



**CATHOLIC CHARITIES OF THE ARCHDIOCESE OF NEWARK
SUMMARY OF FY 2014/2015 PERFORMANCE ANALYSIS**

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1. Attainment of Long Term and Short Term Goals

✓ Long Term Goal: Feed the hungry and house the homeless:

Short Term Goals	FY 2014/5 Objectives	FY 2014/5 Accomplishments
Operate Emergency Shelters	House and assist 1,435 people with 67,511 nights of shelter in 4 programs	Housed and assisted 1,138 people with 71,490 nights of shelter in 4 programs
Operate Transitional Residences	House and assist 67 people with 11,315 nights of care in 2 programs	Housed and assisted 84 people with 10,322 nights of care in 2 programs
Operate Permanent Housing	House and assist 43 people with 14,225 nights of care in 3 programs	Housed and assisted 36 people with 12,196 nights of care in 3 programs
Operate Emergency Food and Nutrition services	Distribute 200,000 pounds of food to 50 food pantries feeding 33,000 hungry people in 1 program	Distributed 161,547 pounds of food to 50 food pantries feeding 25,197 hungry people in 1 program

✓ Long Term Goal: Reach the isolated, the lonely and those with special needs:

Short Term Goals	FY 2014/5 Objectives	FY 2014/5 Accomplishments
Provide HIV/AIDS Services	Serve 100 day clients in 1 program (St. Bridget's drop-in center)	Served 154 day clients in 1 program (St. Bridget's drop-in center)
Operate Restorative Justice programs	Provide substance abuse education, rapid-testing, discharge planning, and AIDS education to 2,240 inmates in 4 programs at 2 jails; emergency housing to 40 ex-offenders in 1 program; and case management/job training to 81 ex-offenders in 1 program.	Provided substance abuse education, rapid-testing, discharge planning, and AIDS education to 2,575 inmates in 4 programs at 2 jails; provided 36 ex-offenders with shelter in 1 program; and provided 111 ex-offenders with case management job training in 1 program.
Operate Senior Services	Serve 3,986 seniors in 11 programs	Served 2,738 seniors in 11 programs
Operate socialization services for the disabled	Serve 284 developmentally disabled people in 2 programs	Served 223 developmentally disabled people in 2 programs

✓ Long Term Goal: Assist the poor and disabled to achieve economic participation:

Short Term Goals	FY 2014/5 Objectives	FY 2014/5 Accomplishments
Assist the Physically and Mentally Disabled	Assist 239 people in 3 programs (DDD, DVRS, SE)	Assisted 229 people in 3 programs (DDD, DVRS, SE)
Help move those on welfare into employment	Assist 471 people in 8 programs	Assisted 518 people in 8 programs
Support people leaving welfare to become self-sufficient	Provide intensive case management services to 500 people in 2 programs	Provided intensive case management services to 774 people in 2 programs
Support veterans and their families who are homeless or at risk of homelessness/institutionalized	Provide assessment, case management and financial assistance to 265 veterans in 2 programs	Provide assessment, case management and financial assistance to 282 veterans in 2 programs

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✓ **Long Term Goal: Nurture the development of the young and strengthen relationships within families:**

Short Term Goals	FY 2014/5 Objectives	FY 2014/5 Accomplishments
Operate Early Childhood Centers	Provide preschool and related support services for 240 children and families in 3 programs at 3 sites	Provided preschool and related support services for 230 children and families in 3 programs at 3 sites
Operate Special Education Schools	Educate 110 students in 1 school	Educated 101 students in 1 school
Provide Child Study Team Services	Conduct educational assessments for 40 students in 1 program	Conducted educational assessments for 24 students in 1 program
Operate Adoption and Family Services	Build, reunify, and support 148 families in 2 programs	Built, reunified, and supported 158 families in 3 programs
Operate services for at-risk youth	Serve 1,787 youth in 5 programs	Served 2,173 youth in 5 programs
Provide Counseling / Child Behavioral Health services	Serve 2,211 children and youth in 9 programs	Served 3,281 children and youth in 10 programs

