



DAVIS STUART

PERFORMANCE AND QUALITY IMPROVEMENT ANNUAL REPORT

JULY 2023 - JUNE 2024



This Performance and Quality Improvement Annual Report is aimed at sharing with you Davis Stuart's assessment on how well we are achieving our goals, meeting standards of practice, meeting internal and external thresholds, and improving operations and services. Our assessment is based on the feedback and statistical data collected during the 2024 fiscal year. This report is intended to disclose information which is both positive and unfavorable, in order to accurately and honestly represent our progress, our challenges, and our areas of need.

WHAT IS PERFORMANCE AND QUALITY IMPROVEMENT?

Performance and Quality Improvement (PQI) is a system that continuously looks at processes, outcomes, and feedback to assess and help improve Davis Stuart's operations, at all levels. This is done through four phases – planning, doing, checking and acting.

Davis Stuart uses stakeholder feedback and statistical data to measure and track performance in the areas of business practices, human resources practices, financial management, treatment services, program services, environmental control, and regulatory requirements. The goals of PQI are directly tied to Davis Stuart's strategic plan.

KEY TRADEMARKS OF AN EFFECTIVE PQI SYSTEM

- Broad-based/Agency-wide
- Belief that change is good
- Buy-in from employees
- Data driven
- Transparency
- Accountability
- Culture of improvement
- Inclusion of stakeholders at all levels

WHO IS RESPONSIBLE FOR PQI?

In our pursuit of excellence, accountability extends to all stakeholders, varying in accordance with their level of involvement. Davis Stuart has established a structured approach to oversee this responsibility, led by a dedicated PQI Coordinator and a PQI Committee. Comprising a diverse group of staff members, spanning from treatment associates to department heads, the PQI Committee is entrusted with the important role of upholding our commitment to performance and quality improvement. The PQI Coordinator assumes the position of committee chair, overseeing and guiding PQI-related initiatives. The PQI Committee convenes on a quarterly basis to ensure continuous evaluation and enhancement of our operations.

For any inquiries or clarifications regarding the information and data contained within this report, we encourage you to contact our Executive Director at executivedirector@davisstuart.org or reach out via phone at (304) 647-5577. Your questions and feedback are invaluable in our ongoing quest for excellence.



THE DAVIS STUART STANDARD

Davis Stuart completed reaccreditation through the Council of Accreditation (COA) in 2024. This is a proud and significant achievement for our agency. Following the guidelines, standards, and requirements set for by COA. Davis Stuart continues to grow and adapt to the changing needs of our residents while maintaining our heritage, mission and vision.

Davis Stuart is accredited through March of 2028. For more on COA, please visit their website – coanet.org.

LOOKING BACK

FISCAL YEAR 2024 GOALS

● Met ● Ongoing ● Not Met

INFASTRUCTURE & FACILITIES

- Refurbishment of Scott Hall as a recreational center for all residents to enjoy.
- Window upgrade for the upstairs level of Lineweaver residential cottage
- Complete exterior repairs and maintenance on the Chapel
- Maintenance projects for the campus staff housing

PROGRAM & SERVICE DEVELOPMENT

- Increase the amount of certified trainers for agency staff
- Teen Safety certification training for all clinical staff
- Implementation of Board of Director approved updated policy
- Implementation of updated employee handbook
- Completion of departmental procedure guides

FINANCIAL DEVELOPMENT

- Establish a Fall fundraiser for non-reimbursable services provided by the agency

EMPLOYEE WELL-BEING

- Annual staff survey employment satisfaction greater than 60%

OPERATING & ADMINISTRATIVE EFFICIENCIES

- Upgrade operating system on agency servers
- Increase community services provided on campus for residents

MANAGEMENT INFORMATION SYSTEMS

- Implement an agency training program
- Reaccreditation by COA

LOOKING FORWARD

FISCAL YEAR 2025 GOALS

INFASTRUCTURE & FACILITIES

- Snow Hill exterior painting
- Farm House roof and gutter replacement
- Evaluate current phone system and upgrade possibilities

