

2022 | Advocates for Children



**BUILD  
FAMILIES.  
PROTECT  
CHILDREN.**

*Together*



Advocates  
*for Children*

**Annual Performance  
& Quality Improvement Report**

# Annual Performance & Quality Improvement Report

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## Introduction

Advocates for Children has undertaken a comprehensive performance and quality improvement program to track the progress of various service outcomes across different quarters of 2022. The data collected provides insights into the effectiveness of the organization's programs and the achievement of its goals.

Advocates for Children, as an accredited organization, has implemented a Performance and Quality Improvement (PQI) program aimed at systematically tracking the progress of various service outcomes since 2020. PQI is integral to our commitment to delivering high-quality services and achieving organizational goals. As an accredited entity, it underscores our dedication to continuous improvement and excellence in serving children and families in our community.

Performance and Quality Improvement is vital for organizations like ours as it ensures that our programs are effective, goals are met, and services have a positive impact. It fosters a culture of continuous learning and adaptation, contributing to the overall improvement of our operations and outcomes. As an accredited organization, the implementation of PQI is a strategic decision that reflects our commitment to excellence in all facets of our work.

The incorporation of PQI not only enhances our service delivery but also influences our organizational culture. It encourages a proactive approach to identifying areas for improvement, fostering a culture of accountability, innovation, and responsiveness to the evolving needs of the community we serve.

# 2022 Report Card

	<b>Summary of Programs</b> <b>As of December 31, 2022</b>		
<b>Advocates for Children</b>	<b>4th Quarter</b>	<b>2022 YTD</b>	
	<b>Flowering Branch Children's Shelter:</b>		
	DFCS Children:	<b>1</b>	<b>12</b>
	RHY Children:	<b>0</b>	<b>6</b>
	Persons Given Safe Place Presentations:	<b>6297</b>	<b>13170</b>
	<b>Hope In Your Home Program:</b>		
	PPP Evidence Based Abuse Prevention:	<b>13</b>	<b>278</b>
	PAT Evidence Based Abuse Prevention:	<b>24</b>	<b>108</b>
	First Steps New Born Hospital Visits:	<b>125</b>	<b>615</b>
	<b>RISE Independent Living Program:</b>		
	Number of Youth Served	<b>16</b>	<b>81</b>
	Number of Youth Dependents:	<b>8</b>	<b>42</b>
	Operating Apartments	<b>9</b>	<b>37</b>
	<b>Child Advocacy Center:</b>		
	Forensic Interviews:	<b>92</b>	<b>409</b>
	Caregivers Receiving Assessments:		<b>285</b>
	<b>Court Appointed Special Advocates:</b>		
	Children Receiving Monthly Services:	<b>161</b>	<b>371</b>
	<b>Rainbows:</b>		<b>302</b>
<b>Total Persons Served:</b>		<b>6746</b>	<b>15679</b>
<b>Other Significant Numbers:</b>			
	FBCS Declined Referrals:	<b>66</b>	<b>281</b>
	Volunteer Hours Contributed to Services:	<b>2299</b>	<b>8422</b>



RISE Service Outcomes		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Annual Outcomes
90% of clients accepted into the program will be permanently housed within 60 days	Total number of clients accepted into the program	24	10	14	10	58
	Number of clients permanently housed in 60 days	10	11	7	9	37
	Percentage of Clients meeting outcome	42%	100%	50%	90%	64%
80% of housed clients will be successful at maintaining permanency for at least 90 days after program exit	Total number of clients housed through program	161	199	77	86	523
	Number of clients maintaining permanency at 90 day follow up	91	109	44	51	295
	Percentage of Clients meeting outcome	57%	55%	57%	59%	56%

