



STARFISH
FAMILY SERVICES

PROGRESS OVER PERFECTION

A People-First
Approach to
Measuring Quality

Vania VanDusen & Autumn McCants

STOPLIGHT

RED Bad – Fail – Miss
YELLOW OK – Almost
GREEN Good – Success

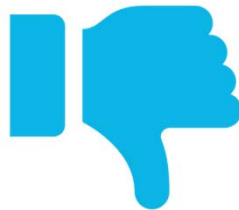


STOPLIGHT

Universal
Clear Definitions



Static
Lacks Nuance



Your organization tells your Board that this year, we will increase client satisfaction by 10%.

At the end of the year, client satisfaction increases by 5%.



Your organization sets a grant goal with your funder to double your count of clients served this year.

At the end of the year, the same number of clients were served as the previous year.



Your organization tells an accrediting body that you will document and implement an organization-wide Quality Improvement Plan.

At the end of the year, the Plan is shared and you are accredited.





BUT WHAT IF...



Your organization tells your Board that this year, we will increase client satisfaction by 10%.

At the end of the year, client satisfaction increases by 5%.

IS THIS A FAIL?

- ✓ *Based on mid-year client feedback, clients shared that your buildings don't feel welcoming.*
- ✓ *Your organization completes facilities checks, town halls with clients and staff, then develops and implements a plan to improve.*
- ✓ *Half of your locations have been updated by the end of the year.*

Your organization sets a grant goal with your funder to double your count of clients served this year.

At the end of the year, the same number of clients were served as the previous year.

IS THIS A FAIL?

- ✓ *Your organization plans to expand their service area this year.*
- ✓ *Staff notice that the needs of these communities are different from who we originally served. Staff are not equipped with the practices to best serve this area.*
- ✓ *Your organization pauses expansion and trains staff in appropriate practices for the rest of the year.*

Your organization tells an accrediting body that you will document and implement an organization-wide Quality Improvement Plan.

At the end of the year, the Plan is shared and you are accredited.

- ✓ *Your Quality Team writes your organization's Quality Improvement Plan the week before its due to the accreditor.*
- ✓ *Your executive team reads the plan and approves.*
- ✓ ***The Plan is not revisited until the next accreditation cycle.***

IS THIS A SUCCESS?



PROGRESS OVER PERFECTION



PROGRESS OVER PERFECTION

How do we emphasize progress towards a goal instead of simply whether we achieved or not?

Relationship-
based

Reflective

Documented



QUALITY IMPROVEMENT APPROACH

Which parts of
quality
improvement?

