



**Ebenezer**

Christian Children's Home

# 2021 PQI Annual Report



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# Performance & Quality Improvement

Ebenezer Christian Children's Home (ECCH) utilizes Performance and Quality Improvement (PQI) as a means to ensure that all of the organization's programs are meeting goals and providing excellent services. Additionally, it can be used to identify areas where improvements could be made. Data is regularly collected by the organization regarding their clients, employees, program capacity, and program performance. This data is reviewed each quarter by the PQI Committee, which is comprised of Ebenezer staff and community members. Data is also reviewed by the ECCH Board of Directors, and is made available to staff, volunteers, and other ECCH stakeholders.

The PQI Committee was formed in 2017. Since this time, employees of ECCH and members of the PQI Committee have expressed that the collection and review of data, and implementation of new policies and procedures has been invaluable to the organization and has made ECCH and its services better. The data collected through PQI often reinforces that program services being delivered are working and that goals are being met. It has also revealed where services could be enhanced, and has allowed an opportunity to make changes in these areas, which ultimately improve the organization as a whole.

The following goals have been set by ECCH as part of their 2021-2024 PQI Strategic Plan. Achievable steps have been set to ensure that these goals are achieved, and the actions of the PQI Committee in 2021 and moving forward will be focused especially on these areas:

1. Expand the use of technology and update current technology uses.
2. Develop and maintain an expectation of excellence across all programs and operational sites.
3. Expand the foster care and residential programs of Ebenezer Christian Children's Home to the areas of Old Fort and Hudson, NC.

**The mission of Ebenezer Christian Children's Home** is to serve children by providing a loving, nurturing, and stimulating environment that will foster independence and ensure success among its residents. ECCH ministers to the spiritual, physical, emotional, and educational needs of the child.

# 2021 Data at a Glance



- 11** Counties served in N.C.
- 26** Residential care clients
- 33** Foster care clients
- 16** Completed adoptions
- 9** New foster families licensed
- 18** Foster families re-licensed

**9.58 years-** average age residential care  
**4.18 years-** average age foster care

\*Data as of December 31, 2021

## Client Counties of Origin:

<b>23.25%</b>	<b>Wilkes</b>
<b>21.33%</b>	<b>Yadkin</b>
<b>14.45%</b>	<b>Alleghany</b>
<b>13.06%</b>	<b>Ashe</b>
<b>7.69%</b>	<b>Watauga</b>
<b>6.06%</b>	<b>Alexander</b>
<b>5.36%</b>	<b>Surry</b>
<b>3.85%</b>	<b>Rockingham</b>
<b>3.03%</b>	<b>Montgomery</b>
<b>1.93%</b>	<b>Guilford</b>



# ECCH Clients

Ebenezer Christian Children's Home serves children ages birth to 21 years old who have been removed from their home due to abuse, neglect, or dependency. The children served are at the heart of the Ebenezer mission, and the desire is to provide a safe, nurturing environment where their physical, emotional, and spiritual needs can be met. ECCH wants to ensure that they are providing excellent services to their clients, and they do so by utilizing Performance and Quality Improvement and collecting data in a number of areas related to their clients, including the following data.

Data on client demographics, including age, race, and county of origin, is maintained and reviewed each quarter. Client admission data is reviewed bi-annually. Timeliness of client assessments is evaluated annually, as well as emotional assessment data, and the following client data.

Strengths, Needs, and Goals Data is maintained for each client. Initial goals are set within 30 days of client admission and are reviewed 60 days after admission, 90 days after admission, and every 6 months following. The PQI Committee found that when goal data was reviewed in 2021, all client goals were current. It is important to note that no client will achieve 100% completion of their goals, as new goals are often being introduced. However, 100% of clients in the residential and foster care programs who had been admitted for 60 days or longer had made progress towards their goals.

Client feedback regarding ECCH and their services is valuable to the organization, which is why Client Satisfaction Surveys are administered annually. Survey responses are reviewed by the PQI Committee. There is a version of the survey that is provided to clients ages 5 to 8 years old, and another version that is provided to clients

ages 9 years and older. The survey questions are similar, but are worded differently to be age appropriate. There were 22 total residential clients who completed the survey. 95% of residential respondents reported that Ebenezer staff provides them with great care always or most of the time. 100% of residential client survey respondents reported that they would recommend staying at Ebenezer if one of their friends could not stay with their family. There were 10 total foster care clients who completed the survey. 100% of foster care respondents reported that their foster parents take great care of them always or most of the time. 80% of foster care respondents reported that they would recommend staying with an Ebenezer foster family to a friend if their friend could not stay with their family.

