



Morning Star
Boys' Ranch

PERFORMANCE & QUALITY IMPROVEMENT 2020 ANNUAL REPORT





INTRODUCTION

This Performance and Quality Assurance Improvement report is intended for all stakeholders, including clients, the Morning Star Board of Directors, community agency partners, foster parents, staff, and any individual who is interested in the work of the organization.

The format for this report is derived primarily from the Morning Star strategic plan. We look forward to your feedback and appreciate your support. Additional information on the agency's Performance and Quality Improvement program can be found on our organization's website, including the 2016 to 2020 Annual Report.

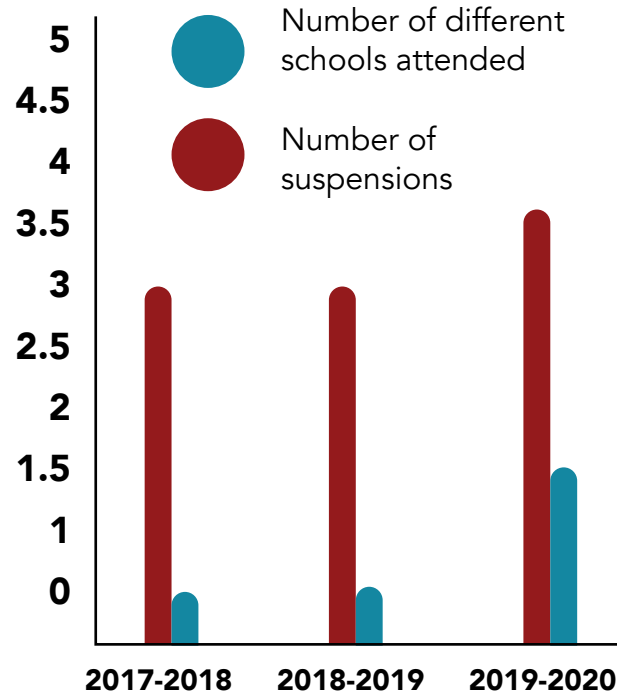
OUTPUTS

Morning Star operates on a fiscal timeline of January 1 to December 31 and Washington State Behavioral Rehabilitation operates on a July 1 to June 30 timeline. Stakeholder surveys, which were conducted in the Fall of 2020, are also included. The charts that follow reflect the actual delivery of fundable services to our clients.



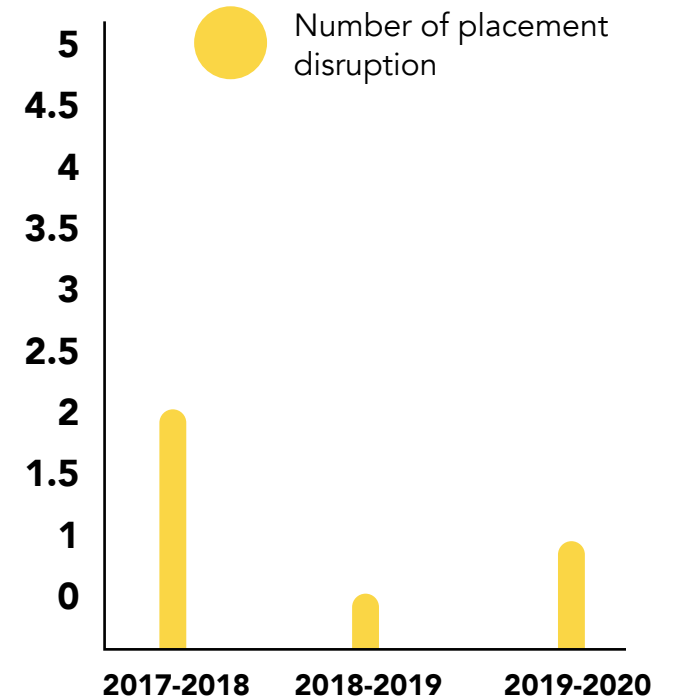
MURPHY HOUSE BEHAVIORAL RESIDENTIAL SERVICES

School Stability is one of four goals for Morning Star clients. Stable school environments provide avenues for educational success, the development of Individualized Education Programs and 504 plans, and opportunities to build social connections with peers, teachers, and support services. Placement stability has to do with the number of times a child's living situation (with family, kinship, foster family, etc.) is disrupted due to any number of factors. Another goal, permanency is related to the child's placement after graduating from Morning Star.