EMPLOYEE WELL-BEING

- Secondary trauma awareness added to staff training and onboarding
- Establish an EAP to encourage staff members to focus on their mental health

FINANCIAL DEVELOPMENT

- Review accounting department outlines, flows and work patterns to streamline processes

PROGRAM & SERVICE DEVELOPMENT

- Increase the amount of certified trainers for agency staff
- Completion of departmental procedure guides

OPERATING & ADMINISTRATIVE EFFICIENCIES

- Establish clinical modalities that are best fit for the population serviced
- Create additional elements for the agriculture program

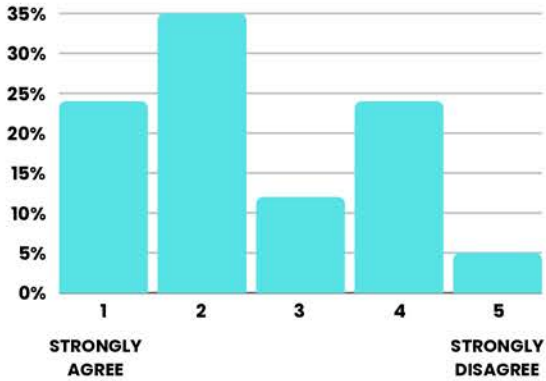
MANAGEMENT INFORMATION SYSTEMS

- Implement an agency training program

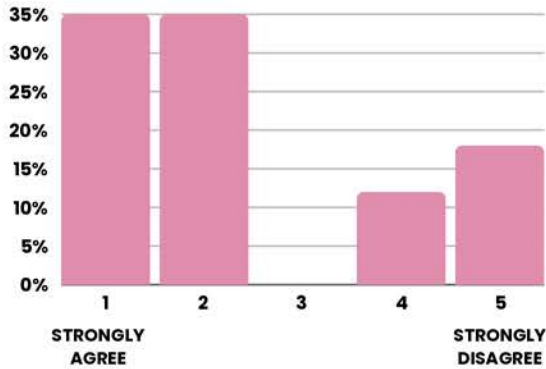


EMPLOYEE SURVEY

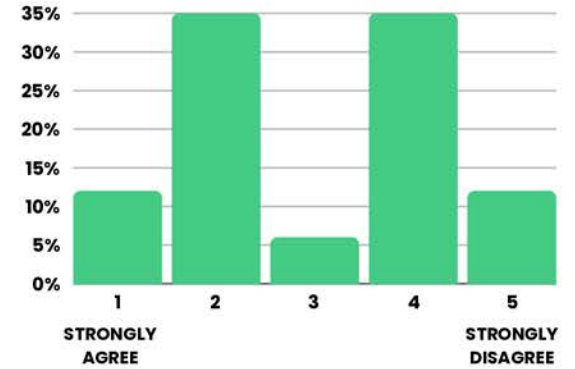
Davis Stuart's mission & vision are reflected in the actions of the organization.



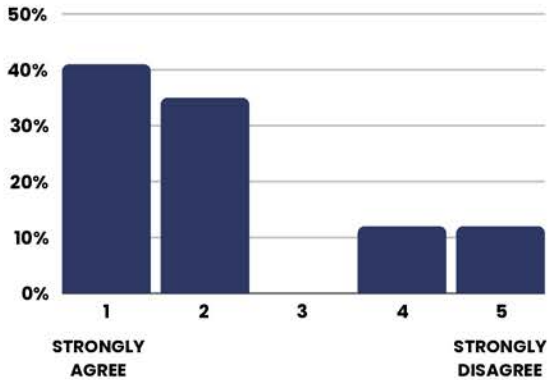
My supervisor is approachable, offering support and direction with respect to my work



