Performance Management Plan

Community Alliance is committed to continually improving our organization and service delivery for persons served. Data are collected and information used to manage and improve service delivery for our programs. All Community Alliance employees have established Success Measures with clear objectives and detailed task assignments based on job descriptions and organizational goals. Success Measures are tied to annual performance reviews.

Community Alliance is committed to maintaining accurate and consistent records from which to draw data. Community Alliance will maintain data integrity by implementing the following standards.

1. Reliability of Data Collection – Community Alliance will take steps to ensure data is collected consistently across all supported living and fiscal intermediary program sites
   a. All programs will record data on standardized document templates
   b. New and existing staff will be trained and in-serviced on data collection
   c. Directors, Supervisors and Coordinators will review all documentation intermittently to ensure consistency and accuracy of records
   d. Corporate Compliance reviews will be conducted at regular intervals and reported at least quarterly.
2. Validity of Data Collected – Community Alliance has chosen to measure indicators that represent the vital signs of our agency.
   a. At the heart of our mission is our pledge to ensure persons with disabilities enjoy living options, life choices and control of their futures. Our primary objective in the Supported Living Program will be to ensure the goals developed by the

recipient of service in the Person Center Planning Process are operationalized and tracked for consistency, quality, and effectiveness.

b. As good stewards of financial resources Community Alliance is committed to ensuring all programs are cost effective. Our primary fiscal goal is to manage agency resources without compromising quality of care. To that end quarterly reviews of program budgets will be conducted and analyzed for efficient and accountability.

c. Continuous Quality Improvement will be forefront in evaluating performance indicators. Incorporated in each Performance Measure will be analysis of how to improve performance moving forward. Monthly and quarterly reviews will be conducted by a team of CA administrators to ensure a holistic comprehensive approach to quality assurance is obtained.

d. Improvement will be directed by data collected at the program level and by input from consumers and stakeholders.

3. Completeness of Data Collection – Community Alliance takes steps to ensure the data used for decision making is as complete as possible.

a. Program supervisors and coordinators will review all document records to ensure all data fields are complete and accounted for.

b. A review of all stakeholder input will be factored into the final analysis of data. Stakeholder input will be gathered annually by survey and monthly with one on one consumer meetings. Focus groups will be conducted quarterly from representative segments of the recipient of services.

4. Accuracy of Data Collected – Community Alliance takes steps to ensure the data used are recorded properly.

a. Program supervisors and coordinators will review monthly documentation to ensure consistency of record keeping and review variance across shifts and train employees according to trends.

b. Coordinators and supervisors will meet as needed to discuss data analysis and set standards for improvement

c. Coordinators and supervisors will report to Executive Director quarterly on target performance measures.

5. Variety of Data Sources- Community Alliance will strive to collect data from a variety of sources to better inform the decisions of Community Alliance, such as

a. Financial Information

   i. Monthly financial reports are analyzed by the Executive Director and Director of Finance and presented to the Board of Directors

   ii. Financial analysis of financial reports will consist of review of the budget, spending on consumables and program materials, staffing as it relates to overtime and cash flow analysis

b. Accessibility analysis

       i. Quarterly reviews of accessibility as detailed in the Accessibility Plan are analyzed by the Coordinators and Executive Director and reported as needed to the Board of Directors no less than one time per year.

c. Resource Allocation

       i. Staffing, vehicles, consumable material needs are reviewed monthly to ensure program areas are amply provided resources to meet program goals.

d. Surveys

       i. Annual surveys are utilized to determine program direction, human resource needs, and overall customer satisfaction

e. Risk Management Reports

       i. Annually the Executive Director in partnership with Directors and Coordinators will create a Review of Critical Incidents: Risk Management from data collected the previous fiscal year. The report will highlight recommended primary objectives for the next fiscal year.

f. Board Reports

       i. Community Alliance executive leadership will provide monthly reports to the Board of Directors that provide data on progress made toward established goals.

g. Human Resource Activity

       i. The Human Resources department will work closely with all program staff to ensure all disciplinary decisions, staff training, professional development plans are processed through a perspective that relies heavily on legal integrity and policy compliance

h. Technology

       i. The administrative team will work closely with the Board of Directors to ensure the technology needs of the agency are in sync with the needs of the organization to meet performance measure goals.

i. Health and Safety Reports

       i. A monthly review of all CA works sites will be conducted to ensure risks to the organization are minimized

      ii. Standard Operating Procedures related to health and safety are closely monitored and employees are trained at least quarterly on ways to mitigate risk.

j. Service Delivery

       i. Executive leadership will review all aspects of documentation/record keeping for efficiency, accuracy, completeness to ensure that analysis of the service delivery systems is based on sound information

      ii. Annual documentation update will inform the program development and future training needs and consumer trends.

6. The needs of specific aspects of our agency will be addressed with the data we collect such as;
    a. Persons served
    b. Stakeholders
    c. Community Alliance as a whole
7. Business Functions and Service Delivery Performance Measures will be measured across the following areas:
    a. Business Function/ Key Objectives
    b. Effectiveness of Service
    c. Efficiency of Service
    d. Access of Service
    e. Satisfaction and other feedback from persons served and stakeholders

PERFORMANCE IMPROVEMENT

Community Alliance is committed to a continued quality improvement process and sharing the analysis of data relating to performance measurement. Community Alliance will use data in the pursuit of knowledge that will empower all staff and stakeholders to participate in the drive for excellence.

1. Written Analysis- The Executive Director in collaboration with the executive leadership team will write an analysis of the performance indicators in the areas of business function and service delivery for each program
    a. Analysis will be written within 90-days of the end of year reporting and include
        i. Recommended actions to remediate shortcomings and
        ii. Recommended new or continued performance measure for the year to come
        iii. Inform an action plan
        iv. Inform a review of the agency strategic plan
    b. Analysis will be
        i. Submitted to the board of directors annually
        ii. Presented to stakeholders and the general public through press release, if appropriate
        iii. Posted on our website, if appropriate