SCHOOL STABILITY

**JULY 2019
TO JUNE 2020**



PLACEMENT STABILITY



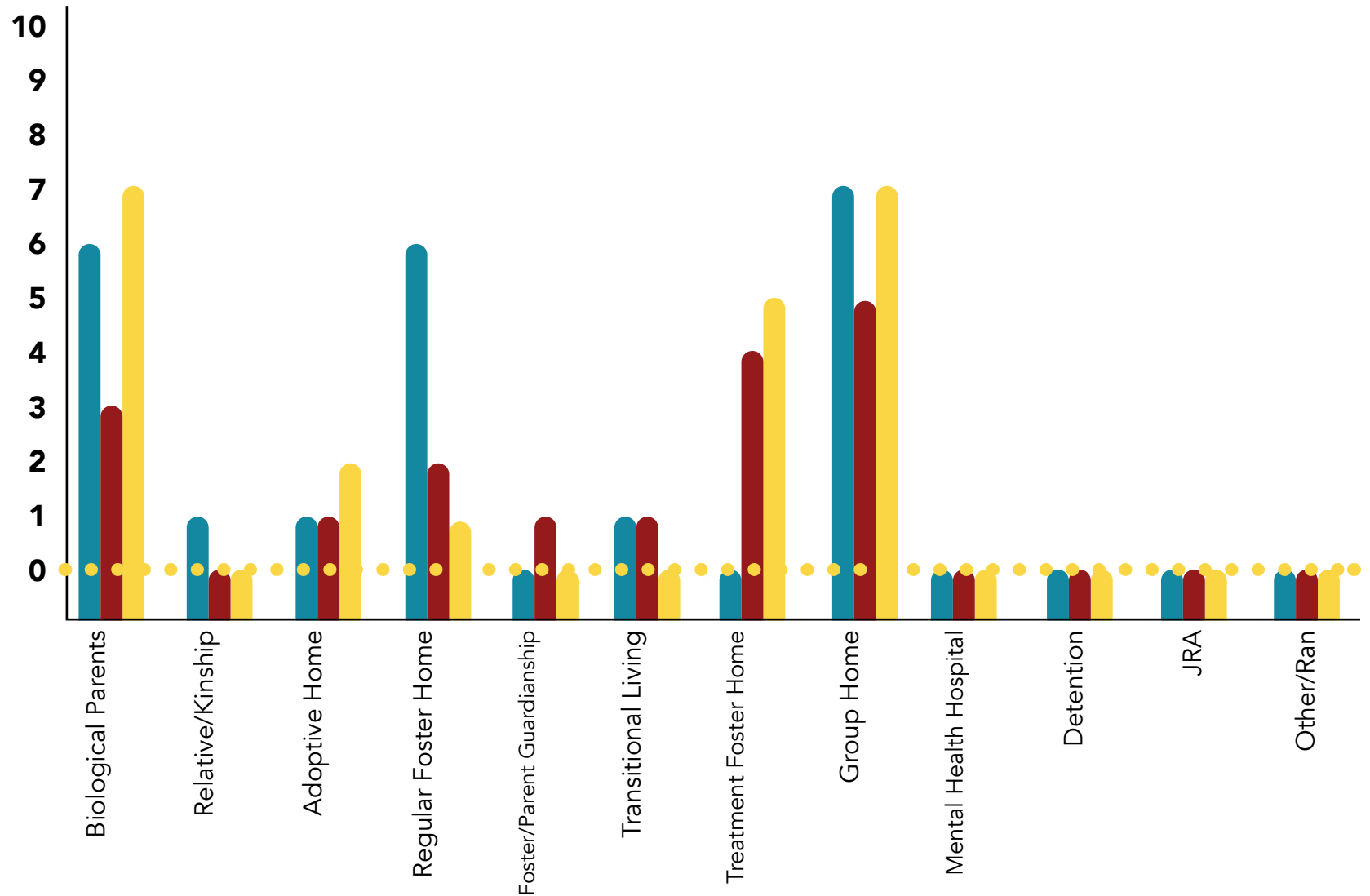
TRANSITION PLACEMENT

Morning Star advocates for the reunification of families. When reunification is not possible, Morning Star works with the client's social worker, CASA, attorney, and parent/kinship to find the best placement for permanency.

●
TRANSITION
PLACEMENT
JULY 2017
TO JUNE 2018

●
TRANSITION
PLACEMENT
JULY 2018 TO
JUNE 2019

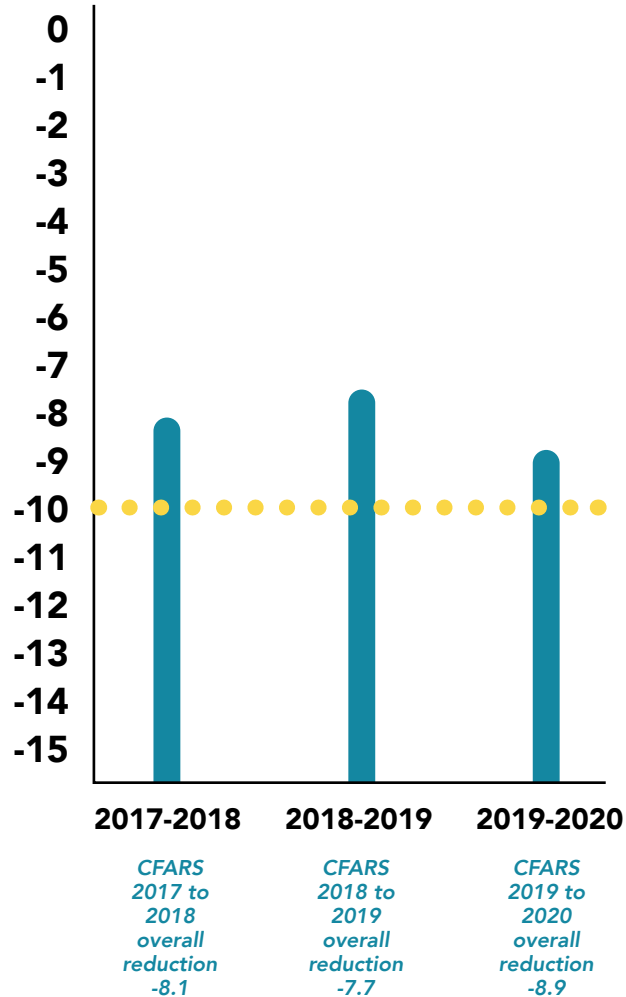
●
TRANSITION
PLACEMENT
JULY 2019 TO
JUNE 2020





CFARS

(CHILDREN'S FUNCTIONAL ASSESSMENT RATING SCALE)



DATA FROM JULY 2017 TO JUNE 2020.