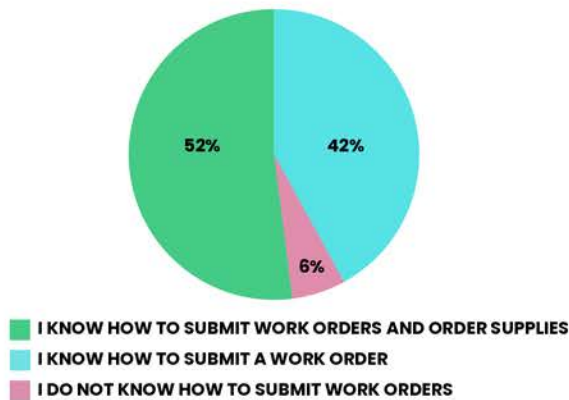
Davis Stuart offers incentives and/or recognition for a "job well done"



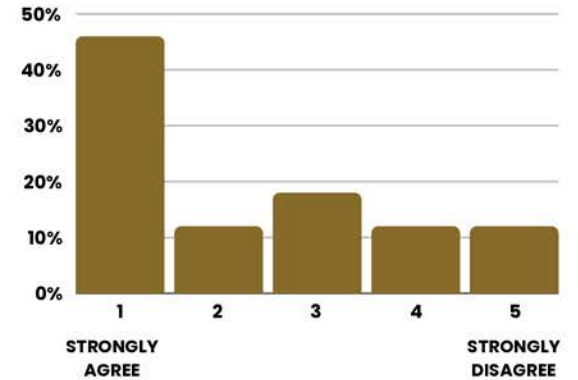
I understand procedures and policies that pertain to my position



I understand how to submit a work order and request supplies for my work area

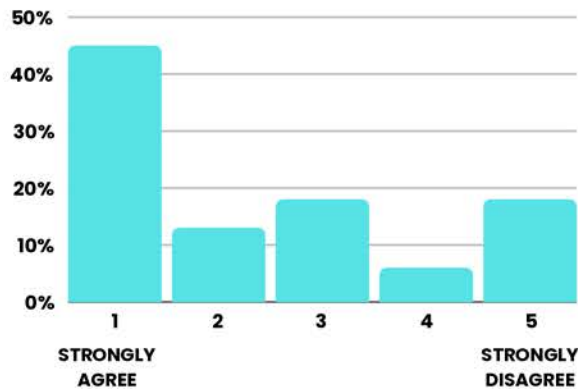


If I have a grievance, I understand the process for having it heard



EMPLOYEE SURVEY

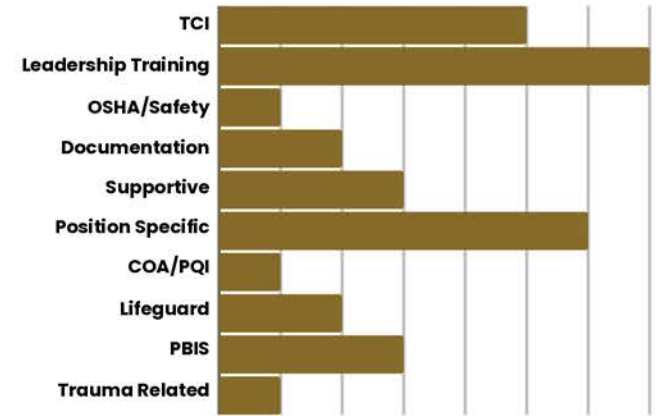
My suggestions to my leadership team are respected and taken seriously



How satisfied are you with your employment at Davis Stuart?



What areas would you like Davis Stuart to provide additional training on?



Order the following list of current employee benefits from 1 (most important) to 10 (least important)

BENEFIT	ADMIN	DIRECT CARE	TOTAL
PTO	2	1	1
HEALTH INSURANCE	2	2	2
SET WORK SCHEDULE	3	3	3
HOLIDAY PAY	5	4	4
403B MATCH	4	5	5
VISION INSURANCE	6	6	6
DENTAL INSURANCE	7	7	7
LIFE INSURANCE	8	8	8
DISABILITY	9	9	9
DINING HALL MEALS	10	10	10





