



Performance and Outcome Measures Committee Policies and Procedures

Purpose:

The Michigan Balance of State Continuum of Care (BoS CoC) is committed to using the Continuous Quality Improvement process (CQI) to identify areas that need improvement, and to implement plans that increase the efficiency and effectiveness of BoS CoC-wide service delivery. The goal is to maximize the effective use of all available resources to support individuals and families who are homeless, in danger of becoming homeless and/or in need of low-income housing and related supportive services. The CQI process will ensure that the Performance and Outcome Measures Committee (Committee) evaluates ongoing methods for improving all BoS CoC systems, increase the effective and efficient use of available resources, and identify anticipated future needs.

Oversight:

The BoS CoC adopted this Committee Policies and Procedures document on _____. By adopting the Policy and Procedures document, the BoS CoC authorized the formation of the Committee, a subcommittee that reports directly to the CoC.

CQI is not the sole responsibility of the Committee; rather, this group ensures that CQI principles are integrated into the BoS CoC at all levels. All processes within the BoS CoC fall within the oversight of the Committee and, as such, all committees and partners of the BoS CoC have a role in developing the most effective and efficient systems of care.

Other teams, committees, or partners may be tasked with action items resulting from the CQI process from time to time. All policy changes recommended through the CQI process will be submitted to the BoS CoC Coordinator before going before the Committee as a whole.

Committee Membership:

The Committee is open for membership to the full BoS CoC body and oversees CQI activities on behalf of the BoS CoC. The Committee meets regularly to evaluate processes within the BoS CoC as identified through a number of evaluation techniques.

As part of the Committee, the following positions are standing, based on the individuals holding the particular roles in the BoS CoC:

- The CoC Coordinator
- A Representative from the HMIS Lead Agency (MCAH)

Members for the Committee are solicited from the full BoS CoC body and the Committee strategically encourage participation in accordance with these priorities:

- Membership should come from all levels of the BoS CoC agency and/or program structure. In soliciting members, the Committee should include a diverse mix of Executive Directors or CEOs,

Program Directors, Program Evaluators, Supervision Staff, Case Workers or Managers, and Direct Care Staff.

- Membership should include representatives from a broad range of agencies and programs, both inside and outside of the BoS CoC (if available). To the greatest extent feasible, a Committee seat may be delegated to a current/former homeless services client who is able to make a meaningful contribution to the work of the Committee. Care should be taken to ensure that one or two agencies or program types do not have excessive representation or influence on the work of the Committee.

Committee Chair and Coordination:

The Committee has a designated Chair, solicited from the BoS CoC Governance Council membership and reviewed annually. The Chair position is at-will and can be vacated with written 30-day notice.

The Committee Chair will not be held by a staff member or representative of a funder or the BoS CoC lead fiduciary agency or HMIS lead agency.

Influence of CQI on Program Selection/Funding Decisions:

As a committee of the BoS CoC, the Committee does not hold the power to offer to or to deny BoS CoC allocated funding from any specific project or agency. Decisions regarding funding allocations will not take place within the scope of the Committee's work.

However, the Committee will be tasked with routinely submitting reports to the BoS CoC regarding evaluation, quality improvement efforts, or confirmation of technical assistance engagement for projects within the BoS CoC. These reports may be used by the review committee (at their discretion), as evaluation tools to determine whether a project should be funded. Members of this Committee cannot participate in any other committee(s) designated by the BoS CoC to determine funding allocations.

Solicitation of Feedback and Input:

All Committee members are expected to be approachable and open to feedback. Local BoS CoC partners are always encouraged to engage any process challenges or issues directly with other local partners. However, it may be necessary at times for partners to present a recommendation for a process, task, or system improvement directly to the Committee. To facilitate this communication, the Committee has a standardized process to receive these partner suggestions electronically and anonymously, if desired. If the suggestion is agency-specific, supervisor approval may be solicited as appropriate by the BoS CoC Coordinator. All partner agencies are expected to provide recommendations and suggestions in a professional manner that is focused on process needs, without attacking or blaming any agency or person.

Principles:

The Committee agrees to:

1. Ensure that process review and redesign efforts will engage those individuals/agencies closest to the activity;
2. Utilize existing measurement systems wherever possible to monitor the effectiveness of changes, as to avoid duplicate efforts;
3. Model respect towards all members of the BoS CoC;
4. Use common CQI tools to assess and document redesign efforts;

5. Facilitate a transparent process with opportunities for input at every level of the BoS CoC;
6. Clearly communicate requirements where changes have been recommended;
7. Comply with rules and regulations.

As areas of needed improvement are identified, BoS CoC partners will commit to:

1. Allocate staff time to participate in the CQI decision-making process;
2. Allocate staff time to implement changes identified through the CQI process;
3. Share aggregated performance data on measures designed to track outcomes or test the effectiveness of implemented changes;
4. Report on challenges and benefits of implementing changes;
5. Keep confidential agency-specific data and findings reviewed during CQI meetings.

Overview of Activities:

The process, as detailed below, aims to engage continuum-wide input through a highly transparent process. CQI Agency Representatives, who are designated as points of contact by their individual agencies, are committed to identifying and resolving barriers to housing and services. Through this pre-established network of CQI agency representatives, the CQI process will formalize the identification and reduction of barriers.

1. New opportunities are identified from submitted suggestions and prioritized by the CQI agency representatives.
2. Monitor Forms are created for each new opportunity that the CQI agency representatives agree should be reviewed.
3. Each Monitor Form is reviewed by the CQI agency representatives to determine progress and to delegate tasks to partner agencies as necessary. Monitor Forms are reviewed regularly until resolved.
4. The Committee reviews outcome data and performance measures, including System Performance Measures, to gauge impact of initiatives undertaken.

In choosing a CQI Agency Representative, the agency will provide a representative that has the authority and ability to implement change within the organization regarding the recommendations of the Committee. Additionally, the CQI Agency Executive Director or CEO will sign-off on any recommendations from the Committee as acknowledgement.

Anytime an agency or project is the subject of discussion before the Committee, the Chair will invite the CQI Agency's Representative to be present for and to participate in the discussion. The discussion will be positive and collaborative in nature, to work with the agency to resolve any problems identified.