

A safe place to laugh, play, and dream



# 2020 PQI Report

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**Ebenezer**  
Christian Children's Home

# Performance & Quality Improvement

Ebenezer Christian Children's Home is committed to providing excellent care for all children that are admitted into our programs. Additionally, ECCH is committed to maintaining a safe, healthy environment for our employees and volunteers, and providing outstanding service to our foster families. ECCH utilizes Performance and Quality Improvement (PQI) to ensure that these goals are met and to determine what areas of the organization and its services could be improved.

A PQI Committee was formed in 2017. The committee is made up of ECCH staff as well as community members. Each quarter, different data related to ECCH is collected, and then reviewed by the PQI Committee. This data looks at many different areas related to the clients and foster families that ECCH serves, as well as ECCH employees, volunteers, and stakeholders. Some data, such as average client age, how many clients and foster families are being served, and what counties are being served, is reviewed every quarter. Other data, such as employee turnover data, website/social media data, and data on completion of assessments is reviewed annually.

This data, along with minutes from the PQI Committee meetings, is presented to the ECCH board of directors each quarter for their review. The data is also made available on the Ebenezer Christian Children's Home website for stakeholders to access and review. The collection and review of data by the PQI Committee has allowed insight into areas where improvements could be, and later are implemented.



*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.*

# Ebenezer 2020 PQI Data

- ⇒ **10** Counties served in NC
- ⇒ **25** Residential care placements
- ⇒ **47** Foster care placements
- ⇒ **22** Completed adoptions
- ⇒ **16** New foster families



**9.96** Average age residential care  
**7.12** Average age foster care

## Client Counties of Origin:

- 37.5%** Wilkes
- 19.4%** Yadkin
- 16.7%** Alleghany
- 9.7%** Ashe
- 4.2%** Mitchell
- 2.8%** Burke
- 2.8%** Alexander
- 2.8%** Montgomery
- 2.8%** Rockingham
- 1.4%** Randolph



*Data as of December 31, 2020*



# ECCH Clients

Ebenezer Christian Children's Home serves children ages birth to 21 years old, and can serve children from any county in North Carolina. The children that ECCH serves have been removed from their home by the Department of Social Services due to abuse, neglect, or dependency. The desire of ECCH is to provide a safe, nurturing environment where clients' physical, emotional, and spiritual needs can be met.

ECCH wants to ensure that they are providing the best possible care for clients. In order to help determine if this goal is being met and to see if there are any areas where services to clients could be improved, a client satisfaction survey is administered annually, and responses are reviewed by the PQI Committee. The survey is administered to clients in the residential program as well as clients in the foster care program. There are two versions of the survey that are given— one is for clients 5-8 years old, and the other is for clients 9 years old and up. The questions on both versions of the survey are similar, but are worded differently to be age appropriate. The Client Satisfaction Surveys that were administered in 2020 had 30 total respondents. 96.7% of respondents reported that they would recommend that their friend stay with ECCH if they could not stay with their family. 93.3% of respondents reported that their foster parents or house parents provide great care. The other respondents reported that their foster parents or house parents provide "ok care." 90% of respondents reported that they feel that their ECCH social worker listens to their questions and answers them either always or most of the time. Residential and foster care clients completed the same survey. The PQI Committee determined that it would be best to administer different surveys to clients in the residential and foster care programs in the future to ascertain client satisfaction in each individual program.

To help determine if client physical and emotional needs are being met, emotional assessments are completed for

each client. The emotional assessments ask if the child is up to date on all medical immunizations, if they have seen a dentist in the last six months, if there have been any recent losses, and if there is any known bullying at school. The assessment also asks either the social worker or the child (depending on the child's age and development) to rate the child's overall physical health, overall emotional health, how happy the child is, and how nervous/anxious they are. The assessment is completed at intake, and then every 6 months following. Client emotional assessments are reviewed annually by the PQI Committee. The most recent review showed that 34% of clients had not been admitted to the foster care program long enough to measure improvement or decline. Of those who had been in the program long enough to measure, 57% of clients showed improvement in overall physical and emotional health scores, 7% showed a decline, and 2% showed no change. 48% of clients in the residential program had not been admitted to the program long enough to show improvement or decline. Of those who had been in the program long enough to measure, 32% showed improvement, 16% showed a decline, and 4% showed no change. An explanation is provided if a client has a decline in scores. The PQI Committee noted that while scores for clients in the foster care program showed greater improvement in physical and emotional health than for clients in the residential program, clients are also typically in the foster care program longer than clients are in the residential program.