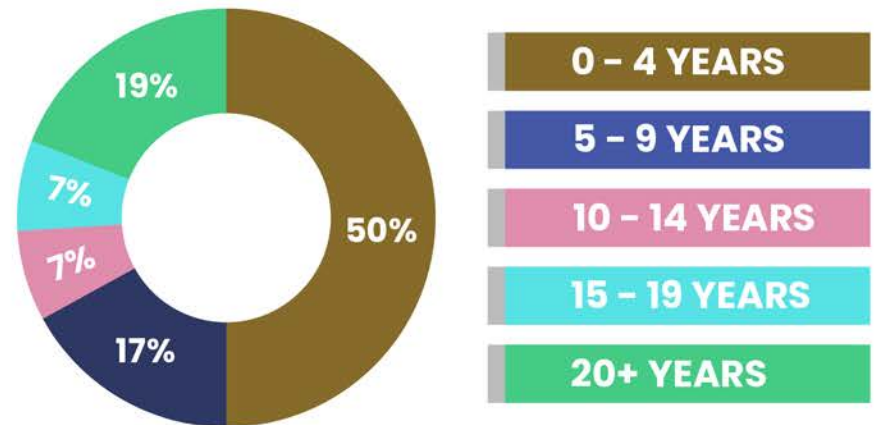
At Davis Stuart, our employees love getting into the Halloween spirit, as you can see from their fantastic costumes!

EMPLOYEE ACCIDENTS



Magical moments at our Second Annual Christmas Tree Lighting with Freedom Farms, featuring our staff as surprise guests: Buddy the Elf and Santa himself.

EMPLOYEE YEARS OF SERVICE



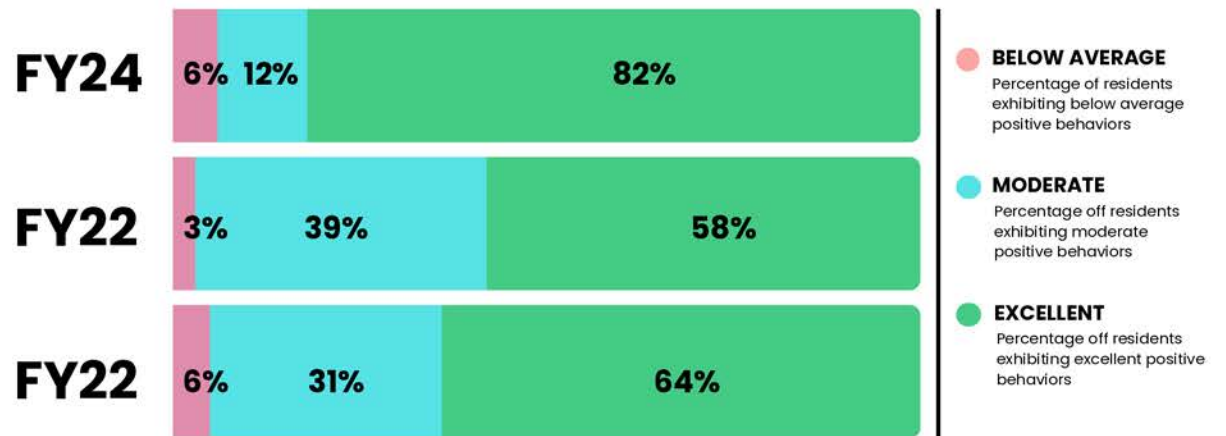
PBIS SNAPSHOT



PBIS is a program designed to cultivate and environment where appropriate behavior becomes the standard.

PBIS, which stands for “Positive Behavioral Interventions and Supports,” continues to be a cornerstone of our mission to cultivate an environment where positive behaviors and reinforcement are embraced. The dedicated PBIS Leadership Team has instituted a focused behavior initiative, enabling our residents to earn tickets for consistently demonstrating two pivotal behaviors: being present when and where required and engaging in effective communication. These core behaviors play a pivotal role in imparting crucial life skills to our residents, emphasizing active participation, punctuality, and mature, respectful communication. This, in turn, equips them for successful transitions out of our program, be it in securing employment or furthering their education.

