



**Continuous Quality
Improvement Report (CQI)
2019 - 2020**

Chautauqua Opportunities, Inc.
Chautauqua Opportunities for
Development, Inc.

Helping People...Changing Lives

Table of Contents

Summary Page.....	3
Mission Statements.....	4
Organizational Structure.....	5
Agency Overview.....	6
Chautauqua County Demographics.....	7
Methodology.....	8
Executive Summary.....	10
Surveys and Results.....	11
Customer Survey Sample.....	12
Customer Survey Summary.....	13
Employee Survey Sample.....	14
Employee Survey Summary.....	16
Home Care Aides Survey Sample.....	17
Home Care Aides Survey Summary.....	18
Manager/Coordinator Survey Sample.....	19
Manager/Coordinator Survey Summary.....	22
Board of Directors Survey Sample.....	23
Board of Directors Survey Summary.....	24
Employee Focus Group Summary.....	25
Employee Focus Group Action Plan.....	26
Trended Employee Survey Data 2017-2018.....	28
COI/CODI Board of Directors.....	29



Chautauqua Opportunities, Inc.
“Helping People ... Changing Lives.”

Since 1965, Chautauqua Opportunities, Inc. (COI) has lead the fight against poverty by creating a pathway for low-income or at-risk families in Chautauqua County to work toward greater self-sufficiency and a better quality of life.

COI works to reduce and alleviate the impact of poverty through:

- ▶ promoting personal academic success and self-sufficiency
- ▶ empowering people toward greater economic stability
- ▶ promoting asset development for individuals and the community
- ▶ promoting & developing proactive health habits
- ▶ promoting responsible usage of energy resources

COI, in conjunction with its many partners, builds a foundation for empowerment and opportunities through its divisions: Health & Family Services, Early Care & Education, the Child Care Council and Housing and Community Development. The agency’s affiliate corporation, Chautauqua Opportunities for Development, Inc. (CODI), promotes economic development by assisting entrepreneurs with starting or growing businesses.



Mission Statements



Chautauqua Opportunities, Inc.

“Helping People ... Changing Lives.”

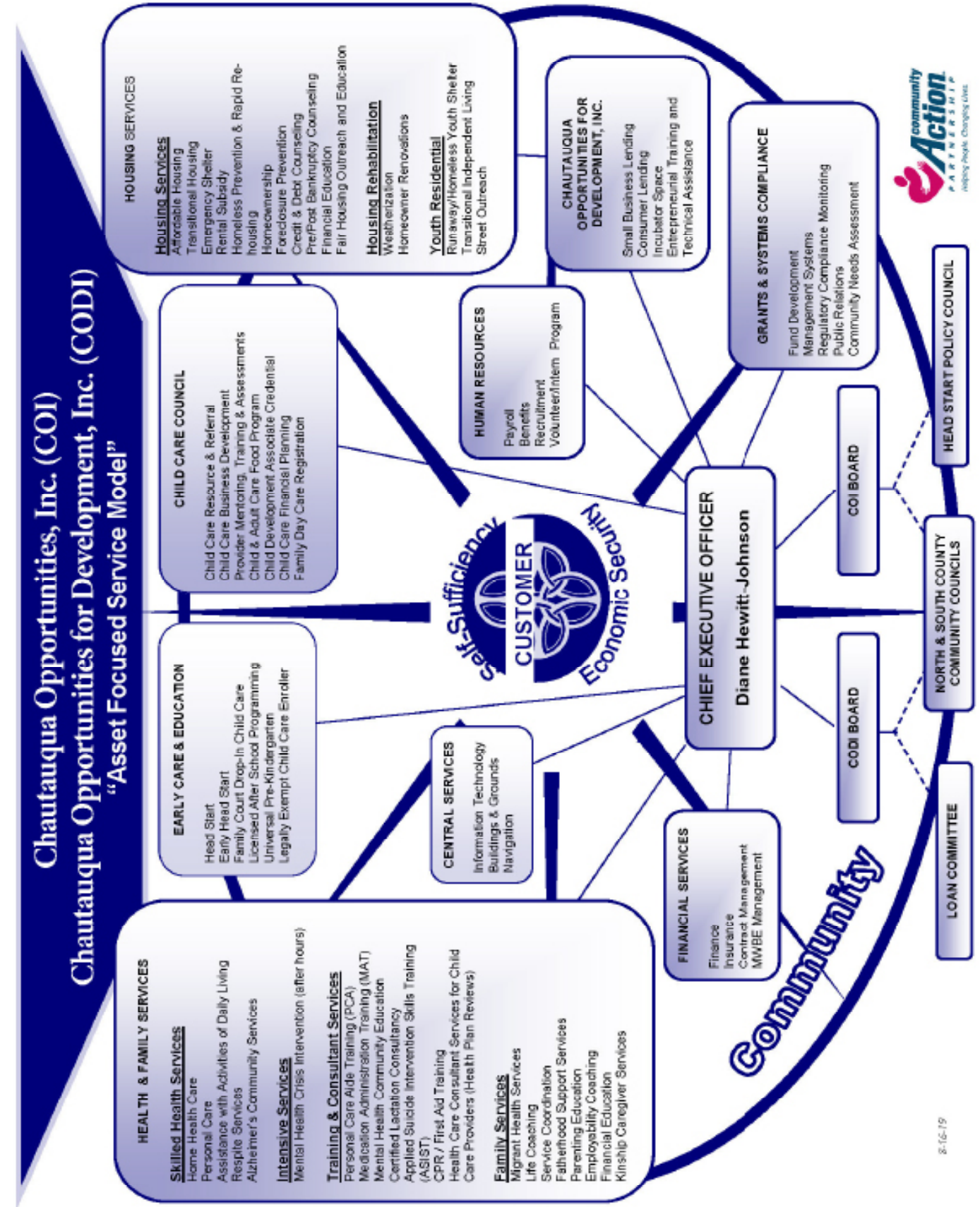
“COI ... leading the fight against poverty by mobilizing resources and creating partnerships to promote empowerment, economic independence and opportunities.”