CASA Service Outcomes		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Annual Outcomes
20% of eligible children* in Gordon County foster care will be assigned a CASA Volunteer.	Total Number of Eligible Children entering care this quarter	25	18	11	12	66
	Total Number of Eligible Children assigned a CASA Volunteer.	7	11	5	2	25
	Percentage of Clients meeting outcome	28%	61%	45%	17%	38%
85% of eligible children* in Bartow County foster care will be assigned a CASA Volunteer.	Total Number of Eligible Children entering care this Quarter	48	17	29	21	115
	Total Number of Eligible Children assigned a CASA Volunteer.	12	28	14	30	84
	Percentage of Clients meeting outcome	25%	165%	48%	143%	73%

CAC Service Outcomes		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Annual Outcomes
50% of non-offending caregivers referred to Hope In Your Home for parent education engage in services	Total number of referrals for parenting services	26	11	32	21	90
	Number of non-offending caregivers referred for parenting services that engage in services	2	1	3	1	7
	Percentage of Clients meeting outcome	8%	9%	9%	5%	8%
50% of parents who complete exit surveys report having a better understanding of the rights of child abuse victims	Total number of Exit Surveys Completed	28	31	42	42	143
	# of Clients Reporting a better understanding of child abuse rights	21	24	29	17	91
	Percentage of Clients meeting outcome	75%	77%	69%	40%	65%

FBCS (GLS) Service Outcomes		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Annual Outcomes
80% of residents will have passing grades at progress report and report card time.	Total number of residents	9	7	6	7	29
	Number of Residents with passing grades	5	6	5	7	23
	Percentage of Clients meeting outcome	56%	86%	83%	100%	86%
75% of youth exiting to positive permanency will not re-enter care after 120 days.	Number of residents that exited.	4	4	0	2	10
	Number of residents that exited to positive permanency	2	2	0	2	6
	Number of residents that re-entered care after 120 days	0	0	0	0	0
Percentage of Clients meeting outcome	50%	50%	0%	100%	60%	

RHY Service Outcomes		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Annual Outcomes
60% of RHY will remain engaged in aftercare services after 30 days of discharge	Total number of Children exiting RHY	1	3	2	0	6
	Number of children receiving aftercare services	1	3	1	0	5
	Percentage of Clients meeting outcome	100%	100%	50%	0%	66.7%
Increase Safe Place sites by 3%	Total number of SafePlace sites last year	161	161	161	161	161
	Total number of SafePlace sites for current year	163	163	163	165	165
	Rate of increase/decrease	1%	0%	0%	2.48%	2.48%

HIYH Service Outcomes		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Annual Outcomes
60% of families with 2 or more stressors receive 75% of required home visit	Number of families enrolled in the program	24	25	25	24	98
	# who received at least 75% or their required visits	17	21	22	22	82
	Percentage of Clients meeting outcome	71%	84%	84%	92%	84%
At least 80% of families who complete the CSQ, will report an improvement in their situation.	Total number of CSQs Completed	14	15	21	21	71
	Number of self reports of improved situation on CSQ	13	14	20	20	67
	Percentage of Clients meeting outcome	93%	93%	95%	95%	94%

SKORE Service Outcomes		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Annual Outcomes
90% of SKORE youth receive no additional charge(s) while in program	Number of active youth	16	16	14	20	20
	Youth Not Receiving Additional Charge(s)	16	16	14	20	20
	Percent receiving no additional charge(s)	100%	100%	100%	100%	100%
90% of SKORE youth meeting program expectations	Number of youth in program	16	16	14	20	20
	Number of youth meeting expectations.	15	16	14	18	18
	Percentage of Clients meeting outcome	94%	100%	100%	90%	96%

Together for Families		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Annual Outcomes
90% of families served will be referred to partner agencies	Total number of families served		31	31	34	96
	Total number of families receiving referrals to outside agencies		28	30	34	92
	Percent of families meeting outcome		90%	90%	100%	96%
90% of children served will remain with their family without the need for out of family placement	Total number of children served		77	75	102	254
	# of children still in the care of a family member		77	75	102	254
	Percentage of Clients meeting outcome		100%	100%	100%	100%