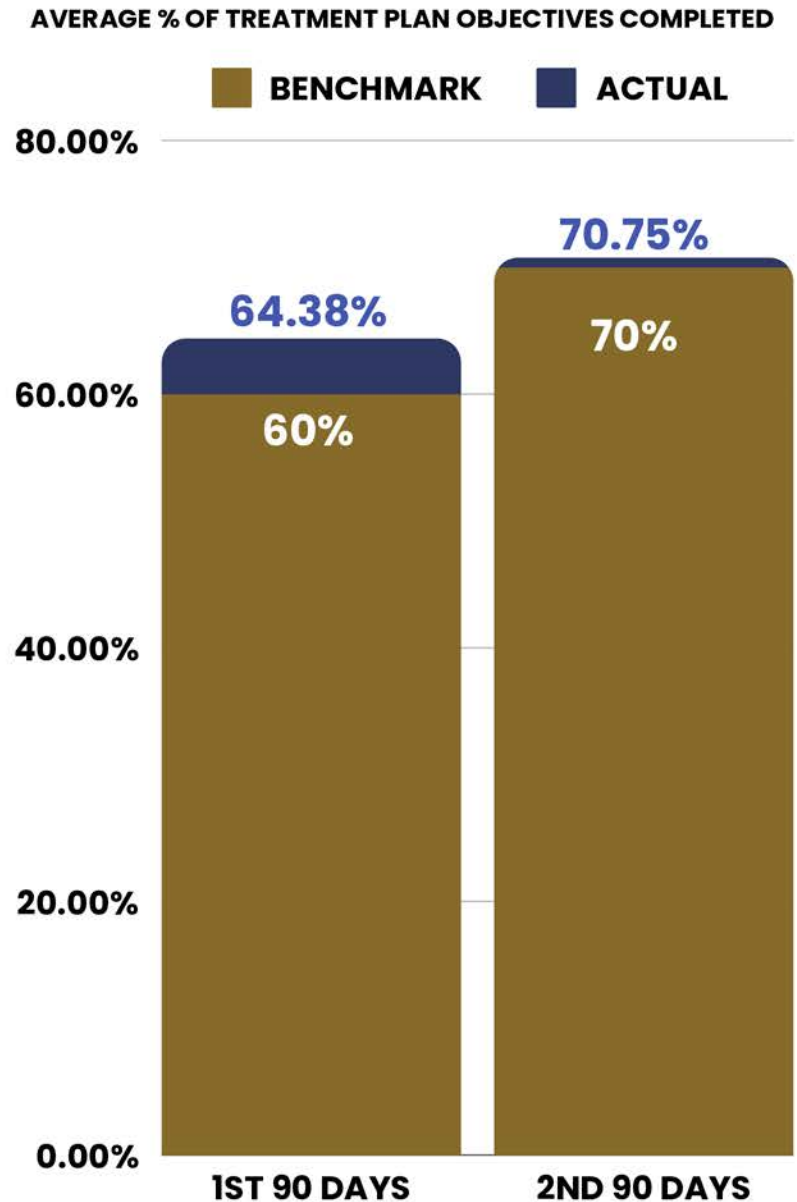
Residents accumulate these tickets, which they can redeem at our campus PBIS store, where they can choose from a variety of items. The store’s inventory is continuously replenished thanks to the generous contributions from our community, along with grant funding specially allocated to support our PBIS program. Since its inception on our campus in 2018, Davis Stuart’s PBIS program has made a profound and enduring impact, fostering growth and development among our residents year after year.