Chautauqua Opportunities for Development, Inc.

“Helping Businesses... Creating Opportunities.”

“CODI ... leading the fight against poverty by mobilizing resources and creating partnerships to promote and create economic independence through business development and opportunities.”

Organizational Chart



Agency Overview

Chautauqua Opportunities, Inc. (COI) is a not-for-profit Community Action Agency that has been serving the low income population of Chautauqua County, NY since 1965. COI is fighting the war against poverty by empowering low and moderate income individuals and stabilizing those who are most vulnerable. We believe that all Americans have the right to achieve all that they are able.

COI strives to create economic opportunities that afford each individual a ladder out of poverty and improve the overall well-being of the entire community. It is our commitment to maintain each individual's dignity and assist each one, through supportive services, to attain short and long term goals that help them move toward economic stability. COI served 3,515 households in 2019 with a budget of over \$17,000,000.

Diane Hewitt-Johnson has been COI's Chief Executive Officer since September 2018. Ms. Hewitt-Johnson brings extensive management experience to the position, previously serving as the agency's Director of Operations and Director of Health since 2009. Prior to this, Ms. Hewitt-Johnson served as the agency's Director of Economic Development, where she assumed responsibility for the administration of economic development programs and associated activities of Chautauqua Opportunities for Development, Inc. (CODI). Ms. Hewitt-Johnson holds a M.S. in Strategic Leadership from Roberts Wesleyan College.

COI & CODI

- ▶ Intake over 8,200 individuals in over 3,500 households each year
- ▶ Offer comprehensive service access through the divisions of Housing & Community Development, Health & Family Services, Early Care & Education and the Child Care Council.
- ▶ Have a combined annual budget of over \$17,000,000
- ▶ Have 275 staff; 190 full-time, 21 part-time staff, and 64 as needed staff

Chautauqua County Demographics

- ▶ Total population of 134,905 in the 2010 census; the estimated population for 2018 is 127,939
- ▶ The percentage of individuals in poverty in Chautauqua County increased from 17.1% in 2010 to 18.3% in 2018.
- ▶ 20.3% of the population is under the age of 18.
- ▶ 54.2% of the population is between the ages of 18 and 64.
- ▶ 20.1% of the population is over the age of 64.
- ▶ 14.9% of Chautauqua County's population has a disability.
- ▶ 24.3% of families with children under the age of 18 live in poverty.
- ▶ 7.8% of the population is of Hispanic or Latino origin.
- ▶ 36.9% of all occupied housing was built before 1940.
- ▶ 80.2% of occupied houses were built prior to 1979 before the use of lead-based paint was banned.

[Data from 2018 American Community Survey 5 year estimates]

COI is a:

- ▶ Community Development Corporation
- ▶ Registered Charity in NY State
- ▶ NYS designated Rural Preservation Company
- ▶ Licensed Child Care Provider
- ▶ Licensed Home Care Service Agency
- ▶ HUD certified Housing Counseling Agency
- ▶ Licensed Runaway and Homeless Youth Shelter Provider
- ▶ US Department of Justice Budget & Credit Counseling Agency and Provider of Debtor Education

CODI is a:

- ▶ Community Development Financial Institution (CDFI)
- ▶ Community Development Entity (CDE)

Methodology

Chautauqua Opportunities, Inc. and Chautauqua Opportunities for Development, Inc. are committed to bringing the highest possible level of service to their customers. To ensure quality across programs, a Continuous Quality Improvement (CQI) system is in place consisting of 360 degree feedback from both internal and external sources. The agency strives for an 85% satisfaction rating in all identified areas on each survey. When results yield a rating that falls below 85%, a plan is developed with specific action steps to address issues. These areas are monitored, board approved and made public to ensure the action plan is being carried out as intended. All survey questions are reviewed annually to ensure they continue to be relevant. Questions may be revised, added or removed as needed from year to year.

Internal

- ▶ **Employee Surveys:** A standard employee survey is distributed agency-wide and completed in the fall of each year. Staff is asked to evaluate agency systems, processes, supervision, and organizational structure. Electronic surveys were distributed in 2019 using Survey Monkey, allowing for anonymity and ease of completion. Because not every COI/CODI staff person has e-mail, hard copies were also printed and staff was given the opportunity to complete it in this manner. These hard copy surveys were gathered and returned to the Grants and Systems Compliance division for manual entry into Survey Monkey. Survey results were summarized into an aggregate report that included a breakdown of responses by division. Reports were then reviewed by the Management Team and a preliminary plan (with specific action steps) was developed to address issues that resulted in a satisfaction rating below the 85% threshold. A **Management Survey** focusing on management roles and functions is also distributed annually. As with the other surveys, results are reviewed by the full Management Team and an action plan is developed where necessary.
- ▶ **Focus Group Meetings:** The Chief Executive Officer, along with Division Directors, meets with all staff using a focus group format every year as part of the Continuous Quality Improvement process. The purpose of these meetings is to report on the results of the fall employee survey and to gather additional feedback from all levels of staff concerning their experience as a COI employee. Information from the Focus Groups is used in conjunction with employee surveys to develop strategies and action steps for improvement.

