we promote examples of positive practice throughout the organization?)**

**Program is growing and opportunities for additional programs are becoming available. Prioritizing educational opportunities will be essential for staff next quarter.**

Scribe Signature: Signature on File Date of Team Meeting: 04/12/2017

Copy of Minutes to: President & CEO

## Client Survey Results

<b>Assets and Opportunities</b>		<b>GOAL</b>	<b>2nd Q 2016-2017</b>	
			<i>Oct-Dec 2016</i>	
			<b>Agree</b>	<b>Disagree</b>
Understands factors that lead to financial pitfalls	<b>80%</b>		92.00%	8.00%
Feels less stressed	<b>85%</b>		82.00%	18.00%
Understands actions needed to succeed	<b>80%</b>		89.00%	11.00%
Course helped me develop an action plan	<b>90%</b>		91.00%	9.00%
Course was right length	<b>90%</b>		100.00%	0.00%
Number of surveys distributed			133	
Number of responses			106	
Response rate			79.70%	

<b>Housing and Money Management</b>		<b>GOAL</b>	<b>2nd Q 2016-2017</b>	
<b>PreHomeownership Counseling</b>			<i>Oct-Dec 2016</i>	
			<b>Agree</b>	<b>Disagree</b>
Counselor helped develop a plan to meet housing needs	<b>95%</b>		88.0%	12.0%
Did your counselor impress you as a person who knew what he/she was doing?	<b>95%</b>		88.0%	12.0%
Was the counseling agency open during hours when it was convenient for you to obtain counseling?	<b>90%</b>		91.0%	9.0%
Overall satisfaction with the service and counseling received	<b>95%</b>		85.0%	15.0%
Knowledge increase after attending the workshop	<b>95%</b>		85.0%	15.0%
Gain in understanding of how credit affects their ability to obtain a mortgage	<b>95%</b>		88.0%	12.0%
Overall workshop met expectations	<b>95%</b>		88.0%	12.0%
Number of surveys distributed			31	
Number of responses			31	
Response rate			100.00%	

		<b>2nd Q 2016-2017</b>	
Housing		Oct-Dec 2016	
		<b>Agree</b>	<b>Disagree</b>
After coming to CCCS, have your newly acquired money management skills improved your personal or family interrelationships?	<b>70%</b>	92.0%	8.0%
Have you improved your ability to pay your basic living expenses (rent/mortgage, utilities, transportation and food) in a timely manner?	<b>75%</b>	92.0%	8.0%
After coming to CCCS, do you feel less stress or anxiety concerning your financial situation?	<b>70%</b>	86.0%	14.0%
If you were behind on your mortgage or rent, are you now able to pay for your housing on time?	<b>70%</b>	89.0%	11.0%
If you were behind on your mortgage or rent, did your counseling session with CCCS result in you being able to avoid having to move because of foreclosure or eviction?	<b>80%</b>	92.0%	8.0%
After coming to CCCS, are you using the money management skills you gained to maintain your financial health?	<b>80%</b>	92.0%	8.0%
If you could not afford your mortgage payments, did your session at CCCS help you to negotiate more affordable mortgage payments through a loan modification?	<b>60%</b>	70.0%	30.0%
Are you able to set aside some money for savings and/or periodic expenses?	<b>60%</b>	36.0%	64.0%
Would you recommend FPP to a family member, friend, or coworker?	<b>80%</b>	92.0%	8.0%
When you came to CCCS, if you were behind or soon-to-be behind on your mortgage payments due to unemployment or hardship, were you able to retain your home by successfully applying for the mortgage payment program or another program with your lender?	<b>60%</b>	64.0%	36.0%
Number of surveys distributed			185
Number of responses			14
Response rate			7.57%

Money Management		<b>GOAL</b>	<b>2nd Q 2016-2017</b>	
			Oct-Dec 2016	
			<b>Agree</b>	<b>Disagree</b>
After coming to CCCS, have your newly acquired money management skills improved your personal or family interrelationships?	<b>65%</b>		0.0%	100.0%
Have you improved your ability to pay your basic living expenses (rent/mortgage, utilities, transportation and food) in a timely manner?	<b>75%</b>		0.0%	100.0%
After coming to CCCS, do you feel less stress or anxiety concerning your financial situation?	<b>60%</b>		100.0%	0.0%
After coming to CCCS, are you using the money management skills you gained to maintain your financial health?	<b>75%</b>		0.0%	0.0%
Are you able to set aside some money for savings and/or periodic expenses?	<b>50%</b>		0.0%	100.0%
If medical debt was your main reason for seeking help from FPP, were you able to identify options other than BK?			0.0%	100.0%
Do you understand what actions are needed on your part to reach your financial goals?	<b>80%</b>		100.0%	0.0%
Would you feel comfortable in contacting your counselor periodically or in the future to assist you with financial challenges?	<b>60%</b>		100.0%	0.0%
Would you recommend FPP to a family member, friend, or coworker?	<b>60%</b>		100.0%	0.0%
Number of surveys distributed				68
Number of responses				1
Response rate				1.47%