Buy In

- Capacity Building
- Relationships

Goal Setting + Tracking

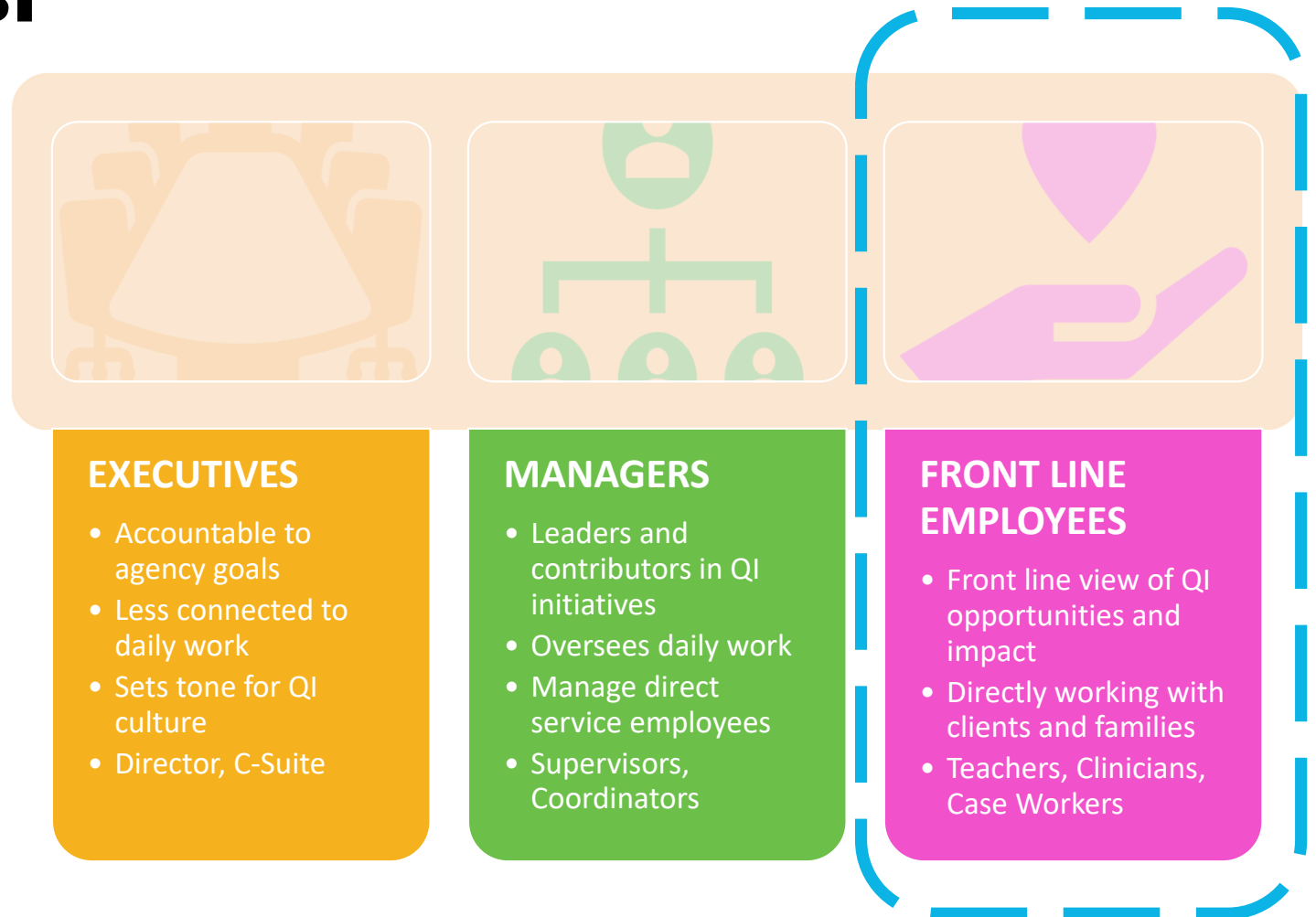
- SMART(IE), OKR's, KPI's
- Reflection

Reporting

- Data Storytelling
- Outcomes, Impact

What do
we mean?

Which
people?





PAST PRESENT FUTURE

Past

We'll share how we've implemented each part of the process for each internal stakeholder group in the past.

We'll share what worked and what didn't.



Present

We'll share how we're currently implementing each part of process for each stakeholder group in the present.

We'll share how we adjusted based on what worked and what didn't.



Future

You will provide feedback on the approach and share what's worked and what hasn't worked for you and your organizations.

How do we expand this to **Front Line Employees?**



BUT FIRST...



400+
Employees

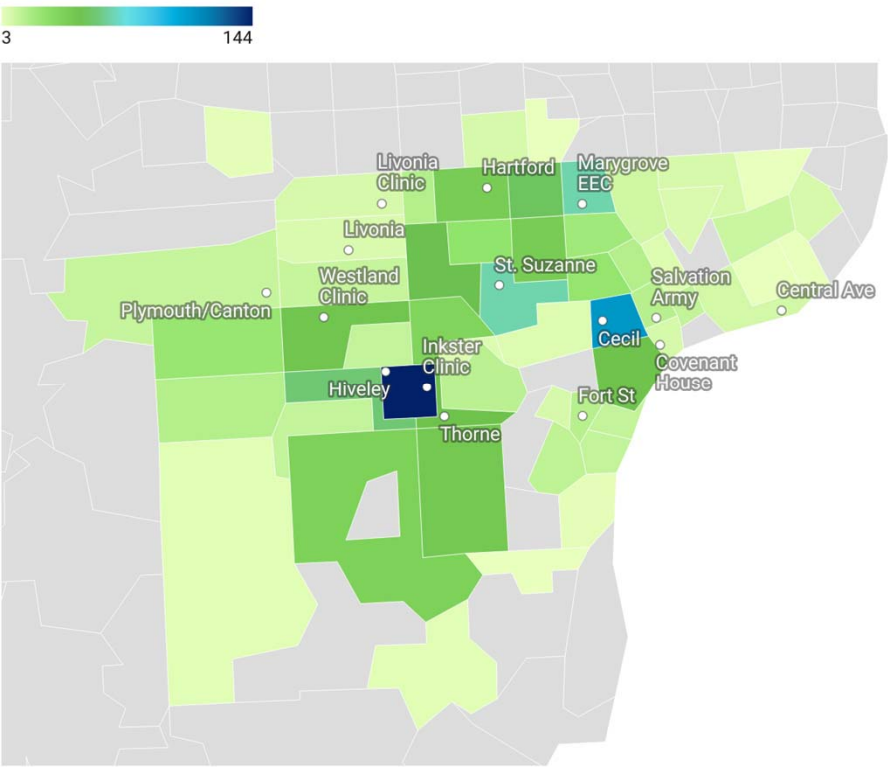
2000
Clients Served
Annually

16 Locations
in Metro Detroit

Early
Childhood
Education

Behavioral
Health
Services

Starfish Clients & Families by Zip Code



Map data: © Esri, TomTom North America, Inc., United States Postal Service • Created with Datawrapper