- ▶ **Board of Director Surveys:** In 2019, Board members received electronic surveys through Survey Monkey and some were sent out in the mail in hard copy form. Again, this provided members with an easy means to reply to the survey questions. Surveys were compiled into a summary report. The Chief Executive Officer reviewed the results and responded to the surveys with an action plan for areas that were rated below 85% satisfaction. Results were then reviewed by the Board. Board members of both Chautauqua Opportunities, Inc. and Chautauqua Opportunities for Development, Inc. were surveyed.

External

- ▶ **Community Surveys:** Both funders and community partners are sent surveys annually on a rotating basis, allowing for both quantitative and narrative feedback regarding specific services, contracts, and the agency as a whole. Results are summarized and management develops an action plan with specific action steps for areas falling below an 85% satisfaction rating. In 2019, funders and partners were surveyed via Survey Monkey, allowing respondents to easily access, complete, and return the survey with minimal time spent.
- ▶ **Customer Surveys:** Customer surveys are collected on an ongoing basis. Each customer is asked to fill out a survey after accessing services. This information is compiled and reviewed by each division quarterly. An agency-wide summary is developed annually and a management response plan with specific action steps is developed for any area rating below 85% satisfaction.

A final Continuous Quality Improvement report is compiled annually and submitted to the Board of Directors for final approval. The approved Continuous Quality Improvement Plan is then made available internally, as well as publicly on the agency's website. Senior Managers review progress quarterly on the action plans that were developed for areas below 85% satisfaction.

Executive Summary

Chautauqua Opportunities, Inc. (COI) first implemented a Continuous Quality Improvement process in the year 2000 to bring a unified system for soliciting feedback that involves all stakeholders. The Continuous Quality Improvement Report can be seen as part of a larger, ongoing management system of self-assessment, gaps analysis, community feedback, community assessment, and strategic planning that drives COI's and CODI's program development and management. All of COI's and CODI's services are designed to respond to identified needs in the community and this CQI process is an integral part of the on-going planning and assessment process.

Several changes have been made over the years as a result of the CQI process that increase the efficiency of agency operations and improve customer satisfaction. The summaries below and on the following pages offer a snapshot of how the agency is responding to identified areas for improvement.

2019 - 2020

- ▶ The Early Care & Education division has recently provided classroom budgets for Teachers, and has been reviewing the purchase order process in staff meetings to increase staff awareness of the budgeting and purchasing procedures.
- ▶ COI has provided the full leadership team with leadership and coaching skills training, and is devising a plan to provide positive feedback to staff on a regular basis.
- ▶ Services have been re-aligned, separating the Child Care Council from Early Care & Education as its own division, which is expected to make management more accessible to staff.
- ▶ Early Care & Education have put together new standardized agendas and schedules to help keep staff informed and up to date.
- ▶ Monthly "Meet the Senior Managers" meetings have been implemented for all new employees so that staff are more familiar with Senior Management and are aware of the scope of services COI provides. Current staff are also welcome to attend.

2018 - 2019

- ▶ The Early Care and Education division (formerly Children and Family Services) no longer reviews funnel data at staff meetings, which impacted their scores related to any of the funnel questions. The survey questions will be reviewed and revised as needed.
- ▶ The agency will develop Spanish versions of the Continuums
- ▶ Divisions have added budget review information to their staff meetings.
- ▶ Core and Central Services have implemented quarterly staff meetings.

Surveys and Results

Customer

Employee

Home Care Employee

Manager/Coordinator

Board of Directors

Customer Survey



CHAUTAUQUA OPPORTUNITIES, INC
Customer Survey

What service did you participate in today? _____ Today's Date: _____

Is this your first time at COI? Yes No

If no, how long have you been receiving services? Less than 6 months 6-12 months More than 1 year

What County were your services in? _____

Please mark the location where you were seen:

- | | | |
|---|---|---|
| <input type="checkbox"/> Connections North
10825 Bennett Rd. Dunkirk | <input type="checkbox"/> Laughlin Community Action Center
402 Chandler St. Jamestown | <input type="checkbox"/> Medical Appointment/Facility |
| <input type="checkbox"/> Children's Center
Mayville Family Court | <input type="checkbox"/> Early Childhood Community Center
1020 Central Ave. Dunkirk | <input type="checkbox"/> On Street/ In Neighborhood |
| <input type="checkbox"/> Holy Family School
1135 Main St. Jamestown | <input type="checkbox"/> Transitional Independent Living Program
Jamestown | <input type="checkbox"/> Home |
| <input type="checkbox"/> School: _____ | <input type="checkbox"/> Transitional Independent Living Program
Dunkirk | <input type="checkbox"/> Event in the Community |
| <input type="checkbox"/> Other: _____ | <input type="checkbox"/> The Safe House, Jamestown | |

Please give us your feedback on the following (Only complete the block that pertains to you):

Services Received at one of COI's Service Buildings:	Excellent	Good	Needs Improvement	Poor	Does not Apply
Intake Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waiting time in waiting room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Receptionist was helpful and courteous	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helpfulness/responsiveness of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bilingual staff were available (if needed)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall experience in this service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall experience with COI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Yes	No			
I understand everything about my service	<input type="checkbox"/>	<input type="checkbox"/>			
Is this service accessible to you?	<input type="checkbox"/>	<input type="checkbox"/>			
Have you set goals while in this service?	<input type="checkbox"/>	<input type="checkbox"/>			
If yes, have you achieved one or more goals?	<input type="checkbox"/>	<input type="checkbox"/>			
Were you responded to in a timely manner?	<input type="checkbox"/>	<input type="checkbox"/>			
Do you think you were treated fairly?	<input type="checkbox"/>	<input type="checkbox"/>			
How did this service meet your needs? _____					