Finance & HR Outcomes		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Annual Outcomes
Expenses will be within a 15% margin for each quarter of the year. (Finance)	Budgeted Expense	\$614,923	\$943,328	\$765,578	\$699,038	\$3,022,867
	Actual Expense	\$620,410	\$836,349	\$889,069	\$727,927	\$3,073,755
	Within 15% Margin?	101%	89%	116%	104%	102%
70% of employees will report a positive work experience with the agency, as measured by responses to the Employee Satisfaction Questionnaire	# of Employees Completing Satisfaction Questionnaire	0	0	0	36	36
	# of employees reporting a positive work experience	0	0	0	30	30
	% of Employees reporting a positive work experience	0%	0%	0%	83%	83%
Advocates for Children will maintain a steady rate of salaried employees	Number of salaried employees at beginning of the quarter	38	41	39	39	39
	Number of salaried employees at end of the quarter	41	41	39	41	40
	Retention Rate of Salaried Employees	108%	100%	100%	100%	100%

Development Outcomes		1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	Annual Outcomes
Increase average gift size by major donors 10% annually	Average gift size of major donors last year	\$602	\$602	\$1,112	\$6,987	\$2,325
	Average gift size of major donors this year	\$646	\$1,302	\$1,277	\$3,041	\$1,566
	Rate of increase/decrease	7%	116%	15%	-56%	-32%
Revenue will be 85% or higher of budget each month	Budgeted Development Revenue	\$80,900	\$256,455	\$96,900	\$415,400	\$849,655
	Actual Revenue	\$86,660	\$290,072	\$243,743	\$544,494	\$1,164,969
	Percentage of Actual vs. Budgeted	107%	113%	251%	131%	137%
Overall Agency Impact	Total number of Outcomes Tracked	19	20	20	21	20
	Total number of Outcomes meeting or exceeding goal	11	16	13	16	14
	Percentage of goal achievement agency wide	58%	80%	65%	76%	70%

# Summary of Key Service Outcomes

## **RISE Service Outcomes:**

- The goal of permanently housing 90% of clients within 60 days met the intended impact in the 4th quarter, with a 90% success rate. The annual outcome was 64%, indicating room for improvement.
- The goal of maintaining 80% of housed clients in permanency for at least 90 days after program exit did not consistently meet its intended impact across the quarters, with an annual outcome of 56%.

## **CASA Service Outcomes:**

- The goal of assigning 20% of eligible children in Gordon County foster care to CASA Volunteers achieved its intended impact for the year with an annual outcome of 38%.
- The goal of assigning 85% of eligible children in Bartow County foster care to CASA Volunteers did not meet its intended impact for the year, with an annual outcome of 73%.

## **CAC Service Outcomes:**

- The goal of engaging 50% of non-offending caregivers in Hope In Your Home parenting services had a low success rate, with an annual outcome of 8%.
- The goal of 50% of parents completing exit surveys reporting a better understanding of child abuse victims' rights achieved its intended impact for the year, with a 65% annual outcome.

## **RHY Service Outcomes:**

- The goal of having 60% of RHY engaged in aftercare services after 30 days of discharge had varying success rates but met its annual outcome at 66.67%.
- The goal of increasing Safe Place sites by 3% achieved a 2.48% annual increase.

## **SKORE Service Outcomes:**

- The goal of 90% of SKORE youth receiving no additional charges while in the program consistently achieved its intended impact, with a 100% success rate.
- The goal of 90% of SKORE youth meeting program expectations achieved its intended impact for the year, with a 96% annual outcome.

## **Financial and HR Outcomes:**

- The organization maintained expenses within a 15% margin for each quarter, meeting its annual outcome of 102%. Employee satisfaction was positive, with 83% of employees reporting a positive work experience.