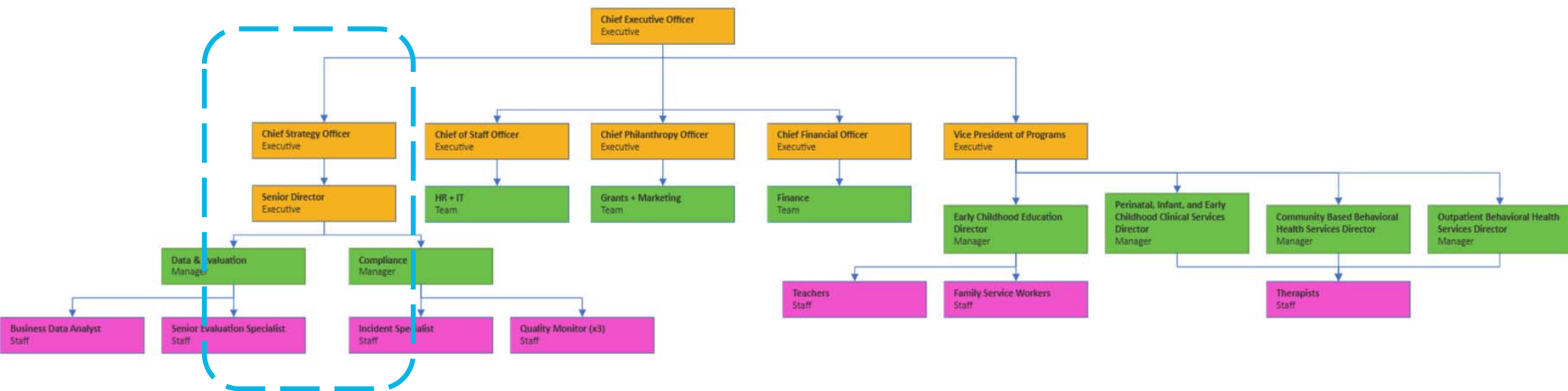


ORGANIZATIONAL STRUCTURE





ORGANIZATIONAL STRUCTURE





QUESTIONS SO FAR



BUILDING BUY IN



Set several high-level organizational priorities
Picked metrics at the beginning of the year
Revisited at the end of the year for the Board



EXECUTIVES

What Worked

- Fulfilled requirements for an annual plan
- Able to articulate to Board what those priorities are

What Didn't Work

- Missed opportunity to check in on progress
- Difficulty speaking to priorities with their teams

Not Bought In – Checked the Box



Reminders of high-level priorities
Asked to provide end of year data + narrative



MANAGERS

What Worked

- Protected capacity to manage day to day

What Didn't Work

- Limited awareness
- Difficulty seeing their teams in priorities
- Hesitancy to provide **bad** data

Not Bought In – Gotchya Moment



EXECUTIVES

Past



Present

How + when do we know
if we're not achieving?

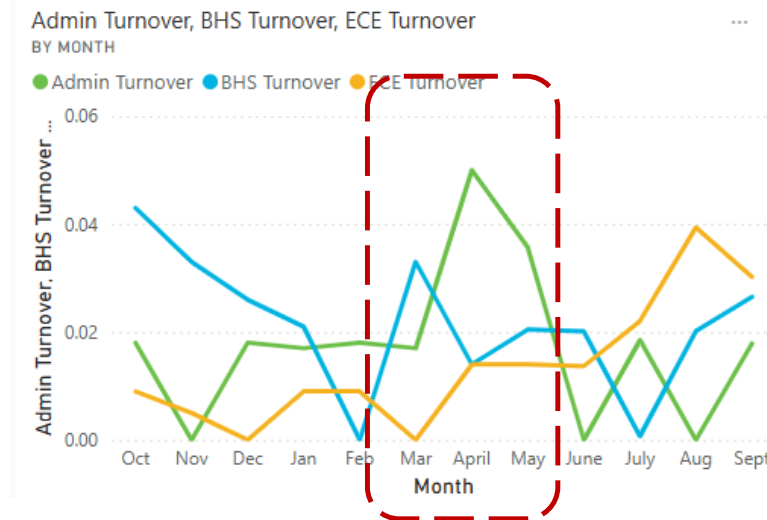
*Retain and attract
qualified talent.*

Cumulative Agency Turnover (FY21)

20.97%

Without buy in, what we
tracked was not actionable.