✓ **Long Term Goal: Help immigrants achieve the benefits of liberty in a new land:**

Short Term Goals	FY 2014/5 Objectives	FY 2014/5 Accomplishments
Provide Immigration services	Serve 1,302 clients in 3 programs and reach 918 people through community education in 4 programs	Served 2,213 clients in 3 programs and reached 2,224 people through community education in 4 programs
Provide Refugee Social Services	Serve 83 refugees in 1 program	Served 126 refugees in 1 program

✓ **Long Term Goal: Guide those in need to helpful community resources:**

Short Term Goals	FY 2014/5 Objectives	FY 2014/5 Accomplishments
Operate Parish Access Centers and an Information and Referral Help Line	Assist 5,371 families in 7 programs	Assisted 4,574 families in 7 programs
Promote volunteerism	Recruit 350 volunteers in 1 program to provide 13,000 volunteer hours to serve the CCAN mission	Recruited 727 volunteers in 1 program who provided 26,866 volunteer hours to serve the CCAN mission
Disaster Case Management	Provide 400 clients impacted by Hurricane Sandy with case management services.	Provided 604 clients with case management services

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2. Program Highlights

Program	Program Highlights
Bergen Co. Care Management	As the result of allotted state funding, a total of 28 new JACC clients, that had been originally waitlisted, were granted services this year. These clients will receive much needed support services allowing them to stay in their homes, and at the same time, the program will gain financial benefit as JACC generates revenue.
APS	<ul style="list-style-type: none"> • APS successfully concluded guardianship proceedings for two “vulnerable adults”, an action of last resort to provide protection from further abuse, neglect or exploitation. • September 2014 advocacy for increased county calendar year support was met with an increased award notification in December for 2015, allowing the program to maintain 3 full time case managers.
St. Rocco’s Shelter	The number of clients obtaining employment exceeded our objective of 33% by more than double.
Adoptions	<p>PPF-New brochures; Halloween Party for families from PPF & FRC programs; Christmas luncheon for all PPF families; increase in LOS; attended open house at DCP&P.</p> <p>Adoption-Adoption records were in 100% compliance as per NJ Bureau of Licensing. After 5 years, one adopted family was able to bring their child from Liberia to United States.</p>
Hudson Senior Services	We held our first annual health fair at Holy Rosary on May 2, 2015 to increase our PIES LOS as well as do advertising to try and increase our client count for the VIP program.
Mount Carmel Guild Academy	At the conclusion of the 2014 – 15 school year, several students were able to return to classes within their home district. The two students in the senior class both graduated with acceptances to college.
Intensive Family Support Services	<ul style="list-style-type: none"> • IFSS provided seven respite events for consumers during the past year. • Program increased the number of Support and Psycho-education group hours offered to consumers.
DCM	Over the course of the year, 2 program extensions were granted from the state/FEMA, and despite several staffing changes, and most Hurricane Sandy direct assistance resources diminishing, hundreds of clients were helped with their recovery.
Workforce Development Essex	<ul style="list-style-type: none"> • Newark Housing Authority contract increased from \$100,000 to \$244,000 • Received additional \$119,000 in DVRS funding due to program performance • Welfare to Work Program Essex contract increased from \$90,00 to \$285,000
Housing Counseling	During December, four staff members participated in NeighborWorks America Training Institute and gained their Certification in Homeownership Counseling. In June, staff members held their first educational workshop for the community.
Strong Futures	<p>One youth successfully completed his first year at NJIT; one youth graduated high school, one youth saved his money and traveled to France for a month; one youth obtained his driver’s license; two youth from the congregate care setting successfully transitioned into the apartments; two youth successfully graduated from the program and are sustaining themselves independently 6-9 months post-discharge.</p> <p>Held our first alumni meeting and participated in several speaking engagements in the community.</p>
Hudson Workforce Development	Increased the Work First New Jersey grant for FY 2014 from \$159,150.00 to \$214,200.00.
Partnership for Children	The program saw an increase in needs assessments, CMO referrals (both Hudson and Essex), and referrals from Union MRSS. This was partly the result of program manager actively soliciting Union MRSS. Essex CMO was in need of an IIC with ID/DD experience, and as a result of positive outcomes in working together she sent additional referrals.