Services Received Off- Site (Home, Community, not at a COI Service Building):	Excellent	Good	Needs Improvement	Poor	Does not Apply
Intake Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service time and location met my needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My Privacy was respected and maintained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was informed and encouraged to complete a COI full intake to explore additional services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helpfulness/responsiveness of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bilingual staff were available (if needed)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall experience in this service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall experience with COI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Yes	No			
I understand everything about my service	<input type="checkbox"/>	<input type="checkbox"/>			
Have you set goals while in this service?	<input type="checkbox"/>	<input type="checkbox"/>			
If yes, have you achieved one or more goals?	<input type="checkbox"/>	<input type="checkbox"/>			
Were you responded to in a timely manner?	<input type="checkbox"/>	<input type="checkbox"/>			
Do you think you were treated fairly?	<input type="checkbox"/>	<input type="checkbox"/>			
How did this service meet your needs? _____					

Customer Survey Summary

Customers are encouraged to complete a survey after each visit to a service. Surveys are available in both English and Spanish. Surveys are then compiled into a quarterly report by service area and division. Each division then reviews the results and prepares a response (action plan) for any area scoring below an 85% satisfaction rating or in response to any concerns noted in the comment section. The results (and action plan if indicated) are then shared with staff in that service area and division and monitored with the goal of improved customer service. The results are summarized annually and reviewed by the Chief Executive Officer, the Senior Management Team and the Board of Directors.

Surveys Distributed: 2,184
Surveys Returned: 1,329
Return Rate: 61%

Strengths

On the 2019 Customer Survey, customers reported 90% - 100% satisfaction with:

- ▶ Intake process.
- ▶ Waiting Time in waiting room.
- ▶ Receptionist was helpful and courteous.
- ▶ Helpfulness/responsiveness of staff.
- ▶ Bilingual staff were available (if needed)
- ▶ Overall experience in your services area.
- ▶ Overall experience with COI.
- ▶ I understand everything about my service.
- ▶ Is this your service area accessible to you.
- ▶ Have you set goals while in your service area.
- ▶ Have you achieved one or more goals.
- ▶ Were you responded to in a timely manner.
- ▶ Do you think you were treated fairly.

Areas For Improvement

- ▶ 2,184 surveys were distributed and 1,329 surveys were returned, for a return rate of 61%.

Response/Action Plan

- ▶ Divisions will encourage customers to send in their customer surveys by explaining this gives them a voice with regard to the type and quality of services they receive.

Employee Survey

Chautauqua Opportunities, Inc. and Chautauqua Opportunities for Development, Inc. 2019 Annual Employee Survey

1. How long have you been employed by COI?

- Less than 90 days
- Over 90 days but less than 1 year
- 1 - 5 years
- 6 - 10 years
- 10 years or more

2. Please check the division in which you work:

- Health and Family Services
- Housing and Community Development
- Early Care and Education (includes kitchen)
- Core Services (Finance, Grants and Systems Compliance, HR)
- IT and Central Services (Tech, Buildings and Grounds, Navigation)

3. If you have worked here less than 90 days, please rate the following from your experience.

I have worked here more than 90 days (if yes, skip to question 4)

	Excellent	Good	Unsatisfactory	Poor
3a. Application and hiring process				
3b. Human Resources Orientation				
3c. Service Area Orientation				
3d. Job-specific Orientation or Training				

3e. Please provide any comments or suggestions you have about the application and hiring process and/or the Orientation/Training you have received since being hired: _____

[< 90 day employees skip to 29]

Please indicate your level of agreement with the following:

	Strongly Agree	Agree	Disagree	Strongly Disagree
4. I am familiar with the agency's mission				
5. My job duties allow me to contribute to the agency's mission.				
6. I know how COI measures the progress of customers.				
7. My division/service area has specific performance measures that we are accountable for achieving.				
8. Data is reviewed at division/service area meetings.				
9. I am aware of budget and purchasing procedures that are relevant to my job duties.				

	Strongly Agree	Agree	Disagree	Strongly Disagree
10. I know clearly how to carry out my job duties and responsibilities.				
11. I get the training I need to perform my job.				
12. I get a sense of personal accomplishment from my job.				
13. I am proud to work for COI.				
14. I am aware of the many services that COI and CODI offer to the community.				
15. My immediate supervisor and I have a good working relationship.				
16. Supervisors create a sense of teamwork and company spirit.				
17. My supervisor is available to me when I have questions or need help.				
18. My supervisor or other managers keep me informed and up to date.				
19. My supervisor is willing to listen to my ideas.				
20. I feel respected and supported by the management team outside of my own division.				
21. Human Resources staff treats me with courtesy and respect.				
22. Human Resources staff treats requests and/or concerns with the appropriate level of confidentiality.				
23. Human Resources staff responds promptly to my questions and/or concerns.				
24. Human resources staff is available to meet personally with me.				
25. I understand my benefit options.				
26. Overall, I am satisfied with the quality of service provided by Human Resources.				

27. In your opinion, what does the agency do well?

28. In what areas could your division or service area improve, and how? _____

29. Please provide any additional suggestions or other comments you may have about your experience with working for COI. _____

Employee Survey Summary

Surveys Distributed: 213
Surveys Returned: 183
Return Rate: 86%

Employee surveys were distributed electronically via Survey Monkey to all staff with an agency e-mail. Hard copy surveys were distributed to any staff without an agency e-mail. The Senior Management team reviewed the overall agency survey results and began developing preliminary strategies to address areas falling below an 85% satisfaction rating and other employee concerns. The full Management Team then reviewed the results to provide additional feedback on potential strategies for improvement. 67% of staff reported being employed with COI/CODI five years or less.

Strengths

100% of new employees (< one year) report satisfaction with the Human Resources Orientation.