Without buy in, we missed
an opportunity to improve
and problem solve.

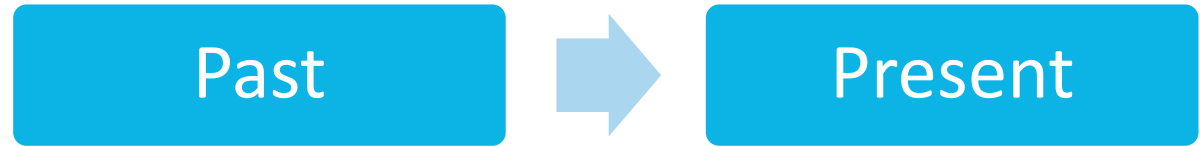




What did we do?

Built relationships Built capacity

- Included Quality team in Priority Planning
- Standing time on monthly Executive + Department Meetings



Measure What Matters

OKR Framework: Objectives and Key Results

Dynamic Process

- Cyclical reviews and grading
- Space for re-prioritization
- Leading (not lagging) indicators to signal needs for pivots

Communication Tool

- Inspire employees, rallying point for teams
- Aligns departmental, team and individual goals
- Transparency at all levels

What are OKRs?

OBJECTIVES AND KEY RESULTS

OBJECTIVES

An Objective is what you want to accomplish.

A good Objective is significant, concrete, action-oriented and inspirational. Can be set annually or over an even longer-term.

KEY RESULTS

Key Results are how you will accomplish it.

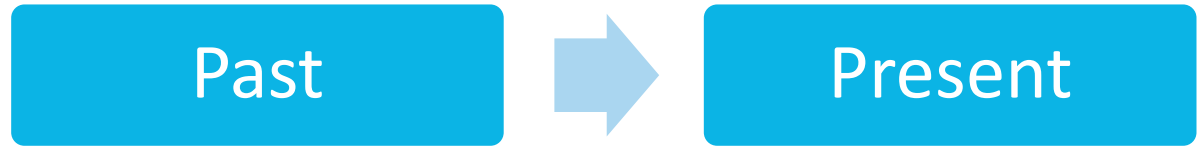
Good Key Results are specific, timebound, aggressive yet realistic measurable and verifiable. Can be set quarterly and evolve as work progresses.

What Matters

INDICATORS OF
SUCCESS

OKRs are a management methodology which helps to ensure that your company focuses efforts on the same important issues throughout the organization.





What did we do?

Built relationships
Built capacity

Consider

- Of your department's priorities:
 - What have you noticed was easier to achieve?
 - What have you noticed was more difficult to achieve?
 - What about that work do you think made it easier/more difficult?
- What would you do differently in planning for next year's agency & department goals?

Do these priorities align with what is currently on top of mind for the agency?



FY2025 DEPARTMENT PLANS

What projects, tasks or activities do your teams have planned for next fiscal year?

Consider what can/can't be shared impacting other departments

Agency-wide Certification for DEIB

SOGIE Training for all employees

Larger goal: Re-tooling training model

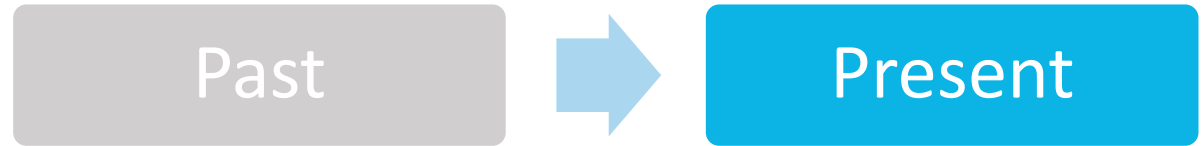
Look back at FY24 Priorities, evolution, ongoing & growing

HR Roles & Responsibilities Restructure- align with Business Plan & goals, as well as efficiency

What are we excited for? Stressed about?

Re-evaluate/re-visit culture of org, consider new ways to shift culture toward creating psychological safety in ALL we do

- Included Quality team in Priority Planning
- Standing time on monthly Executive + Department Meetings



What did we do?

Built relationships
Built capacity

- Included Quality team in Priority Planning
- Standing time on monthly Executive + Department Meetings

Make QI Approachable

- What's in it for you?