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Program	Program Highlights
Family Resource Center	Year 2015 was another year where we were able to use accrued dollars to purchase needed items for the program –more training tables; copy paper and program supplies; our vehicles were taken for a detailed car wash; we purchased new books and therapeutic games for work with our youth and we will be replacing kitchen cabinets as the existing cabinets were old and disrepair. All of these things will help improve our environment of care for clients.
Intensive In-Home Counseling	<ol style="list-style-type: none"> 1. The plan to move the money and contract from DMHAS to DCF was finalized in FY15. This signifies a new working relationship between the program and DCF and while they did not ask for any changes to the program model for FY 16, said they would be looking to learn more about the program in FY 16 to determine if they want to make programmatic changes for FY 17. 2. During the FY, the program experienced an increase in referrals from Hudson-MRSS.
Union County Jail	The Ryan White program changed from case management to medical case management on 3/1/15 and all necessary file changes were completed to make the transition.
St. Lucy's Shelter	St. Lucy's hosted both Thanksgiving and Christmas dinners, prepared and served by Carepoint Health staff. St. Lucy's hosted the "A slice of hope" event, coordinated by eyeBLINK, a non-profit group out of NYC.
Mobile Response	<ul style="list-style-type: none"> • The program acquired a dedicated server for the program's medical records • MRSS facility reconfigured the office space to accommodate new employees and interns in the program. • The program adopted a team rotation system to allow staff more office time and maximize productivity. • Staff attended trainings to comply with certification as CIS, Crisis Intervention Specialist, as required by the State of New Jersey for MRSS units. • The program provided a series of in-house trainings on various topics to assist staff in enhancing their job skills. • MRSS has identified the needs of dual diagnosed children with mental health and developmental disabilities and thus has allocated a specialized staff within the program to research and acquire relevant information and training to better serve this population. • MRSS hired four new staff members and identified a fifth candidate, to meet the staffing needs of the program. • MRSS has identified new providers within the community to serve the needs of the families including specialized providers for the dual diagnosed children.
Westside Children's Counseling Center	Despite staffing challenges, the program was able to meet a number of its objectives this past year. The program met its obligation to serve 100 youth with outcomes re: clinical gains at a very favorable rate. 86% of youth involved with the program for 6 months or more showed clinical improvements; 94% of all discharged clients showed clinical improvements. Despite best efforts, this year's compliance rate hovers around the same mark as previous years, and was recognized by the state to be a fairly good compliance rate, given the population and area served.
Hudson Parish Access Center	<ol style="list-style-type: none"> 1. The PAC assisted 21 families (sometimes assisted more than one time) with gift certificates from the PAC outreach to the Hudson Parishes. In addition, 27 families (69 children were impacted) received Christmas gifts. 2. The PAC assisted 29 families (Hudson 26/ Bergen 3) with direct financial assistance through the Roncoli Foundation and CC Family Assistance Program.
Office of Volunteers	<ol style="list-style-type: none"> 1. The average monthly volunteers in CCAN was 162 who provided an average of 1,210 hours monthly. 2. The average monthly Interns in CCAN/Behavioral Health was 21 who provided an average of 1,028 hours monthly. 3. The total dollar value of volunteer time in this FY is: \$662,818.