90% - 97% of employees:

- ▶ are familiar with the agency's mission and believe that they contribute to the mission.
- ▶ are proud to work for COI and are aware of the many services COI/CODI offer.
- ▶ know how COI measures the progress of customers, and know the specific performance measures used to track the progress.
- ▶ know how to carry out their job duties and their responsibilities.
- ▶ feel they get the training they need to perform their job and get a sense of personal accomplishment from their job.
- ▶ have an excellent/good relationship with their immediate supervisor and believe that their supervisor is willing to listen to their ideas.

Areas for Improvement

- ▶ 82% of employees believe that their supervisors create a sense of teamwork and company spirit.
- ▶ 83% of Early Care & Education employees indicated they were aware of budget and purchasing procedures.
- ▶ 84% of Early Care & Education believe that their supervisor is available to help when there are questions or in need of help.
- ▶ 79% of Early Care & Education employees believe that their supervisors keep them informed and up to date.

Response/Action Plan

- ▶ Services have been re-aligned, separating the Child Care Council from ECE as its own division, which should provide greater access to supervisors.
- ▶ Early Care & Education has standardized their agendas for multiple staff meetings; meetings will be held the same week in order to provide the same information to staff.
- ▶ Agency provided the full leadership team with leadership and coaching skills training and has implemented "Meet the Senior Managers" so that staff could become familiar with senior managers and the scope of services COI provides.

Home Care Employee Survey

Chautauqua Opportunities Inc.
Annual Home Care Employee Survey 2019

Please rate the following on a scale from 1 – 4 (as indicated in each question)
1-Poor(P) 2-Unsatisfactory(US) 3-Good(G) 4-Excellent(E)
or
1-Strongly Disagree(SD) 2-Disagree(D) 3-Agree(A) 4-Strongly Agree(SA)

- How would you rate your working relationship with your immediate supervisor?**
1 ___ Poor 2 ___ Unsatisfactory 3 ___ Good 4 ___ Excellent
Explain: _____
- Patient care plans are clearly explained to me and I am informed of changes.**
1 ___ Strongly Disagree 2 ___ Disagree 3 ___ Agree 4 ___ Strongly Agree
Explain: _____
- I know the procedure to follow if a patient/customer requests services that are not listed on the current care plan.**
1 ___ Strongly Disagree 2 ___ Disagree 3 ___ Agree 4 ___ Strongly Agree
Explain: _____
- Personal protective equipment (gloves, masks, etc) is available & accessible as needed.**
1 ___ Strongly Disagree 2 ___ Disagree 3 ___ Agree 4 ___ Strongly Agree
Explain: _____
- I know clearly how to carry out my job duties and responsibilities.**
1 ___ Strongly Disagree 2 ___ Disagree 3 ___ Agree 4 ___ Strongly Agree
Explain: _____
- Home Care procedures were explained to me and any changes are communicated to staff**
1 ___ Strongly Disagree 2 ___ Disagree 3 ___ Agree 4 ___ Strongly Agree
Explain: _____
- I am aware of the on-call procedure and I am able to reach staff 24/7 if needed.**
1 ___ Strongly Disagree 2 ___ Disagree 3 ___ Agree 4 ___ Strongly Agree
Explain: _____
- My opinions and suggestions are valued by the staff.**
1 ___ Strongly Disagree 2 ___ Disagree 3 ___ Agree 4 ___ Strongly Agree
Explain: _____
- In-service educations and training is helpful to me in performing my job duties.**
1 ___ Strongly Disagree 2 ___ Disagree 3 ___ Agree 4 ___ Strongly Agree
Explain: _____
- In service trainings are offered at different times and locations so that I can easily attend.**
1 ___ Strongly Disagree 2 ___ Disagree 3 ___ Agree 4 ___ Strongly Agree
Explain: _____

What Home Care Services does best is:

What Home Care Services could do better is:

- I feel I am part of the COI team.**
1 ___ Strongly Disagree 2 ___ Disagree 3 ___ Agree 4 ___ Strongly Agree
Explain: _____

- A Home Care Procedure Manual was reviewed with me when I was hired and is reviewed with me annually.**
Please circle one - YES NO

Name: (optional) _____

Feel free to use the back for any additional comments, suggestions, concerns, etc.

Home Care Employee Survey Summary

Surveys were given to staff to complete when paychecks were being picked up or were mailed out in paychecks with a stamped return envelope. Completed surveys were then collected by the Home Care staff. The results were tallied and results were reviewed by the Chief Executive Officer and Senior Management Team. As in the last four years, all areas were rated above the 85% satisfaction rating benchmark.

Surveys distributed: 38
Surveys returned: 26
Return Rate: 68.42%

Strengths

92% - 100% of Home Care Employees:

- ▶ Feel that they are part of the COI team.
- ▶ Indicate they know clearly how to carry out their jobs.
- ▶ Rate their working relationship with their supervisor as “good” or “excellent”.
- ▶ Feel that care plans are clearly explained to them and they are informed of changes.
- ▶ Report that they know the procedure to follow if a patient requests services not on current care plan.
- ▶ Indicate that personal protective equipment is available and accessible as needed.
- ▶ Are aware of the on-call procedure and can reach staff 24/7 when needed.
- ▶ Feel that home care policies and procedures are clearly explained and they are informed of changes in home care procedures in a timely fashion.
- ▶ Know the procedure to follow if a patient requests services that are not listed on the care plan.
- ▶ Feel their opinions/suggestions are valued by staff.
- ▶ Report that in-service education and training is helpful to them in performing their job duties.
- ▶ Indicate that in-service trainings were offered at different times and locations that they could easily attend.
- ▶ Report that a Home Care procedure manual was reviewed with them upon hire and annually.

Areas for Improvement

- ▶ No areas for improvement are noted, as all areas met the 85% satisfaction rating benchmark.