Consistent + Persistent

- Show up

Model Curiosity

- Ask questions



**FRONT LINE
EMPLOYEES**

When thinking about building buy in with front line staff in QI...

Poll #1

On a scale of 1-5, how would you rate the current level of buy-in front line staff have for QI?

Poll #2

What is one 'people-first' way our organizations can increase front line buy-in?



GOAL SETTING + TRACKING

Past



Present

High-level priorities were the goals
Limited tracking throughout the year



EXECUTIVES

What Worked

- Broad enough priorities

What Didn't Work

- Hard to measure
- Limited review
- Disconnect with what their teams were tracking

High-level Priorities are not
Actionable Goals



Set and tracked department + grant goals
Limited tracking throughout the year



MANAGERS

What Worked

- Closer to the work
- Quick QI wins

What Didn't Work

- Unused data
- Tracking inconsistent across departments
- Disconnect with what executives were tracking

Tracking to Track

GOAL TRACKING

Past



Present

What does this mean
and how do we use it?

*Provide high
quality services.*

How many clients did
we see this year?

How many clients did
we NOT see this year?

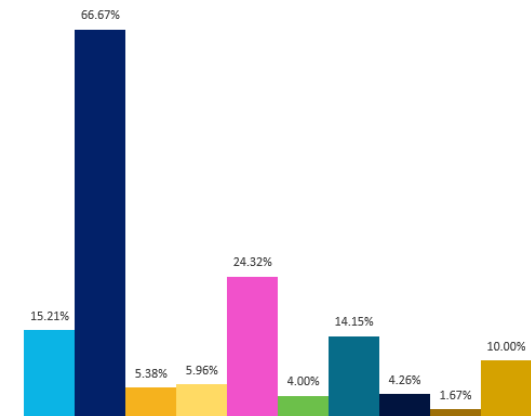
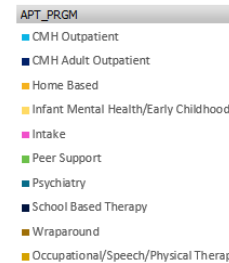


MANAGERS

Without aligned goal
setting, what we tracked
was not relevant.

Without review, we missed
an opportunity to improve
and problem solve.

No Show Rate:



32



What did we do?

Guided Reflection

- Created structured reflection spaces
- Facilitated guided conversations
- Themed insights

Past

When goal setting with managers

What's already being done that moves this agency goal forward?

What is a priority for you?

When reflecting on goals throughout the year

What barriers are you facing that's slowing the team's progress?

What's something that worked for you to move forward?

What supports do you need from other teams? Executive team?



Present

DEPARTMENT PRIORITY PLANNING

Consider...

What did you and/or your team want to **achieve this current year**?

- Did we achieve it?
- How do you know?

What do you and/or your team want to **achieve next year**?

- How will you know that you and/or your team is on track to achieve these?

What parts of your and/or your team's **day to day work** align with next year's priorities?

- Which priorities?

What parts of your and/or your team's **future work and projects** align with next year's priorities?

- Which priorities?

CUSTOMER SUCCESS

Provide high quality customer service.

Expand service array.

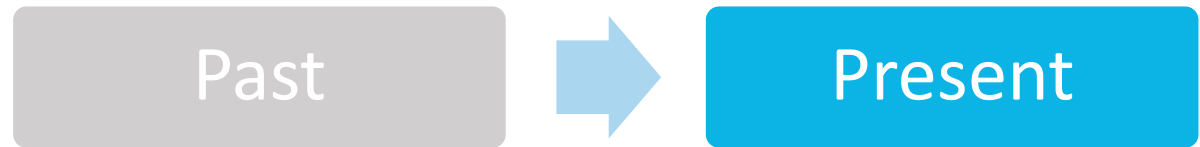
- **Complete:** Hire and train adult service Case Managers & Therapists: Two more fully trained therapists in LOCUS screener.
 - Including DCO work here, seeing clients successfully, receiving referrals; expanding services we can provide –working / growing through process.

Map the customer experience.

- **Complete:** Create project plan to map customer experience from intake to discharge: Meet with Data & Eval to determine scope by end of December.
- **On Track:** Partner with Data & Eval to process map Intake by end of FY25 (Sept).

Match client needs to appropriate service.

- **Complete:** Re-do Level of Care document.
- **On Track:** Expand EBP's.



DEPARTMENT DISCUSSIONS

What did we do?