CFARS measures each child's behavior by documenting and standardizing impressions from clinical evaluations that assess cognitive, social, and role functioning. It was developed to evaluate behavioral health outcomes for children receiving state services. To the left is an overall average from July 2017 to June 2020.

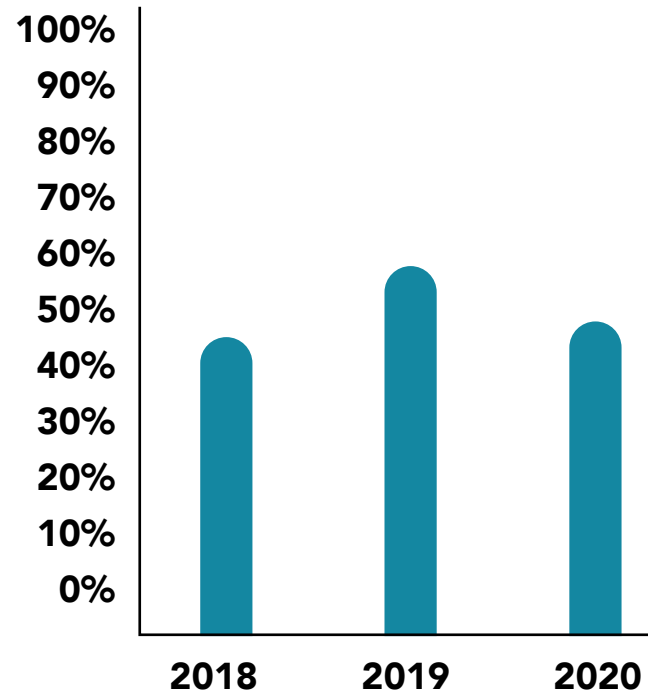
TARGET: Reduction to -10.00



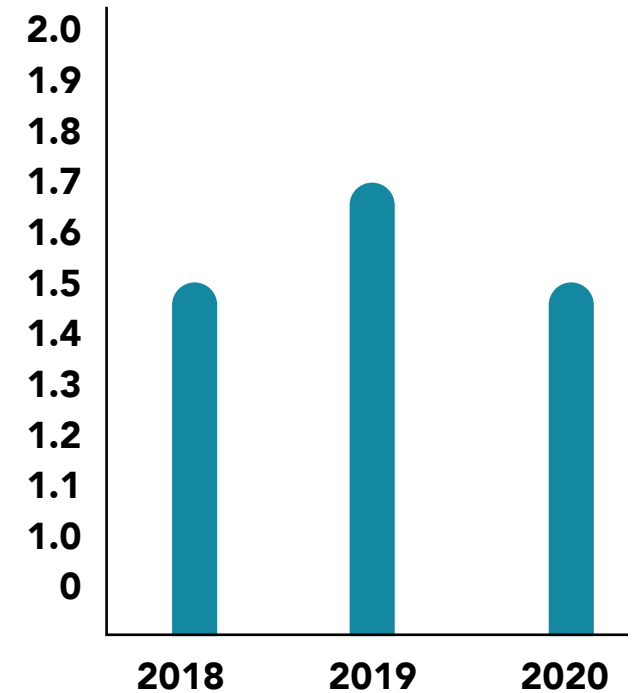
HUMAN RESOURCES

ANNUAL DATA FROM JANUARY TO DECEMBER.

Employee retention impacts client relationships, employee morale, productivity, and cost to the organization for employee onboarding and training.



EMPLOYEE RETENTION



**EMPLOYEE TENURE
IN YEARS**



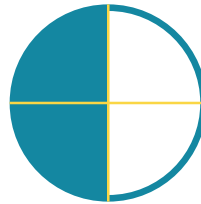
AREAS OF MEASUREMENT

PERFORMANCE AND QUALITY IMPROVEMENT

PQI IMPROVEMENT DATA JANUARY

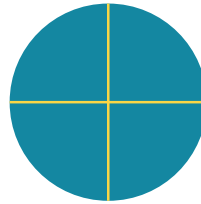
Morning Star is committed to providing measurable outputs for the agency. Quarterly Performance and Quality Improvement committee meetings tracked data and assisted the Morning Star leadership team in meeting goals. Key performance indicators to the right.