Response/Action Plan

- ▶ No action plan needed.

Manager/Coordinator Survey

Chautauqua Opportunities Inc.
Chautauqua Opportunities for Development, Inc.

Annual Manager/Coordinator Survey 2019

1. **The length of time I have been employed with COI/CODI as a Manager/Coordinator:**

___ Less than 1 year ___ 1-5 years ___ 6-10 years ___ Over 10 years

2. **If you have been a Manager or Coordinator at COI for less than 1 year:**

What areas were most difficult to learn/navigate/implement? _____

What areas were the clearest and easiest to implement/navigate? _____

3. **I work in:** ___ A Service Division ___ Core Administration or Central Services

Please indicate your level of agreement with the following:

	Strongly Agree	Agree	Disagree	Strongly Disagree
4. My supervisor spends an adequate amount of time with me.				
5. My supervisor provides the feedback I need to carry out my job effectively.				
6. My immediate supervisor and I have a good working relationship.				
7. Supervisors create a sense of teamwork and company spirit				
8. Please provide any comments you may have about supervision. (not required)				
9. My input is considered when my division or service area is planning and setting goals.				
10. I participate in managing and monitoring the budget for my service area.				
11. My division or service area regularly uses outcome data to analyze services and strategize for improvement.				
12. I am satisfied with the level of training I receive for professional growth and development.				
13. Please provide any comments you may have about goal setting, budget monitoring, or training within your division or service area. (not required)				
14. Internal meetings (agency and divisional) are useful and effective.				
15. I believe the agency is moving in a positive direction.				
16. COI provides a working environment that is respectful of diversity.				
17. Other members of the Leadership Team treat me with courtesy and respect.				
18. Other members of the Leadership Team respond promptly to my requests				
19. The agency effectively responds to the changing needs of customers.				

	Strongly Agree	Agree	Disagree	Strongly Disagree
20. I get a sense of personal accomplishment from my job.				
21. I am proud to work for COI.				
22. Please provide any additional comments or suggestions you may have about working for COI and/or your interactions with other members of the Leadership Team. (not required.)				
Please rate the following statements about COI's Human Resources Department.				
23. Human Resources staff treats me with courtesy and respect.				
24. Human Resources staff treats requests and/or concerns with the appropriate level of confidentiality.				
25. Human Resources staff responds promptly to my questions and/or concerns.				
26. Human Resources staff available to meet personally with me.				
27. I understand my benefit options.				
28. Overall, I am satisfied with the quality of service provided by Human Resources.				
29. Please provide any comments you may have about Human Resources. (not required)				
Please rate the following statements about the Grants and Systems Compliance Division.				
30. My division receives timely and complete information on available and upcoming funding opportunities.				
31. My division is satisfied with the quality of funding proposals submitted on our behalf by Grants personnel.				
32. The Grants and Systems Compliance division responds to my questions in a timely and satisfactory manner.				
33. Grants and Systems Compliance staff treats me with courtesy and respect.				
34/ I am satisfied with the quality of marketing/outreach documents produced by Grants and Systems Compliance (brochures, social media, agency reports and newsletters, etc..)				
35. I am satisfied with the level of monitoring provided by Systems Compliance (CSBG, report and contract tracking, binder review, etc...).				
36. Please provide any comments you may have about Grants and Systems Compliance. (not required)				
Please rate the following statements about the Finance Department.				
37. Questions to the Finance Office are answered in a timely and satisfactory manner.				
38. I/My division receives the support it needs from the Finance Office.				
39. I/My division is satisfied with the quality of the trainings provided by Finance at quarterly Finance Coffee Talks.				
40. I understand internal Finance policies and procedures (travel, mileage, conference per diem, purchase order, etc...).				

	Strongly Agree	Agree	Disagree	Strongly Disagree
41. Internal data provided by the Finance Office is accurate and presented in a clear and understandable format.				
42. Finance staff treats me with courtesy and respect.				
43. Overall, I am satisfied with the quality of service provided by the Finance Office.				
44. Please provide any comments you may have about the Finance Office. (not required)				
Please rate the following statements about the Information Technology and Central Services Department				
45. I/My division receives the support it needs from the Information Technology Office.				
46. I/My division receives the support it needs from the Buildings and Grounds Department.				
47. Technology staff treats me with courtesy and respect.				
48. Building and Grounds staff treats me with courtesy and respect.				
49. Information Technology staff respond promptly to my requests.				
50. Buildings and Grounds staff respond promptly to my requests.				
51. Overall, I am satisfied with the quality of services provided by Information Technology.				
52. Overall, I am satisfied with the quality of services provided by Buildings and Grounds.				
53. Please provide any comments you may have about the Information Technology and Central Services Division. (not required)				

Manager/Coordinator Survey Summary

Management surveys were distributed electronically via Survey Monkey to the full Management Team, which includes all senior and middle managers, as well as Coordinators. Survey results were collected and a summary was reviewed by the Senior Management team. An action plan for any areas falling below the 85% satisfaction rating was developed.

Surveys Distributed: 28
Surveys Returned: 28
Return Rate: 100%

46.13% of managers/coordinators report being employed in a manager/coordinator role at COI for 5 year or less.

Strengths

92% - 100% of Managers and Coordinators agree or strongly agree:

- ▶ My supervisor spends an adequate amount of time with me.
- ▶ My supervisor provides the feedback I need to carry out my job effectively.
- ▶ My immediate supervisor and I have a good working relationship.
- ▶ Supervisors create a sense of teamwork and company spirit.
- ▶ My input is considered when my division or service area is planning and setting goals.
- ▶ I participate in managing and monitoring the budget for my services area.
- ▶ My division or services area regularly uses outcome data to analyze services and strategize for improvement.
- ▶ I am satisfied with the level of training I receive for professional growth and development.
- ▶ Internal meetings (agency and divisional) are useful and effective.
- ▶ I believe the agency is moving in a positive direction.
- ▶ COI provides a working environment that is respectful of diversity.
- ▶ The agency effectively responds to the changing needs of customers.
- ▶ I get a sense of personal accomplishment from my job.
- ▶ I am proud to work for COI.
- ▶ All questions asked about Human Resources, Grants and Systems Compliance, Finance, and IT/Central Services received positive ratings above the 85% threshold.