CLINICAL

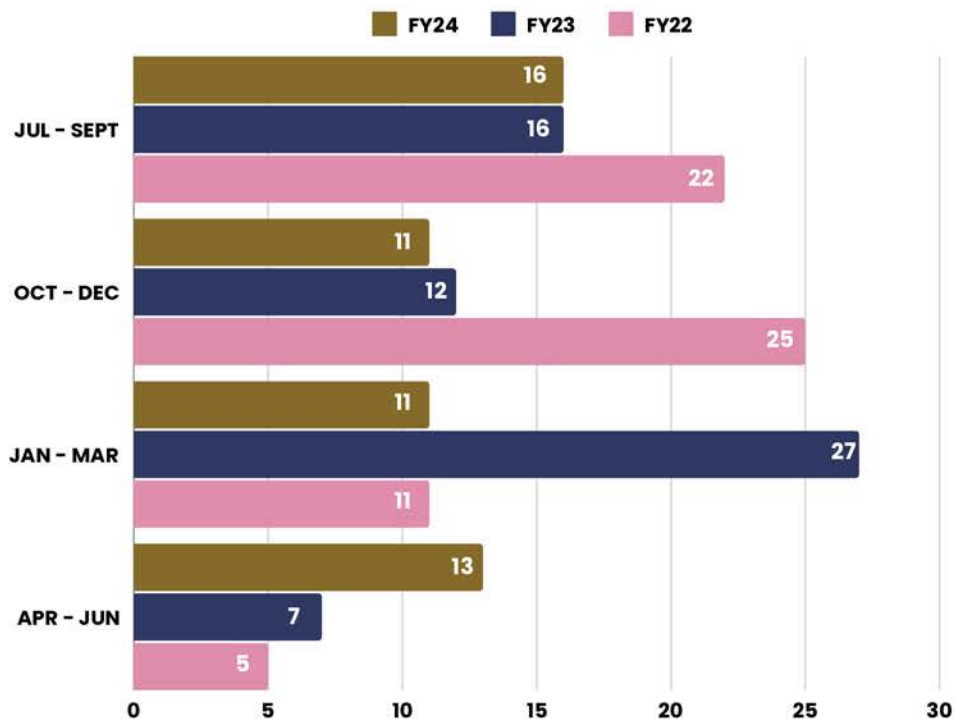
The Davis Stuart Clinical Department continues its unwavering commitment to providing a comprehensive range of services to at-risk youth. Our clinical team comprises dedicated professionals, all licensed by the state of West Virginia and equipped with Bachelor's and Master's degrees. Currently, our clinical roster includes Bachelor and Master's level social workers and Master's level counselors. To bolster the clinical team's efforts, we are supported by our Nursing Department, along with contracted psychological and psychiatric services.

These esteemed team members are integrated into various roles within the Clinical Department, including Permanency Case Managers, Therapists, Nurses, and a Clinical Coordinator. At Davis Stuart, we embrace an interdisciplinary approach to address the diverse needs of our residents, recognizing that each youth faces unique challenges. To ensure comprehensive and individualized care, we conduct team meetings within the first thirty days of a youth's arrival, enabling us to assess their specific needs and craft a personalized care plan. These initial meetings are followed by recurring assessments every ninety days, where we gauge the resident's progress, adapt their care plan as necessary, and celebrate their achievements. Additionally, our clinical staff engages in monthly clinical rounds to facilitate case consultations and maintain a high standard of care. Furthermore, we have established a Clinical On-Call process to address any needs that may arise after regular hours, ensuring that our residents receive continuous support and care.



PQI DATA

Resident Critical Incidents



Examples of a Critical Incident include:

- Away from supervision
- Behavior resulting in physical intervention
- Medical errors with negative outcomes
- Behavior resulting in significant property damage
- Illicit/illegal substance use
- Involvement with law enforcement
- Injury resulting in medical treatment



Our residents' handmade ornaments decorated the 2023 U.S. Capitol Christmas Tree from the Monongahela National Forest! How amazing was that!

FINANCIAL INFORMATION

**\$2.92
Million**

Total Budget
Based on pre-audit data

**WHERE THE MONEY
ORIGINATES**

**WHERE THE MONEY
GOES**

Government Support
84.5%

Charitable Giving
7.9%

Other Private Income
7.6%

Program
64.2%

Management
20.2%

Facilities
15.6%