Quarterly Review Case Management Record



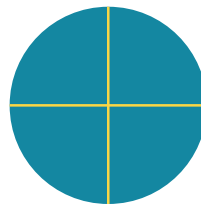
2018

2 Reviews Completed



2019

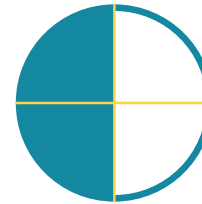
4 Reviews Completed



2020

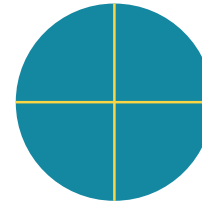
4 Reviews Completed

Quarterly Review Risk Management



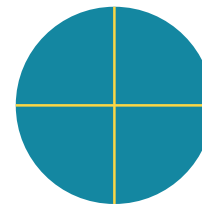
2018

2 Reviews Completed



2019

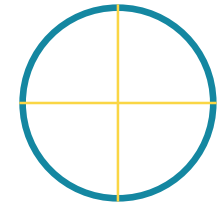
4 Reviews Completed



2020

4 Reviews Completed

National Accreditation



2018

In Process



2019

Achieved July 2019



2020

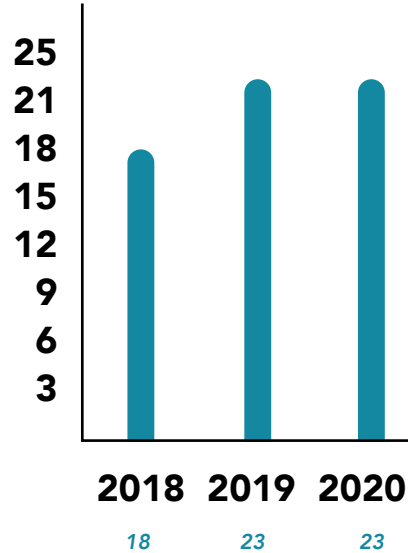
*Achieved Maintenance
July 2020*



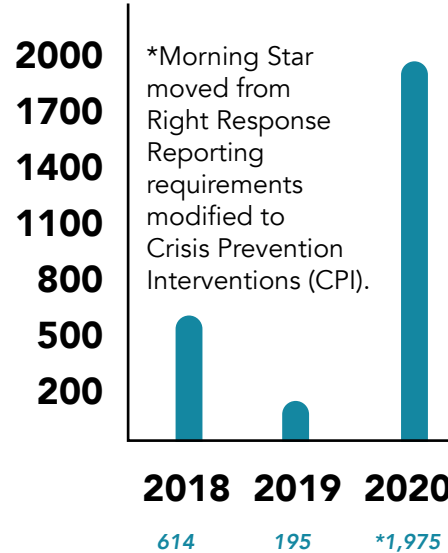
AREAS OF MEASUREMENT

PERFORMANCE
QUALITY
IMPROVEMENT

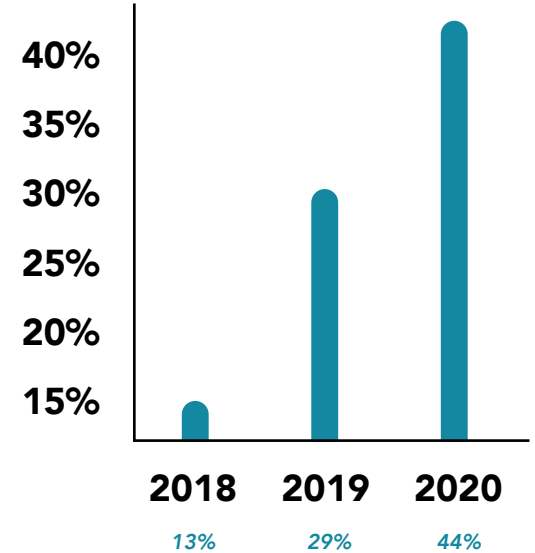
Increase Services for The Murphy House Behavioral Rehabilitation Services