Guided Reflection

- Created structured reflection spaces
- Facilitated guided conversations
- Themed insights

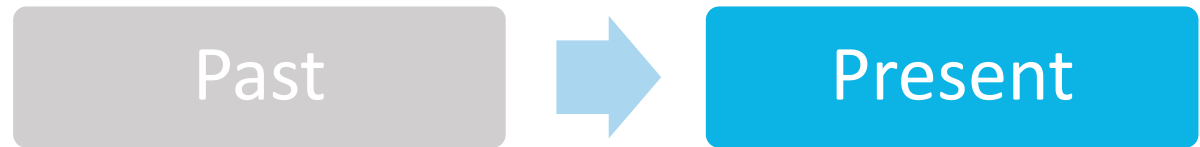
Themes	Highlights	Barriers
<ul style="list-style-type: none">• Dependencies on other areas• More delayed progress	<ul style="list-style-type: none">• Normalizing “red”• Planning ahead	<ul style="list-style-type: none">• Increasing competing priorities

DEPARTMENT GOALS → DEPARTMENT GOALS

Create a learning environment



What dependencies do you notice in department goals?



DEPARTMENT DISCUSSIONS

What did we do?

Guided Reflection

- Created structured reflection spaces
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Themes	Highlights	Barriers
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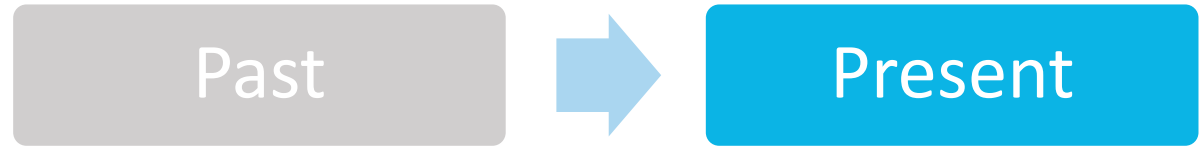
DELAYED PROGRESS FOLLOW UP

How are reasons for delays similar? Different?

- Competing Priorities
 - Required Collaboration
 - Making Decisions
- Technology + Systems
 - Paycom Dependencies

What progress can we celebrate since we last met?

What's the next first step to move delayed work forward?



What did we do?

Guided Reflection

- Created structured reflection spaces
- Facilitated guided conversations
- Themed insights

Make QI Approachable

- What's in it for you?

Consistent + Persistent

- Show up

Model Curiosity

- Ask questions



GOAL TRACKING

Past



Present



Future

When thinking about departmental goal tracking with front line staff...



FRONT LINE
EMPLOYEES

Poll #3

How often are your front line staff reviewing and reflecting on departmental metrics?

Poll #4

What is one people-first way allows front line staff to reflect on departmental metrics?



REPORTING

Past



Present

Data team compiled metrics across teams
Spreadsheet print outs, dashboards
End of year 'Stoplight' update to the Board

What Worked

- Clear, straight forward

What Didn't Work

- Point in time
- Did not close the loop
- Lacked the fuller story



EXECUTIVES

Static – Lacking Nuance



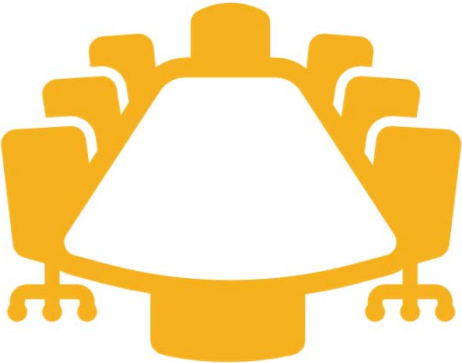
Past



Present

What did we learn?
How will did we improve?

*At the end of
the year...*



EXECUTIVES

Priority	Goal	Indicator	Target	Outcome
Operations During a Pandemic	Do not become the source of a COVID outbreak	# COVID-19 positive employees and clients (who were onsite)	No increase from fall 2021 baseline Do not experience a spike / peak	8 SFS exposures from family to employee (May 2022 Spike)
Financial Sustainability During a Pandemic	Achieve financial stability and make nimble adjustments as needed	Behavioral health services (BHS) monthly and FYTD revenue	Meet or exceed budgeted BHS monthly and FYTD revenue	\$\$\$ (budget August FYTD) vs actual Aug FYTD). (Actual actual excludes 10% rate increase and excludes \$0.5 mil General Funds allocation in Sept-2022)
Financial Sustainability During a Pandemic	Achieve financial stability during a pandemic	Agency bottom line vs budget	Meet or exceed budget	\$\$\$ (budget) vs \$\$\$ (actual) (July FYTD)
Talent Development and Management	Implement & sustain budgeted HR capacity and system	Retention rate of new HR positions	80% or more cumulative retention for full year in HR team	25% Small n retained from original HR team at beginning of FY22



Past



Present

What did we learn?
How will did we improve?