Strengths, Needs, and Goals data is also collected for each client and reviewed by the PQI Committee. The PQI Committee found that goals for each client were current. Initial goals are set within 30 days of client admission, and are reviewed in 60 days then 90 days after admission, and then again every 6 months. 51% of clients in the foster care program completed at least half of their goals. 21% had not completed any goals, but of these clients, 80% had been admitted within the last 6 months. 20% of residential clients had completed at least half of their goals. 75% of clients who had not completed any goals yet had been admitted within the last 6 months.

The PQI Committee intends to continue administering Client Satisfaction Surveys, completing Emotional Assessments, and completing Strengths, Needs, Goals assessments. Additionally the committee reviews client age, county of origin, and number of clients each quarter. Client admission data is reviewed every 6 months, and the timeliness of client assessments is reviewed annually.



# ECCH Foster Families

Ebenezer Christian Children's Home added the foster care program in 2011, and began licensing foster families. ECCH is able to license families within 150 miles of ECCH, and have foster families located in many different areas. The PQI Committee reviews foster family data each quarter, including how many new families were licensed, how many families closed their license, and what the availability is for new clients in the foster care program. In 2020, there were 16 new families licensed, 1 family whose license was transferred to ECCH, and 15 families that renewed their license. There were 6 fewer families licensed than in 2019. This is likely because there was a foster parent training that was cancelled due to Covid-19. There were 16 families that closed their license in 2020, which was 9 more closures than in 2019. Most of these families closed because an adoption was completed. There were 4 more adoptions completed in 2020 than in 2019. At the end of December 2020, there were 66 total foster families licensed through ECCH.

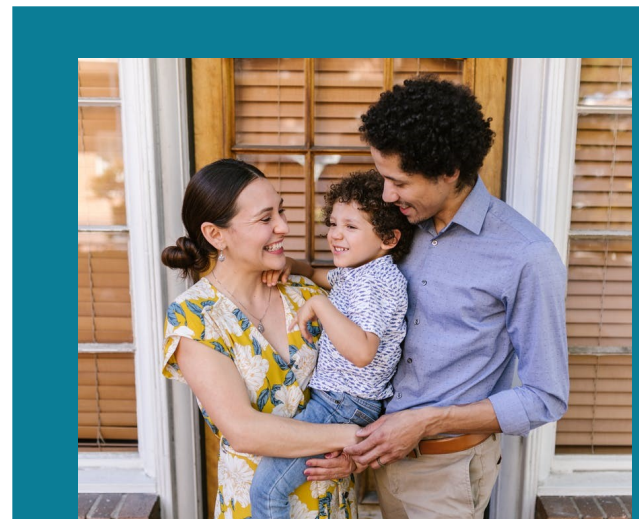
ECCH wants to ensure that they are delivering the best possible support for their foster families. In an effort to gauge how well they were doing in this area and to identify areas of need, a Foster Parent Satisfaction Survey was administered. There were 60 total respondents, and most of these respondents had been a licensed foster parent with ECCH for 1-2 years. The majority of respondents had accepted 1 or 2 placements since being licensed with ECCH. Out of a 1-5 score, with 1 being "needs much improvement" and 5 being "excellent," the weighted average score for "Helps you provide excellent services to children" was 4.90. The score for "Meets your needs as a foster parent" was 4.87. On a scale of 1 to 10, with 1 being very little support and 10 being a great deal of support, one of the survey questions asked how much support the foster families feel that they receive from ECCH. A score of 9 was the average response. The survey also sought feedback from foster families on any needs that they have that ECCH could be more active in serving, topics they would like covered at the next foster parent training, and any challenges or needs due to Covid-19.

The PQI Committee annually reviews the average length of time that an ECCH foster family is licensed before their first adoption is finalized. The PQI Committee found that for adoptions that took place from June 2019 to May 2020, there was an average of 671 days from the time that ECCH foster families are licensed until an adoption was finalized. There were a total of 22 adoptions that took place in 2020.