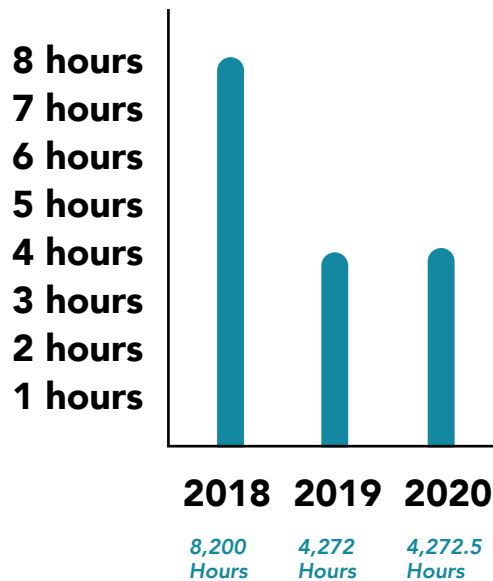
Decrease Number of Restraints



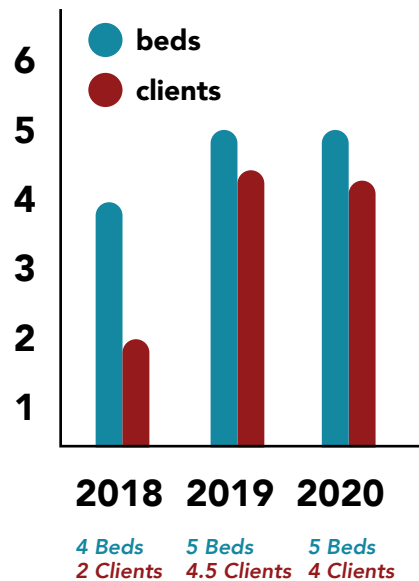
Increase Case Aide Services for Females



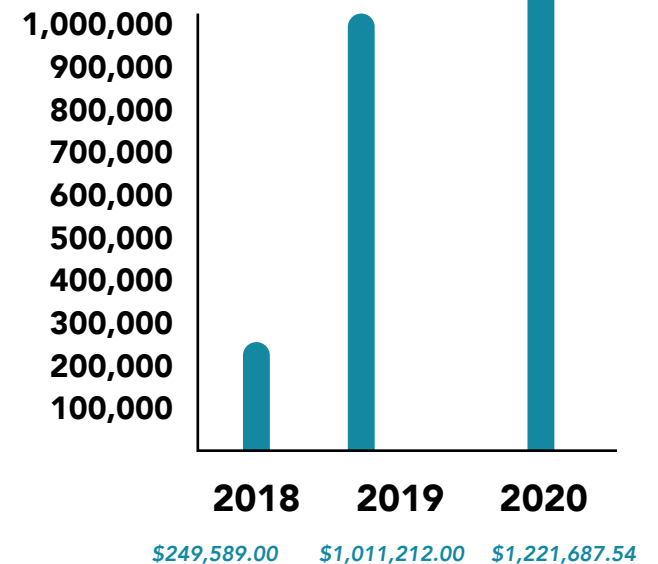
Increase Hours for Case Aide Program



Increase Number of Foster beds



Increase Fundraising Dollars



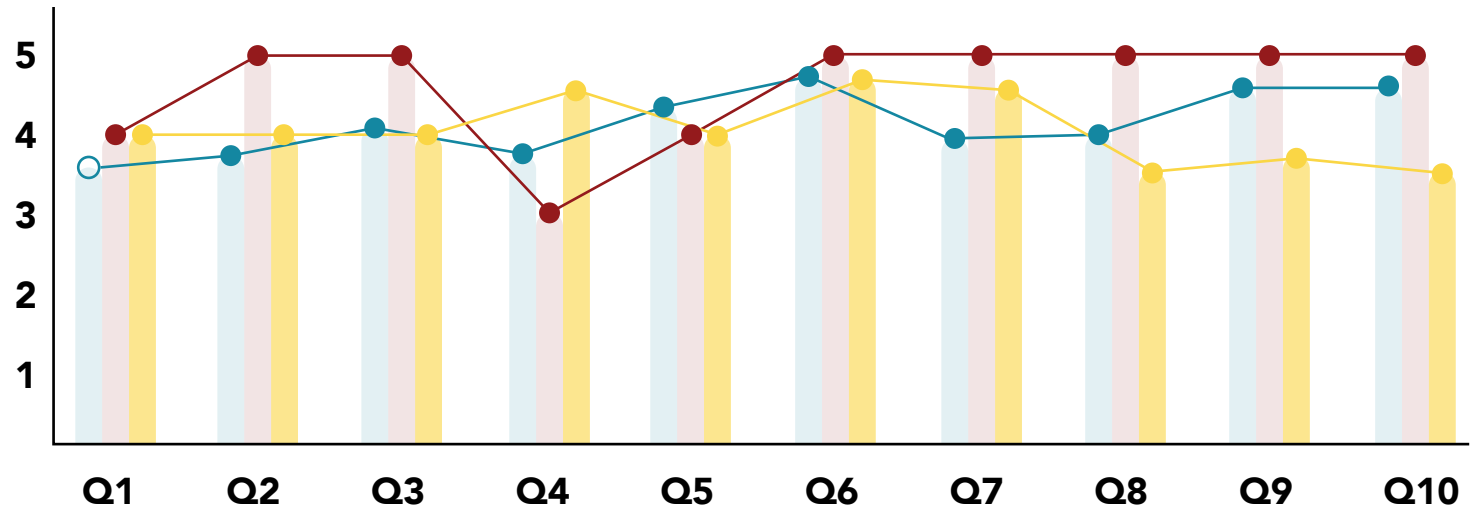
STAKEHOLDERS' SURVEYS

Morning Star conducts annual stakeholder surveys with clients, team members, board of directors, community partners, and foster parents. The surveys provide essential feedback for each department and measure satisfaction for all our clients.

1 = Very unsatisfactory, **2** = Unsatisfactory, **3** = Neutral, **4** = Satisfactory, **5** = Very satisfactory.

Scoring Values: 1 = Very unsatisfactory, 2 = Unsatisfactory, 3 = Neutral, 4 = Satisfactory, 5 = Very satisfactory.

2018: ●
2019: ●
2020: ●
 ○: Not Applicable
 Q: Survey Questions



COMMUNITY PARTNERS SURVEY

Q1: In the past year MSBR has been a strong partner in improving a foster child’s educational, emotional, social, and permanency improvement.

2018 avg: N/A, 2019 avg: 4.00, 2020 avg: 4.00

Q2: The MSBR team listens to your agency’s input.

2018 avg: 3.86, 2019 avg: 5.00, 2020 avg: 4.00

Q3: The MSBR team communicates in a timely manner on questions your agency has on the needs of the child(ren).

2018 avg: 4.14, 2019 avg: 5.00, 2020 avg: 4.00

Q4: You are included in meetings about the children in the care of MSBR when appropriate.

2018 avg: 3.71, 2019 avg: 3.00, 2020 avg: 4.50

Q5: MSBR is quick to resolve any questions or concerns when approached.

2018 avg: 4.29, 2019 avg: 4.00, 2020 avg: 4.00

Q6: MSBR staff attend meetings/appointments on time that have been scheduled.

2018 avg: 4.71, 2019 avg: 5.00, 2020 avg: 4.67

Q7: You get adequate information about the needs of the child(ren) placed at MSBR that your agency provides services to.