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Program	Program Highlights
Little Schoolhouse	<ol style="list-style-type: none"> 1. Enrollment has been at its capacity for the 2014-2015 school year for the Abbott Program. The classroom evaluations remained satisfactory which is in compliance for the Elizabeth School district requirements. 2. Program staff continues to participate in offsite training and workshops to fulfill State of New Jersey license requirements. 3. All LSH teaching and administrative staff is certified in CPR and First Aid.
Emergency Food and Nutrition Network (EFNN)	<p>In FY 2014 – 2015 the CCAN Emergency Food & Nutrition Network (CC EFNN) provided food assistance to 25,197 people in need. In December 2014, 1020 individuals were served through the HELP A FAMILY at CHRISTMAS project.</p> <p>The EFNN Community Food Connections project supplied 127 Catholic Charities’ client families with a 20 lb. food package each month from July 2014- June 2015 .The total number of pounds distributed was 21,643 pounds (11 tons). From September 2014 – May 2015 student athletes from Seton Hall Prep’s Baseball and Soccer Team helped EFNN staff assemble the 80 food packages for Catholic Charities clients each month during their off season.</p> <p>On March 12, 2015 the Meeting Emergency Needs with Dignity network held a 35th Anniversary Celebration at the Newark Club. The event was very successful raising over \$10,000 for the MEND network. Catholic Charities was recognized with an award for its long standing and dedicated support of the MEND interfaith network. Recognition was also given to Congressman Donald Payne and the WHYHUNGER organization for their noteworthy support. Each of the 18 MEND food pantries was recognized and received a certificate of appreciation for their pantry</p>
School Social Work	One new school (St Aloysius in Jersey City) contracted for services. In addition, St Joseph and Our Lady Help of Christians were seen through East Orange Title 1 funding.
Providence Place	Three youth successfully graduated from the program and have transitioned into the community. One former youth called to report that she was transferring to William Paterson University this fall.
Focus on Supervision	The program completed its 12 months of clinical case consultation with the Hudson Central and Hudson West offices of DCP. We were 1 consultation shy of meeting the contracted level, the result of DCP West scheduling problems (internal to DCP). It was a positive experience for DCP staff, as indicated by feedback on the satisfaction survey. As DCP is going through a professionalization process related to its staffing and practices, a number of DCP staff were initially nervous about presenting cases for fear of being judged negatively. Overwhelmingly, the feedback on surveys indicated our staff created a safe and supportive space to discuss and brainstorm difficult cases, and to come up with new possibilities for more targeted and potentially helpful interventions with clients. Our designated consultants, as managers and supervisors themselves, were able to successfully navigate and teach the focus on supervision model through modeling and ongoing advocacy with the DCP workers to come prepared with several tools that made conferencing more productive – use of genograms, timelines and ecomaps became more and more consistent with encouragement and follow-up by our staff.
Child Protective Services / In Home Hispanic	CPH/IHH had a 6 week Women Empowerment support group for clients.

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3. Most Significant Problems and How They Were Handled

Program	Most Significant Problem	How It Was Handled
Adult Protective Services (APS)	Privatization of Medicaid services via HMOs has caused delays in “vulnerable adult” clients receiving services, often even after they have been approved. For those not yet approved the challenges are even greater and have at times necessitated APS involvement due to HMOs relying heavily on “telephonic social workers”, a surefire recipe for failure when dealing with clients of diminished physical and/or mental capacity—i.e. those served by APS; this has sometimes resulted in “systems neglect”.	<ul style="list-style-type: none"> Members of Team APS vigorously advocate to secure needed and appropriate services for “vulnerable adult” clients on a case by case basis, sharing amongst the team new information, contacts, and tactics to assist in subsequent cases. Program Manager has identified this issue at state meetings; other counties concur that this is a problem. The state has facilitated some training to these agencies/entities to define the appropriate role/function of APS. The issue remains a priority of APS providers and APS state staff.
Hudson County Parish Access Center	Clients not providing required documents to process financial assistance cases.	<p>*Set up timeframe to 5 working business days to return documents.</p> <p>*Follow up calls - if missed appointments or no show.</p>
Bergen Bare Management	DSS no longer allows CCAN to count CM services provided to existing Caregivers under Title III E grant if CCAN already provides CM services to care recipients under SSBG grant. This new guideline resulted in significant decline in level of service under Title III E grant.	Staff did outreach to various Caregiver Support Groups which generated few Caregivers but is a time consuming effort.
Emergency Food and Nutrition Network (EFNN)	Funds from the 4 Emergency Food & Shelter Board County Programs were significantly delayed again for this funding cycle. This makes program planning difficult.	We do the best we can in the brief time frame we have to spend the funds. Since there is only one staff person in this office it is a challenge. For Phase 31 we contracted with a local vendor to make the deliveries of food to the pantry along with providing the bulk food order. Though more costly, it does ease the strain of receiving large bulk food deliveries at 403 University Ave. and on the part time driver for the program.
Child Study Team	<ol style="list-style-type: none"> Agency/Clinic not Licensed by NJDOE Staff knowledgeable of IEP software resigned Missing CST members Assessment tools outdated 	<ol style="list-style-type: none"> Developed application for NJDOE Clinic and Agency Newly assigned staff member learned and implemented IEP software. Actively recruiting pool of CST members Researched standardized assessment tools used in Best Practices
Housing Counseling	After state program deadlines, it has been difficult to bring additional clients into housing counseling.	Community outreach has been done, an educational workshop was held, and many more are planned for the next fiscal year.
Hudson Workforce Development	More vendors are offering similar programs	Keeping all lines of communication open and friendly with the welfare case managers to improve our slot numbers.
Adoptions	<p>PPF-Lack of communication from DCP&P workers regarding visits, etc.</p> <p>Adoption-Lack of referrals</p>	<p>Frequent e-mails and calls to caseworkers, supervisors, etc.</p> <p>Ongoing discussions with partner agency.</p>