Client Exit Interviews were being administered to residential clients at discharge, but this data was not being aggregated or reviewed. In 2021 the PQI Committee reviewed this data for the previous year for all discharged residential clients who had completed a Client Exit Interview. The Committee found that responses were positive overall. The PQI Committee also made the decision to continue reviewing this data annually.



# ECCH Foster Families

Ebenezer Christian Children's Home added the foster care program in 2011 and began licensing foster families, allowing more children to be served. ECCH foster families help to achieve the Ebenezer mission and to expand the impact of the organization. Data surrounding ECCH foster families is collected and reviewed by the PQI Committee to ensure that the best possible service and support is being provided to these families.

A Foster Parent Satisfaction Survey is administered annually in an effort to gain feedback from families and identify areas where support could be improved. The 2021 Foster Parent Satisfaction Survey had 34 respondents. The majority of respondents reported that they had been licensed with ECCH for 1-3 years and had accepted 1-2 placements. On a scale of 1 to 10, with 1 being very little support and 10 being a great deal of support, the average number was a 9. Out of a 1-5 score, with 1 being "needs much improvement" and 5 being "excellent," the weighted average score for "helps you feel as though you are part of a team in meeting the child's needs" was a 4.65 and the score for

"meets our needs as a foster parent" was a 4.61.

Feedback from the survey on training topics that would be beneficial for families was taken into consideration and was incorporated into the mandatory annual foster parent training, which was held virtually. Additionally, ECCH began holding virtual "Lunch and Learn" trainings to cover topics of interest and provide additional support for foster families. These trainings were recorded and distributed to families to ensure that they would have access to the information even if they were not able to attend.

The average length of time an ECCH foster family is licensed until their first adoption is finalized continues to be reviewed annually by the PQI Committee. For adoptions completed in June 2020 through July 2021, there was an average of 736 days from a foster family being licensed to the adoption being finalized, and there was an average of 598 days from the time the child was placed until their adoption was finalized. The average length of time had increased from the following year of data, and the PQI Committee speculated that COVID-19 likely played a role in this.

Foster family data, such as the total number of licensed families, how many families were newly licensed, how many families closed their license, and placement availability is reviewed each quarter. There were 9 new families licensed in 2021, 18 families re-licensed, 4 license transfers (1 to ECCH and 3 from ECCH), and 21 license closures. The majority of closures were due to adoptions being finalized and others were due to families deciding that they no longer wished to foster. There were a total of 53 licensed foster families at the end of December 2021.



# ECCH Employees

The employees are an essential part of the ECCH organization and mission, and each play a role in ensuring that the needs of the children served are met.

ECCH is continually working to strengthen and improve training for new employees, especially for staff that provide direct care to the children. In addition to providing initial training, continuing education is also required for direct care staff. ECCH provides training opportunities for direct care staff. Some of these trainings, such as medication administration, disaster and safety drills, and risk management are required and are held annually as a refresher to make certain that policies are being followed correctly and that the best possible service to clients is being provided by ECCH employees.

The PQI Committee reviews employee safety and grievances each quarter. There were no employee grievances made in 2021, and the Committee determined that all employee accidents that occurred were documented and addressed appropriately.

An Employee Satisfaction Survey is distributed annually, and responses are reviewed by the PQI Committee. Two similar versions of the survey are given- one to Attic staff and another to direct care and office staff. There were a total of 24 respondents for the survey administered to direct care and office staff. 100% of respondents either agreed or strongly agreed that ECCH positively impacts people's lives and operates in a socially responsible manner. 87% of respondents reported that they are satisfied with the workplace flexibility offered by ECCH. One person skipped this question and the remaining respondents answered "neither agree nor disagree." 77% of respondents reported that they are satisfied with their total benefits package. Two respondents skipped this question and the

remaining respondents reported that they "neither agree nor disagree." There were a total of 6 respondents for the Attic Employee Engagement Survey. 100% of respondents reported that they either agree or strongly agree that performance expectations are made clear to them, that ECCH positively impacts people's lives, and that ECCH operates in a socially responsible manner.

ECCH wants to ensure that they are able to retain quality employees, therefore, employee turnover data is evaluated annually by the PQI Committee. This data is reviewed for the previous year, so 2020 employee turnover was reviewed in 2021. The total turnover rate was 15.79%. This rate was lower than the ECCH turnover for the past 5 years. New positions added were a Siler City Attic Manager, a Hudson Attic Manager, and 2 part-time Hudson Attic employees.

ECCH has an Employee Exit Interview form to be completed by employees upon their leave of the organization. The PQI Committee found that Exit Interviews were not being consistently administered or completed, and data was not being aggregated. The PQI Committee decided to begin reviewing this data annually, and put a corrective action plan in place to make improvements with distributing the survey. The PQI Committee believes that having more feedback from employees who are leaving ECCH will be beneficial to the organization.