2018 avg: 3.86, 2019 avg: 5.00, 2020 avg: 4.50

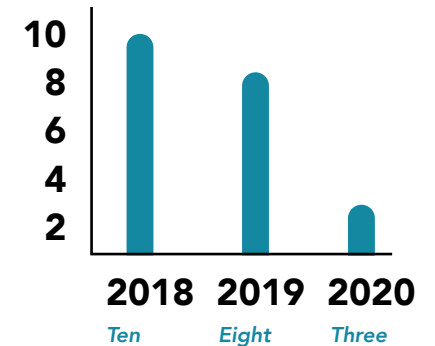
Q8: Children that enter the Ranch have developed skills to succeed in a foster care home, kinship placement, or reunification upon discharge.

2018 avg: 4.00, 2019 avg: 5.00, 2020 avg: 3.50

Q9: MSBR is known for its integrity and ethical practices.

2018 avg: 4.56, 2019 avg: 5.00, 2020 avg: 3.67

Number of Respondents



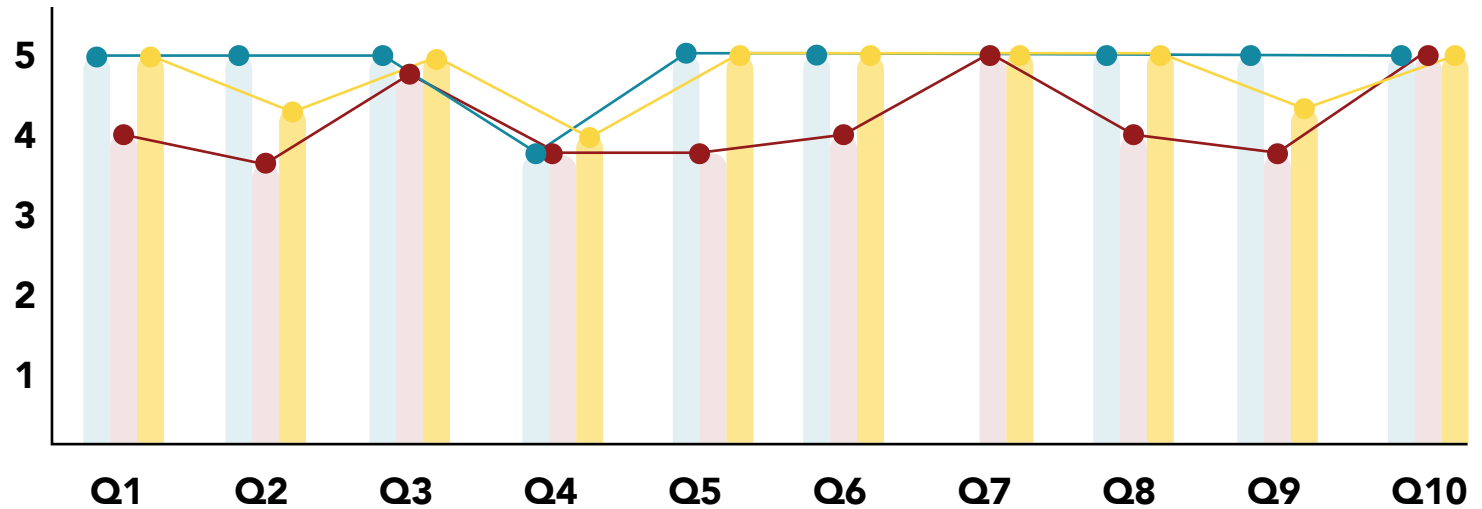
Q10: MSBR provides culturally sensitive services.

2018 avg: 4.57, 2019 avg: 5.00, 2020 avg: 3.5

*2020 Community Partner access and programming interrupted due to Covid-19.

Scoring Values: 1 = Very unsatisfactory, 2 = Unsatisfactory, 3 = Neutral, 4 = Satisfactory, 5 = Very satisfactory.

2018: ●
2019: ●
2020: ●
 ○: Not Applicable
 Q: Survey Questions



FOSTER PARENT SURVEY

Q1: As a foster parent you get adequate support for your roles and responsibilities.

2018 avg: 5.00,
 2019 avg: 4.00,
 2020 avg: 5.00

Q2: The MSBR staff listens to your input.

2018 avg: 5.00,
 2019 avg: 3.67,
 2020 avg: 4.33

Q3: You are treated like part of the child's team.

2018 avg: 5.00,
 2019 avg: 4.67,
 2020 avg: 5.00

Q4: You are included in meetings about the child(ren) in your care.

2018 avg: 3.67, 2019 avg: 3.67,
 2020 avg: 4.00

Q5: You get help from MSBR in a timely manner when you ask for it.

2018 avg: 5.00, 2019 avg: 3.67,
 2020 avg: 5.00

Q6: MSBR provided or helped me develop a plan for responding to emergencies such as accidents, run away behavior, serious illness, fire, and natural disaster.

2018 avg: 5.00, 2019 avg: 4.00,
 2020 avg: 5.00

Q7: You get adequate information about the needs of the child(ren) placed in your care (such as medical, behavioral, developmental, and educational needs).

2018 avg: N/A, 2019 avg: 5.00,
 2020 avg: 5.00

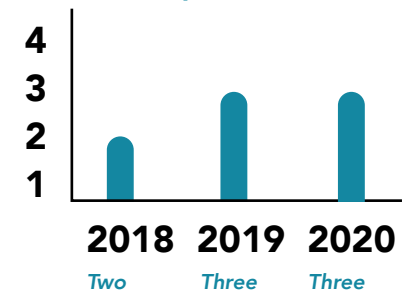
Q8: The training I received has efficiently prepared me to be a foster parent.