Areas for Improvement

- ▶ 84% of managers/coordinators agree or strongly agree that "other members of the Leadership Team treat me with courtesy and respect".
- ▶ 76% of managers/coordinators agree or strongly agree that "other members of the Leadership Team respond promptly to my requests".

Response/Action Plan

- ▶ The agency's standard practice is to respond to others within 24 hours.
- ▶ There is a focus this year on leadership skills training, which could include promptly answering e-mails and phone messages.
- ▶ We are all expected to treat others with respect, even if we disagree.

COI/CODI Board of Directors Survey

CHAUTAUQUA OPPORTUNITIES for DEVELOPMENT, INC.
BOARD OF DIRECTORS SURVEY
2019

1. Number of years on the board: less than one 1 to 5 6 to 10 over ten

2. Board reports keep me adequately informed regarding agency services & fiscal activity.

Strongly Agree Agree Disagree Strongly Disagree

Comments: _____

3. The format of Board reports is adequate.

Strongly Agree Agree Disagree Strongly Disagree

Comments: _____

4. The information I receive through reports, educational materials, etc. provides me with the necessary information to clearly understand the mission and impact the agency is making in the community.

Strongly Agree Agree Disagree Strongly Disagree

5. I feel that the time commitment asked of Board Members is:

___ Too Much ___ Adequate ___ Not Enough

6. The current structure of the Board Committees is:

___ Effective-working well ___ Adequate-but could use improvement ___ Ineffective

7. Adequate opportunities are provided for training and information sharing each year.

Strongly Agree Agree Disagree Strongly Disagree

8. There are adequate opportunities (as a Board member) to provide feedback that is meaningful to the organization.

Strongly Agree Agree Disagree Strongly Disagree

9. I feel the Board is most effective in/with: _____

10. The Board could strengthen its role through: _____

11. Other suggestions/comments: _____

COI/CODI Board of Directors Survey Summary

Surveys were distributed electronically through Survey Monkey and follow up copies were mailed to the members of the Board of Directors for Chautauqua Opportunities, Inc. and Chautauqua Opportunities for Development, Inc. Survey results were automatically collected and then tabulated. The results were reviewed by the Chief Executive Officer and Senior Management Team.

Surveys Distributed: 20
Surveys Returned: 18
Return Rate: 90%

Strengths

94% - 100% of those responding agree that:

- ▶ Board reports keep them adequately informed regarding agency services and fiscal activity.
- ▶ The format of Board reports is adequate.
- ▶ The information received through reports and educational materials provides the necessary information to clearly understand the mission and impact the agency is making in the community.
- ▶ The time commitment asked of Board members is adequate.
- ▶ Board members are given adequate opportunities to provide feedback that is meaningful for the organization.
- ▶ The structure of the board is effective and adequate.
- ▶ There are adequate opportunity as a board member to provide feedback that is meaningful to the organization.
- ▶ Adequate opportunities are provided for training and information sharing.

Areas for Improvement (as noted in comment section of the survey)

- ▶ Dashboard reporting tied to budgets and goal setting.
- ▶ Board Member participation is sometimes an issue.
- ▶ Review fixed expenses.
- ▶ Interactive off-site retreats are the preferred method for Board training.

Response/Action Plan

- ▶ Board Skill Review has been added as a topic to the Board Education and Skills Review Schedule for 2020 to provide each member with an opportunity to give an overview of their background and experience to the other members.
- ▶ A Dashboard Summary page for performance-based contracts has been added to the Financial reports provided at Board meetings. Reports may be streamlined and modified as requested by the Board.
- ▶ An interactive off-site retreat has been scheduled for July 2020 so that the Board can actively participate in the creation of the 2021 - 2023 Strategic Plan.

Employee Focus Group Summary

Two staff focus groups were held at the beginning of March 2020. Varied times and locations offered flexibility for staff in order to maximize access for employees. The following is an overview of the process, followed by a summary of the combined themes that resulted from both focus groups.

Overview

A brief introduction and overview of the Continuous Quality Improvement process was shared with staff at the start of each scheduled focus group in order to give new staff the needed framework of the process, to remind veteran staff of the intent and purpose of the focus group meetings, and to encourage all staff to participate in the discussion.

- ▶ The Chief Executive Officer shared with staff the importance of the gathering of information (from both within the organization and from external sources) that will assess, evaluate, and refine internal systems.
- ▶ The Chief Executive Officer addressed the importance of the CQI process and explained that the results of the employee survey would now be reviewed during the focus group resulting in an action plan based on feedback received by both staff and management. She asked staff to take ownership of the results and provide necessary feedback to move the agency forward.
- ▶ Survey results by division (and agency-wide) were shared with staff at each session. The agency Division Directors shared in the presentation of the results to staff. Feedback was strongly encouraged, as was open discussion and dialogue from the management team and the attendees. Through this process, action steps were developed collaboratively with all staff.

Staff Feedback

The results of each question on the employee survey were discussed with staff. Included in the following table is a summary of issues/concerns identified and discussed at Focus Groups, apart from areas falling below the 85% satisfaction rating that were summarized on the preceding pages.