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Program	Most Significant Problem	How It Was Handled
Focus on Supervision	Early coordination and compliance issues of DCPD both with scheduling conferences as per the model, and providing needed materials in advance of the conference as had been agreed upon.	Designated CCAN staff worked with DCPD staff and supervisors to improve their compliance with the process that DCPD was supposed to implement in each office. Via phone calls and emails to engage decision makers and to increase accountability for the process, things did improve though some supervisors needed a lot of follow-up by CCAN staff
Westside Children's Counseling Center	<ol style="list-style-type: none"> 1) Staff vacancies and coverage of existing caseload 2) Clinical Supervisor vacancy of 13 months and lack of enough viable and appropriate resumes 	<ol style="list-style-type: none"> 1) Implementation of a fee for service position to cover cases during a staff maternity leave was key to managing the existing caseload. We reached out to internal programs and identified an experienced and trusted clinician who worked with MCG school join us for about 4 months. 2) Program manager/Division Director provided supervision to staff and graduate intern during the vacancy. There were very few qualified candidates identified through recruitment efforts. We began an internal process of advertising to our own networks throughout the CFS division and identified an incumbent LCSW with the needed credentials who was interested in leaving her position at PP in order to move out of 24/7 supervisory responsibilities and into a more predictable schedule.
Intensive In-Home Counseling	Lack of referrals from Hudson- MRSS, during the 1 st quarter.	In May, 2014, program manager reached out to Hudson CMO to re-introduce the program to the new staff and a refresher for the old ones. At the July presentation, there were two CMO supervisors and over 15 employees present. A program description and brochure were distributed to them (which was also emailed prior to the presentation date). Program manager's phone numbers were provided to all and a presentation was conducted.
MRSS	<ul style="list-style-type: none"> • Difficulties in hiring qualified bilingual Master level clinicians to manage high volume of calls; this created more work for the rest of the employees and challenged the productivity of the staff • The program continues to have challenges with the Cyber System as it relates to compliance with the State Children's System of Care, PerformCare. 	<ul style="list-style-type: none"> • MRSS reached out to local universities in search of qualified candidates and interns. HR also used an online job search to help the agency recruit personnel. To cover the need, the program hired two Bachelor's level temporary workers to do case management and this lowered the case load for the rest of the staff. • MRSS Staff worked collaboratively with State Administrators that oversee MRSS throughout the state to look for trends, challenges, and ways to resolve them
Partnership for Children	<ol style="list-style-type: none"> 1. Need for Licensed, bilingual, and male staff 2. Need for clinical supervision 	<ol style="list-style-type: none"> 1. Continued to advertise for qualified staff. 2. Hiring of LCSW's who don't need clinical supervision. Also, new clinical supervisor of School Social Services is familiar with CSOC and will assume clinical supervision in the upcoming year.
Intensive Family Support Services	Recruiting new families for the program.	Reached out to hospitals and schools in the area. Program information has been included in the community resources manual for Jersey City Public Schools.