2018 avg: 5.00, 2019 avg: 4.00,
 2020 avg: 5.00

Q9: My foster child(ren) has/have opportunities to participate in ethnic, cultural, and/or religious activities consistent with their cultural/religious/native traditions.

2018 avg: 5.00, 2019 avg: 3.67,
 2020 avg: 4.00

Number of Respondents

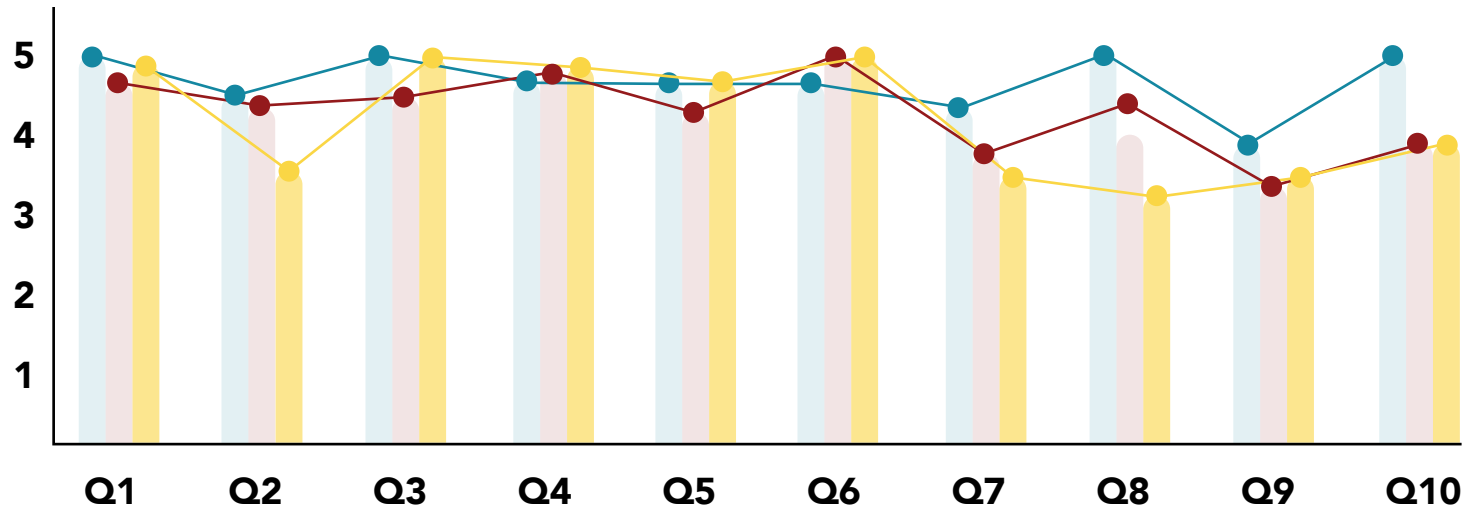


Q10: I have access to services to prevent/reduce stress such as respite, Case Aide, out patient counseling, peer support, and/or recreational activities.

2018 avg: 5.00, 2019 avg: 5.00,
 2020 avg: 5.00

Scoring Values: 1 = Very unsatisfactory, 2 = Unsatisfactory, 3 = Neutral, 4 = Satisfactory, 5 = Very satisfactory.

2018: ●
2019: ●
2020: ●
 ○: Not Applicable
 Q: Survey Questions



WRAP/CASE AIDE CLIENT SATISFACTION SURVEY

Q1: I feel comfortable where I am living.

2018 avg: 5.00, 2019 avg: 4.71, 2020 avg: 4.83

Q2: The home where I live respects my privacy.

2018 avg: 4.50, 2019 avg: 4.43, 2020 avg: 3.50

Q3: I get enough to eat and drink where I am living.

2018 avg: 5.00, 2019 avg: 4.43, 2020 avg: 5.00

Q4: I feel safe in the home where I am living.

2018 avg: 4.80, 2019 avg: 4.86, 2020 avg: 4.83

Q5: I have a say in the kinds of services I receive, and I feel like the services are helping.

2018 avg: 4.67, 2019 avg: 4.43, 2020 avg: 5.00

Q6: I have an MSBR Case Aide and they listen to me, treat me fairly, and I can ask them for help.

2018 avg: 4.67, 2019 avg: 5.00, 2020 avg: 4.50

Q7: I have an MSBR case manager and they visit me where I am living.

2018 avg: 4.38, 2019 avg: 3.71, 2020 avg: 3.40

Q8: I have an MSBR case manager and they treat me with respect.

2018 avg: 5.00, 2019 avg: 4.43, 2020 avg: 3.25

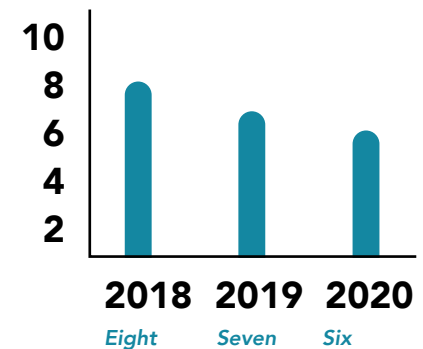
Q9: I have an MSBR case manager and they help me see my family.