Employee Focus Group Issues and Recommendations

IDENTIFIED ISSUE	DISCUSSION	RECOMMENDATION
83.88% of Early Care & Education staff are not aware of the budget and purchasing procedures that are relative to their job duties.	No comments were made by staff.	Management recently provided classroom budgets for Teachers. The purchase order process will be reviewed in the staff meetings for both Early Care & Education and the Child Care Council.
74.27% of Early Care & Education staff (81.75% agencywide staff) feel that supervisors create a sense of teamwork and company spirit.	It was asked to the staff "How can we do better?" Family Educators said weekly meetings have helped them feel supported. Regular positive feedback from supervisors would help staff feel they are part of a team.	The full leadership team have all been provided with Leadership and Coaching Skills training in January 2020. Division Management will develop a plan to provide positive feedback to staff on a regular basis.
84.95% of Early Care & Education staff say their supervisor is available when they have questions or need help.	Better communication and availability is needed. Better to respond face to face, speaking of Child Care Council. They now feel it's much better now that the Child Care Council Director is back in their building.	Separation of the Early Care & Education Division and the Child Care Council Division allows management of each division to focus on their specific responsibilities. Center Director positions have been filled within the last 90 days and more teachers will be recruited. It was explained that management is available by phone/voice mail.
79.87% of Early Care & Education staff say their supervisor or other managers keep them informed and up to date.	Staff perceive there is a lack of communication, giving examples of rumors about the Summer Food Service Program, children being moved to different classrooms due to ratio and they don't know which classroom to tell the parent the child is located in, meeting time changes not provided to everyone. Receptionist asked to be informed of all changes.	The division will use standardized agendas for all staff meetings and all staff meetings will be held in the same week to cut down on hearsay. ERSEA staff will attend center staff meetings. At least one member of division management will attend each meeting. Staff were asked to provide immediate feedback if they have a concern.

Employee Focus Group Issues and Recommendations

IDENTIFIED ISSUE	DISCUSSION	RECOMMENDATION
80.65% of Early Care & Education staff feel respected and supported by the management team outside of their own division.	Discussed the importance of respecting each other. Receptionist would like for management staff from other buildings to introduce themselves when entering the building. Receptionists need to know who they are and what they do in order to transfer calls to the correct person. Staff said they feel disconnected to other divisions due to high workloads. It was stated that if a staff member has a concern about an interaction with management or staff from another division, they should speak with their supervisor about the issue.	"Meet the Senior Managers" has been implemented so that new staff are familiar with senior managers and the agency's scope of services. It was also stated that if any staff member has not attended "Meet the Senior Managers" and would like to, they are welcome to sign up to take part in this meeting. It includes introductions to the Senior Management team and an overview of each division's services, including Core and IT & Central Services.

Trended Employee Survey Data

Question	2017-2018	2018-2019	2019-2020
Years of Service:			
Less than 1 year	16.4%	15.6%	26.33%
1-5 years	42.4%	39.3%	40.44%
6-10 years	15.3%	13.1%	10.38%
over 10 years	26.0%	32.0%	22.95%
The orientation/training I received when I was hired was excellent/good:			
HR Orientation	97.6%	100%	100%
Service Area Orientation	89.7%	94.2%	95.83%
The level of supervision/feedback I receive from my immediate supervisor that helps me to carry out my job duties is adequate (Strongly Agree/Agree):	86.6%	87.2%	*n/a
(1) I am aware of how the overall budget process works and (2) provide some level of input into proposed budget and/or am able to discuss budget at staff meetings: (Strongly Agree/Agree)	1) 91.0% 2) 87.0%	1) 84.3% 2) 82.4%	1) 87.16% 2) n/a
I know clearly how to carry out my job duties & responsibilities: (Strongly Agree/Agree)	95.9%	95.9%	96.62%
Service Area staff meetings provide opportunities to make suggestions and provide input regarding customer related questions and service flow: (Strongly Agree/Agree)	93.7%	90.1%	*n/a
COI provides a supportive culture that honors diversity of all employees (Strongly Agree/Agree)	94.2%	94.9%	*n/a
Opportunities for professional growth and skill development offered through trainings, committees, workshops, etc. are: (Excellent/Good)	90.29%	94.2%	91.93%
I receive adequate information about my benefits that enables me to make good decision for my family: (Strongly Agree/Agree)	97.08%	94.0%	91.89%
I am aware of the other services that COI/CODI offer to the community: (Strongly Agree/Agree)	97.1%	96.6%	92.57%
I am familiar with and utilize the continuums within my service area as I serve customers: (Strongly Agree/Agree)	95.8%	90.7%	91.21%
My division utilizes data at staff meetings to review and analyze service impact [(1) funnel data (2) navigation data]: (Strongly Agree/Agree)	1) 89.9% 2) 89.8%	1) 77.9% 2) 75.6%	97.30%

*n/a: question was removed from the 2019 Employee Survey.

COI Board of Directors 2019

Public Sector	Private Sector	Target Sector
Marie Carrubba Chairperson	Douglas Richmond Treasurer	Rebecca Ruiz Secretary
Kevin O'Connell Vice Chairperson	Susan Forrester-Mackay	Michele Bautista
George Borrello	Janet Keefe	Veronice Jones
Benjamin Spitzer	Tricia Moore	Laura White
Rebecca Brumagin	Anthony Raffa	Harold Whitford
		Patricia Christina, Ex-officio

CODI Board of Directors 2019

Rebecca Brumagin, Chairperson
Magdalena Dye, Vice-Chairperson
Kevin Muldowney, Secretary
Richard Dixon, Treasurer
Lyman Buck III, Director
Donna Flinchbaugh, Director
Megan E. Herman, Director
Thomas J. Whitney, Director
Patricia Christina, Ex-officio