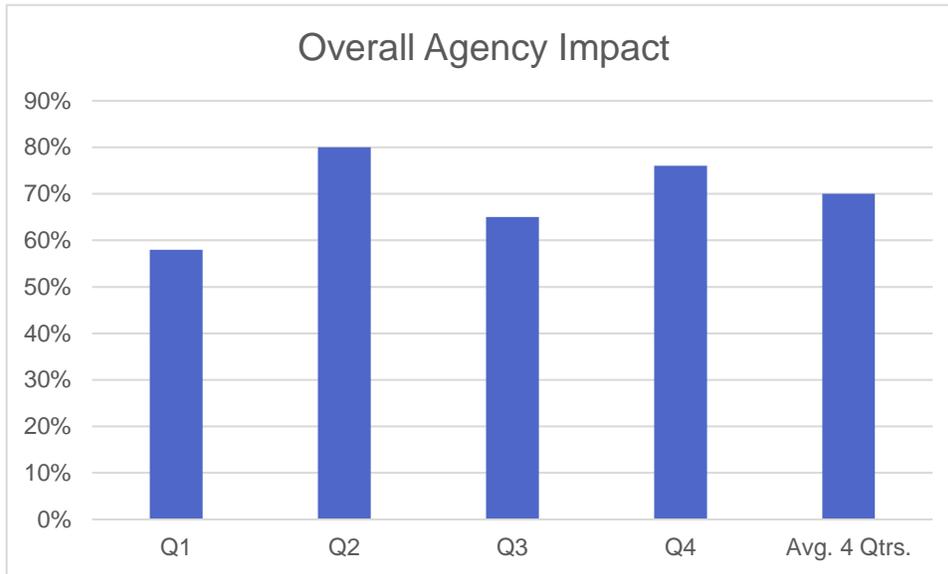
## **Development Outcomes:**

- The goal of increasing the average gift size by major donors by 10% annually showed variations throughout the year, with an annual outcome of -32%.

- The organization exceeded its development revenue goals for the year, with an annual outcome of 137%.

**Overall Agency Impact:**

- The organization tracked 20 outcomes in 2022.
- 14 of these outcomes met or exceeded their goals, representing a 70% success rate.



## Areas Recommended for Improvement

Advocates for Children has made significant progress in many areas, but there are still opportunities for improvement in specific service outcomes. The organization's financial and HR outcomes, as well as its development revenue, are strong. Continuous monitoring and refinement of strategies will help achieve its goals more consistently in the future. The data-driven approach of Advocates for Children is crucial in maintaining high-quality services for children and families in the community.

It is the responsibility of the program to evaluate their PQI outcomes for the year and decide how to move forward with their respective Plan Do Check Act document. The following are recommendations on items that may be incorporated in their plans:

1. RISE Service Outcomes: Consider strategies to improve the permanency rates of housed clients and work on achieving the 90-day goal.
2. CASA Service Outcomes: Develop targeted initiatives to increase CASA assignments in Bartow County, addressing the gap in meeting the set target.
3. CAC Service Outcomes: Work on increasing engagement in Hope In Your Home parenting services.
4. RHY Service Outcomes: Improve the aftercare engagement rates after discharge by formulating strategies to improve contact.

5. SKORE Service Outcomes: Ensure that SKORE youth continue to meet program expectations by monitoring and supporting you in the program.
6. HIYH Service Outcomes: Implement outreach and engagement plans to increase participation in Hope In Your Home parenting services under the CAC program.
7. Development Outcomes: Address the decline in the average gift size by major donors. This can be accomplished by devising a plan to address the decline and emphasizing donor stewardship and relationship building.

## Conclusion

The impact of the COVID-19 Pandemic was clearly felt at Advocates in FY21 and FY22. Advocates was still in it's infancy of creating a solid PQI plan process, after our Accreditation in 2020, when disruption of many of our normal processes pushed our plans for PQI to a lower than anticipated priority. While Advocates for Children has made significant progress, there is acknowledgment of opportunities for improvement. The organization's commitment to data-driven decision-making and continuous refinement of strategies does not change and Advocates for Children remains dedicated to providing high-quality services and contributing positively to the well-being of children and families in the communities we serve.