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Program	Most Significant Problem	How It Was Handled
Strong Futures	OAS informing program in June 2015, that youth must be discharged from the program the day before their 21 st birthday and not the day before their 22 nd birthday.	Program Manager advocated with OAS staff and was provided with an extension for these youth (3 youth) until December, 2015. Program Manager is in the process of writing a letter to OAS Director and is having the three youth also write letters to extend their stay in the program until the agreed upon time that was set at intake.
St. Lucy's	The Shelter has seen an increased incidence of bedbugs, mostly in the men's dormitory.	Infested beds and beds immediately surrounding them were treated by the exterminator. Random inspections are being performed to detect bedbugs earlier. Metal beds (head & footboard, and rails) were ordered to replace the current wood beds.
St. Jude's	Residents not paying their share of the rent.	One family received rental assistance from the Division of Social Services for 3 months back rent. The Manager met with other tenants and followed up with letters regarding their rent arrears. (Other families are not eligible for rental assistance because they receive social security benefits and, thus, do not meet the criteria for assistance.
Workforce Development - Essex	The Boland Center parking area is in need of repair. A lot has developed deep holes making it very difficult to park vehicles and to walk.	The parking lot at 321 Central Avenue has been paved with a new foundation. The area has also been repainted for parking purposes. In addition, there are areas designated within the parking lot for the program dumpsters.
School Social Work	We lost the Too Good for Drugs grant in Hudson after five years.	Our FT staff person was hired by another dept and our PD staff continued as PD counselor at the same school, who contracted with us directly for services through the end of June.
Providence Place	Staff coverage--3-4 FT RYA's were out at the same time (medical leave, workman's comp., termination)	Program Manager and Program Director rearranged the scheduled and utilized all members of the team in creative manners in order to meet OOL requirements regarding supervision.
Family Resource Center	The number of referrals decreased.	We met with grant Administrators and the resource development specialist to execute a plan to make efforts of getting new and appropriate referrals. We reached out to all our four local offices to increase referrals as our services were expanded to all Hudson in the effort to access more families as of the start of FY 16.
Child Protective Services / In Home Hispanic	Delay in completing intakes due to the DCPD worker not returning CPS/IHH workers calls in a timely manner and not showing up for the intake.	This problem was handled by using email as an alternate form of communication. We also discussed the problem during DCPD case conferences and the RDS is now CC'd on emails about cases we are having trouble with.

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4. Effectiveness and Efficiency

Effectiveness.

Effectiveness is the degree to which objectives are achieved or the extent to which an activity fulfils its intended purpose or function.

In FY 2014/15, 74 Catholic Charities programs established 228 productivity objectives. They achieved 133 (or 58%) of the planned objectives.

In FY 2014/15, 74 Catholic Charities programs measured 83 operational improvement objectives. They achieved 65 (or 78%) of the planned objectives.

Catholic Charities measures client-level outcomes; that is, the impact program services have on improvement in client behavior, circumstances, or social functioning. An example of a client outcome would be the number and percentage of shelter residents who have found permanent housing or employment at time of discharge.

In FY 2014/15, 74 Catholic Charities programs measured 123 client outcome objectives. The programs achieved 85 of the planned objectives. Sixty-nine percent (69%) of programs met the standard of attaining 80% or more of their planned client outcome objectives.

Efficiency.

Efficiency is the relationship between the work done and the energy or resources supplied to perform the work. In FY 2014/15 two measures were used: 1) the ratio of total dollars expended to clients served and 2) the ratio of total dollars expended to units of work produced. Results were compared to plan, program by program. In FY 2014/15, 49 Catholic Charities Programs were more efficient than planned and 35 were less efficient than planned using measure #1; while 49 programs were more efficient than planned and 35 were less efficient than planned using measure #2.

5. Client Satisfaction

Client satisfaction is the degree to which clients, referral sources, or other identified stakeholders state that services were helpful and provided in an acceptable, professional manner.