*At the end of
the year...*



EXECUTIVES

Measure	1Q FY Goal (Oct-Dec)	1Q ACTUAL	2Q FY Goal (Jan - Mar)	2Q ACTUAL	3Q FY Goal (Apr - June)	3Q ACTUAL	4Q FY Goal (Jul - Sept)	4Q ACTUAL	9/30/15 Cumulative Goal	CUMULATIVE ACTUAL	Unit
Programs & Services											
Birth to Five # enrolled (New Grant Only)	483	251	1023	515	1023	548	1023	702	1023	702	Actual number of children enrolled
Birth to Five # teachers completed HighScope curriculum training (New Grant Only)	0	0	72	52	122	92	122	122	122	122	Cumulative number of teachers trained
Lifespan # clients served	1077	1143	1410	1509	1744	1799	1980	2089	1980	2089	Cumulative number clients served
Learning Organization											
Leadership development # retreats	2	3	4	5	5	5	6	1	6	6	Cumulative # retreats
Strategic plan process	Strategic plan process & timeline approved	Strategic plan process & timeline approved	Approve Mission, Vision & values. Create Strategic	Approve Mission, Vision & values. Create Strategic direction & plan	Provide Board with Plan draft May Plan approval - June	Strategic Plan approved by Board at 6/9/15 meeting	Business plan and budget approved	Business Plan and Budget approved at 9/9/15 Board meeting	Business plan and budget approved	Business plan and budget approved	n/a
Board Development*											
Parent strategy process	Strategic plan drafted	Strategic plan framework developed and committee structure for final plan development established.	Strategic plan completed. Resource development plan completed.	Strategic plan priorities identified. Funding plans for specific activities in progress.	Funding sources identified and requests submitted. Evaluation plan developed.	A strategic plan is completed; funding was secured from CMH to begin implementation; 3 additional funding sources are identified for grant submission.	Three preliminary strategies implemented to improve parent engagement.	Strategies implemented include: Parent Advisory Team developed and meeting monthly; Starfish University concept developed; and frontline staff training developed and implemented.	Strategy incorporated into business plan	Strategy incorporated into business plan	n/a
Community Collaboration											
Inkster Early Childhood Strategy process	Process and timeline approved by ELT	Strategy development process, team, and timeline approved by Executive Leadership Team.	Plan completed and approved. Resource development plan completed.	Strategy split into EC Strategy to be rolled up into the Starfish Service Model. Inkster Community Engagement Strategy to be developed separately.	Funding sources identified and requests submitted.	Implementation plans for both strategies are being incorporated into the agency business plan for 2015-16.	Strategy incorporated into business plan	Implementation plans for both strategies are being incorporated into the agency business plan for 2015-16.	Strategy incorporated into business plan	Strategy incorporated into business plan	n/a



Past



Present

What did we do? Through-line from high-level priority to team HOW Progress to YOU Story of WHY

Consistent Documentation

- Documented progress as a story

Agency Priority	Rationale (Department Priorities)	Department Strategies	Goal	Indicator	Progress	Ongoing Notes
Create an environment for customer success	Provide high quality customer service	Improve communications	Develop and implement communication plan with families: Host parent trainings on Remind app.	Number of trainings	2. In Progress	As of May - To be reschedule, pending survey results from families first. As of Mar - Zoom training set for May 9th. As of Jan - Added new goal to provide mini-trainings ahead of next year on parent use. Consider hosting trainings at centers/virtually on Remind, Parent Meeting?
Create an environment for customer success	Provide high quality customer service	Improve communications	Develop and implement communication plan with families: Review trends and get family feedback on Remind app.	Complete: Yes or No	2. In Progress	As of May - FFS out now As of Apr - To be included in next FFS pulse, Remind trends reviewed As of Mar - Review at next Managers + Directors; Survey to be administered on Apr 11 to get family feedback on Remind. As of Jan - Added new goal around reviewing trends and get family feedback on this.
Create an environment for customer success	Provide high quality customer service	Improve communications	Develop and implement communication plan with families: Share curriculum resources with families.	Complete: Yes or No	2. In Progress	As of June - Continuing to think through. As of May - Consider how to share curriculum resources out of SMARTTeach vs Remind. As of Apr - In Progress As of Mar - Follow up with Kathleen/TJ. Consider whether to move from monthly to weekly. Starting in October, Curriculum piece included since October. *Consider adding to Parent Survey As of Jan - Newsletters going out monthly, consider if/how to add trauma informed care (DEIB too maybe?). Mental health section currently. As of Dec - To share in January As of Aug - Complete! Consider who/how this is getting forward. As of June - See below As of May - Ongoing, consider who gets these forms going forward. As of Apr - Ongoing, Feedback Form being sent out monthly (newsletters). Cheri to bring comments to Managers + Directors.
Create an environment for customer success	Provide high quality customer service	Improve communications	Develop and implement communication plan with families: Share Feedback Form to families quarterly, review and action plan at department meetings.	Complete: Yes or No	3. Complete	