A home visit is held with foster families every 3 months, regardless if they have a foster placement or not. At the quarterly home visits, ECCH ensures that the families are maintaining their CPR and continuing education training, determines if there have been any changes in the household, and identifies areas where ECCH could provide greater support. Additionally, a Strengths and Needs Assessment is completed with the foster families. This assessment allows for families to self-evaluate and identify areas of strength as well as areas of need. Changes to improve the Foster Family Strengths and Needs Assessment were made by ECCH, and the new assessment was used beginning in 2020.

Foster families complete monthly Medication Administration Records for each foster child in their care. ECCH recognized that this was an area that many families needed additional support with. In an effort to address this, ECCH made updates to the ECCH Medication Administration Record form, updated the MAR Policy, and distributed the new form and policy along with a training video which explained how the MAR forms should be completed.

The PQI Committee intends to continue reviewing quarterly foster family data as well as the average length of time families are licensed before an adoption occurs. The Foster Parent Satisfaction survey will continue to be administered, but will be reviewed each year prior to being administered to see if any changes to improve survey questions should be made. The Strengths and Needs Assessment will also continue to be completed. Covid-19 prevented an in-person foster parent training from happening in 2020. While MAR training was provided, ECCH would like to provide additional foster parent training next year.



# ECCH Employees

The mission of Ebenezer Christian Children's Home would not be possible without the employees. ECCH staff range from house parents to social workers, office support, and Ebenezer Attic employees. Each position is essential to ensuring that the needs of the children served are met.

An Employee Satisfaction Survey is administered annually, and responses are reviewed by the PQI Committee. There were 28 total survey respondents for the 2020 Employee Satisfaction Survey. 100% of respondents either agreed or strongly agreed that they have a good working relationship with their coworkers. 100% of respondents also reported that they are satisfied with the workplace flexibility offered by ECCH. 27 out of the 28 respondents reported that they feel that the work of ECCH positively impacts people's lives. The 1 other respondent selected "neutral" towards this statement. When reviewing survey questions and responses, the PQI Committee found that some of the questions only apply to direct care staff. For this reason, the committee made the decision to send separate Employee Satisfaction surveys to direct care staff and to Attic staff in the future. The surveys would be similar, but the survey administered to Attic staff would have questions that only apply to direct care staff removed. Employee satisfaction is important to ECCH, because they want employees to enjoy the work that they do. By having staff who enjoy their job and feel appreciated in their role, there tends to be greater retention of employees, greater efficiency in operations, and better service delivered by the organization.

The PQI Committee also reviews employee turnover data each year, and looks at the turnover rate for the previous year. In 2020, the committee reviewed employee retention data for the year of 2019. When reviewing this data, the committee found that the overall employee turnover rate for the year was 18.97%. This rate was lower than the previous two years. There was one new position of a foster care social worker that was added in 2019. ECCH seeks to maintain quality employees, which is why employee retention data is reviewed. When employees leave the organization, they complete an Exit Interview. The Exit Interview asks questions such as if they felt they were treated and compensated fairly, if expectations were clear and realistic, if the workplace was safe, if team members worked well together, and what actions could be taken to improve the workplace. Exit Interview responses are reviewed by management to determine if changes could be made to improve any aspects of the organization.



Employee evaluations are also completed annually. A performance self-review survey is administered to all Ebenezer employees. The survey asks employees to list significant accomplishments that they've had, what kinds of training they feel could benefit them within their job, and what would help to provide them with greater job satisfaction. The survey also asks employees to rate themselves in a number of areas, including flexibility, organizational skills, safety consciousness, and working as a team member. Management meets with each employee to review their responses, and to provide constructive feedback on employee's strengths and needs.

Additionally, regular training relevant to job duties is held for ECCH direct care staff. A certain number of continuing education hours is required annually for direct care staff. ECCH has an employee Grievance Policy, which staff are trained on. Grievances and employee safety is reviewed quarterly by the PQI Committee. There were no employee grievances in 2020, and the committee found that all employee accidents that occurred were promptly addressed.

The PQI Committee intends to continue collecting and reviewing employee satisfaction and employee turnover data. Employee performance reviews will continue to be held annually, and training for direct care employees will continue to be required. The PQI Committee will use the data and feedback collected from employees to determine if there are any areas of need in which Ebenezer Christian Children's Home could be more active in addressing.