Catholic Charities asks clients 10-12 questions about their satisfaction with services. The questions vary according to the program. Clients rate each statement on a scale of 1-5.

The overall FY 2014/15 agency score was 4.46 / 5.0 with a divisional range of 4.25 to 4.74. Over 780 individuals completed the surveys, which represents a 90% return rate. 89.5% of respondents rated services at a "4" or "5." We also solicit client feedback on whether services were delivered in a non-discriminatory manner; 97% of respondents rated that services were delivered in a non-discriminatory manner.

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6. Impact of Client Feedback.

Program	FY 2014/15 Program Changes Made as a Result of Client Feedback
Child Study Team	Currently actively recruiting additional consultants for assessment
Partnership for Children	Most families ask for a longer period of services but we are unable to remain in the home beyond the 8 week authorization.
MCG Cares	Increase in parent/support and volunteers in classrooms.
Partners for Parents and Families	Staff will provide additional visitation hours when available and approved by DCP&P
Intensive Family Support Services	Group hours offered to consumers were increased.
Providence Place	Staff training on de-escalation techniques
Workforce Development Essex	All program administrative staff is responsible for community outreach and for scheduling various resource vendors to address the client population monthly.
Adoptions	PPF -provide additional visitation hours when available and approved by DCP&P.
Hope House	The Program Coordinator discusses client feedback she has received in staff meetings. One such concern was the manner in which some staff speak to residents. Seemingly staff have become more aware of treating residents with respect and dignity as these complaints have greatly decreased.
Franciska	Added new menu items, more variety in daily menu.
Westside Children's Counseling Center	Improvements to waiting room were made.
Strong Futures	Variety of food types purchased
Focus on Supervision	Better case selection by DCP&P to ensure that the conferencing process was being used for the most complex cases. Suggestions to include additional DCP&P personnel when it would enhance the clinical conversation –eg substance abuse specialists from DCP&P, nurse or permanency workers when appropriate.

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7. Impact of Referral Feedback.

Program	FY 2014/15 Program Changes Made as a Result of Referral Source Feedback
Bergen Care Management	Funder is not able to provide sufficient referrals and they encouraged us to partner with other senior service providers. We made contacts with social workers at various hospitals, rehab & nursing facilities and they have been referring cases to us.
Child Study Team	<ol style="list-style-type: none"> 1. Contract additional consultants for assessment 2. Develop Excel spreadsheets to monitor service delivery. 3. Send surveys periodically to schools and parents; annually to contractors.
School Social Services	One principal suggested we need to incorporate a curriculum for emotional learning in our work in her school. However, since her school is funded through Newark Title 1 and they don't allow us to see all students, and the time allowed for counseling at that school is limited, we cannot make changes based on her suggestions.
Partnership for Children	Staff will schedule additional/ongoing meetings and presentations to DCP&P staff.
Adoptions	Increased some visits to 4 hours per week. Accepted cases with special or extenuating circumstances.
Mount Carmel Guild Cares	Continue to meet with each family to discuss their concerns regarding their child or personal family issues, if needed.
Supported Employment	Referring providers are accompanying individuals to intake and job search sessions on a more consistent bases
The Boland Center	The feedback from the surveys provided all programs will make a greater effort in scheduling more community representatives to introduce the various resources that they offer.
WFD Hudson	All staff members must recruit clients from One Stop Jersey and Union City every week to improve our contract slots.

8. Accessibility Analysis.

The following question was asked in the FY 2014/15 program evaluations: "To what degree is access to program services by prospective clients impaired by language barriers, facility barriers (steps, etc.), insufficient qualified staff, or office hours / program hours?" Significant barriers will be addressed in FY 2016.

Barrier	Rating and Frequency (Responses = 39)		
	1 (None / Minimal Barrier)	2 (Moderate Barrier)	3 (Significant Barrier)
Language barriers	27	9	0
Facility barriers (steps, etc.)	31	3	1
Sufficient qualified staff	25	7	7
Office hours / program hours	37	0	0
Percentage of programs	82%	13%	5%