What did we do?

Consistent Documentation

- Documented progress as a story

More dynamic view of progress

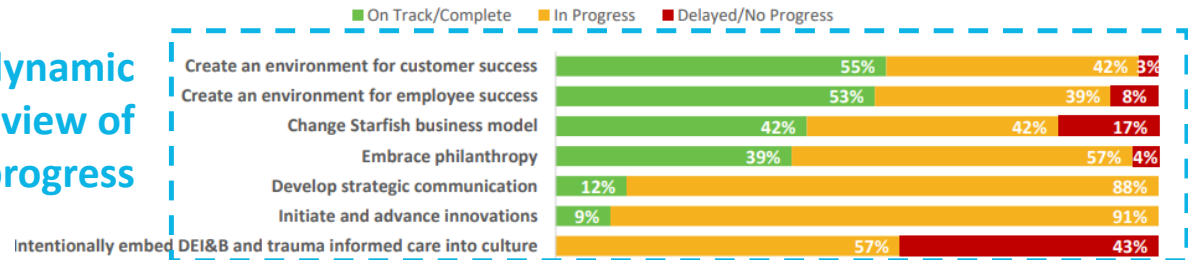
What are we doing to improve?

Where could we use additional supports?

FY 2025 Business Plan Progress As of January 2025



For FY2025, Starfish Family Services identified several agency priorities to operationalize the agency's Strategic Plan and the Blueprint for Brighter Futures, to ultimately achieve its mission. As of January, majority of goals continue to be **In Progress**. With the new fiscal quarter, several goals have moved to **Complete** such as those associated with **Embracing philanthropy** (+14%) and **Create an environment for customer success** (+5%). In contrast, nearly half of goals (+43%) associated with **Intentionally embed DEI&B and trauma-informed care into culture** are experiencing **Delayed or No Progress**.



Create an environment for customer success.

- ECE + S&I: Identified bottlenecks and developed action steps to improve ECE Enrollment.

Create an environment for employee success.

- HR: Identified barriers to internal communication across departments.

Change the Starfish business model.

- Facilities: Continuing to maintain partnership with Property Link for Non Profits Inc. for additional locations.

Develop strategic communication.

- Marketing: Developed marketing plan for ECE 2025-2026 Enrollment. Developing similar plans for BHS and other programming.

Embed DEI&B and Trauma Informed Care at the agency.

- DEI&B: Pursuing funding to move agency SOGIE assessment and training plans forward.

Embrace philanthropy.

- Development: As of December, raised 64% of goal for donations from individual donors.

Initiate & advance innovations.

- BHS: Developing internal and external communication plans for adult services.

ECE = Infant & Early Childhood: Early Childhood Education | BHS = Youth Adult & Wellness: Behavioral Health Services | S&I = Strategy & Innovation | DEI&B = Diversity Equity Inclusion Belonging | IT = Information Technology



What did we do?

Consistent Documentation

- Documented progress as a story

Make QI Approachable

- What's in it for you?

Consistent + Persistent

- Show up

Model Curiosity

- Ask questions





REPORTING



EXECUTIVES



MANAGERS



FRONT LINE
EMPLOYEES

Past



Present



Future

After hearing about this
people-first approach...

Poll #5

On a scale of 1–5, how likely are you to look for fuller
stories of progress to quality at your organization?



TAKEAWAYS



TAKEAWAYS

Buy In

Past: Check the Box + Gotchya Moments

Present: Leveraging Relationships + Building Capacity

Future:

Goal Setting + Tracking

Past: Missing Call to Action + Tracking to Track

Present: Guided Reflection

Future:

Reporting

Past: Static + Lacking Nuance

Present: Documentation to Storytelling

Future:



FINAL THOUGHTS



RESOURCES

Toolkit

- Facilitation Prompts + Recommendations

Templates

- Reporting + Viz

Reading List

- Measure What Matters