2018 avg: 3.86, 2019 avg: 3.43, 2020 avg: 3.50

Q10: I have an MSBR case manager and they listen to me and I know I can ask them for help.

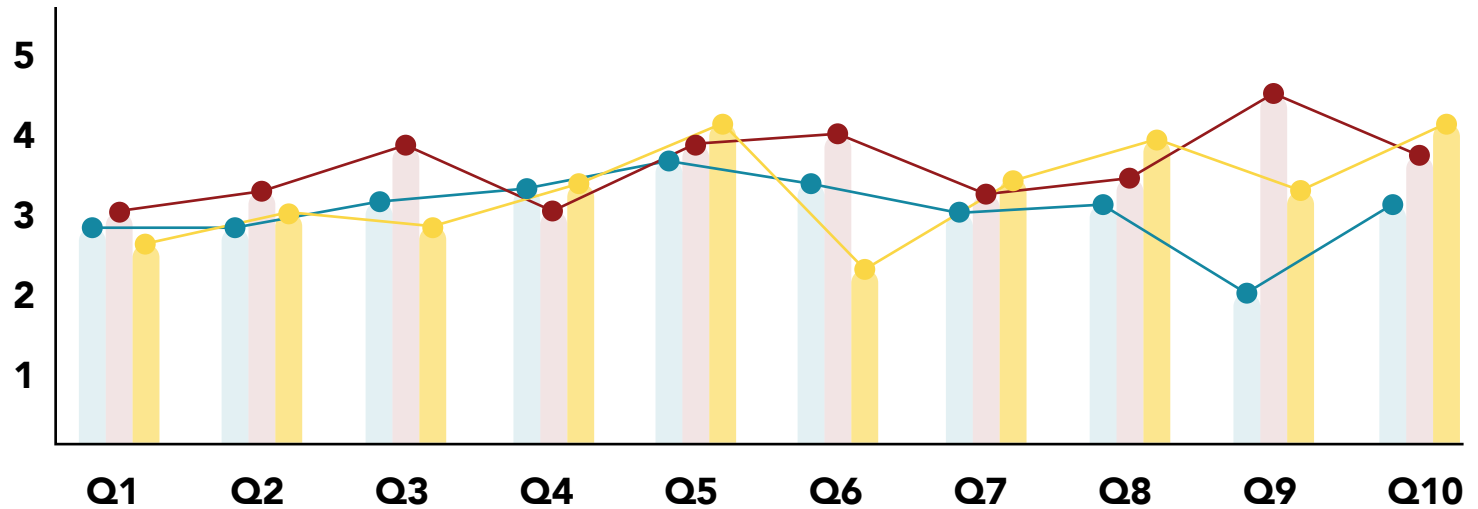
2018 avg: 5.00, 2019 avg: 3.86, 2020 avg: 3.75

Number of Respondents



Scoring Values: 1 = Very unsatisfactory, 2 = Unsatisfactory, 3 = Neutral, 4 = Satisfactory, 5 = Very satisfactory.

2018: ●
2019: ●
2020: ●
 ○: Not Applicable
 Q: Survey Questions



MURPHY HOUSE RESIDENTIAL PROGRAM CLIENT SATISFACTION SURVEY

Q1: I feel comfortable here.
 2018 avg: 2.75, 2019 avg: 3.00,
 2020 avg: 2.63

Q2: Adults who work here listen to me.
 2018 avg: 2.88, 2019 avg: 3.30,
 2020 avg: 3.00

Q3: Adults here treat me with respect.
 2018 avg: 3.13, 2019 avg: 3.80,
 2020 avg: 2.75

Q4: The adults who work here are fair to everyone.
 2018 avg: 3.38, 2019 avg: 3.05,
 2020 avg: 3.13

Q5: My privacy is respected here.
 2018 avg: 3.63, 2019 avg: 3.85,
 2020 avg: 4.00

Q6: The rooms and the building here are clean.
 2018 avg: 3.00, 2019 avg: 3.30,
 2020 avg: 2.38

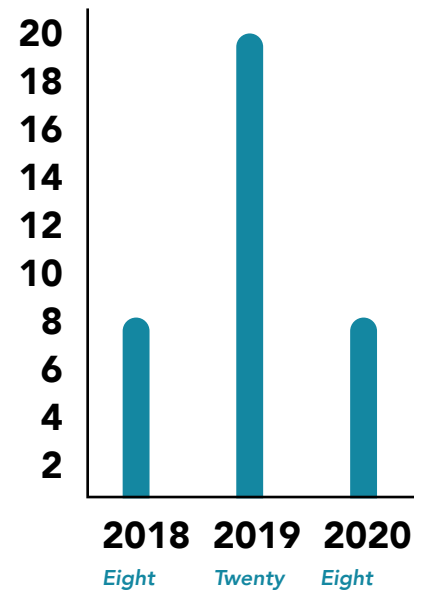
Q7: I feel safe while I am living here.
 2018 avg: 3.00, 2019 avg: 3.30,
 2020 avg: 3.38

Q8: I feel like Morning Star is helping me learn how to deal with my emotions.
 2018 avg: 3.13, 2019 avg: 3.45,
 2020 avg: 3.88

Q9: I have a say in the kind of services I receive here.
 2018 avg: 2.00, 2019 avg: 4.45,
 2020 avg: 3.25

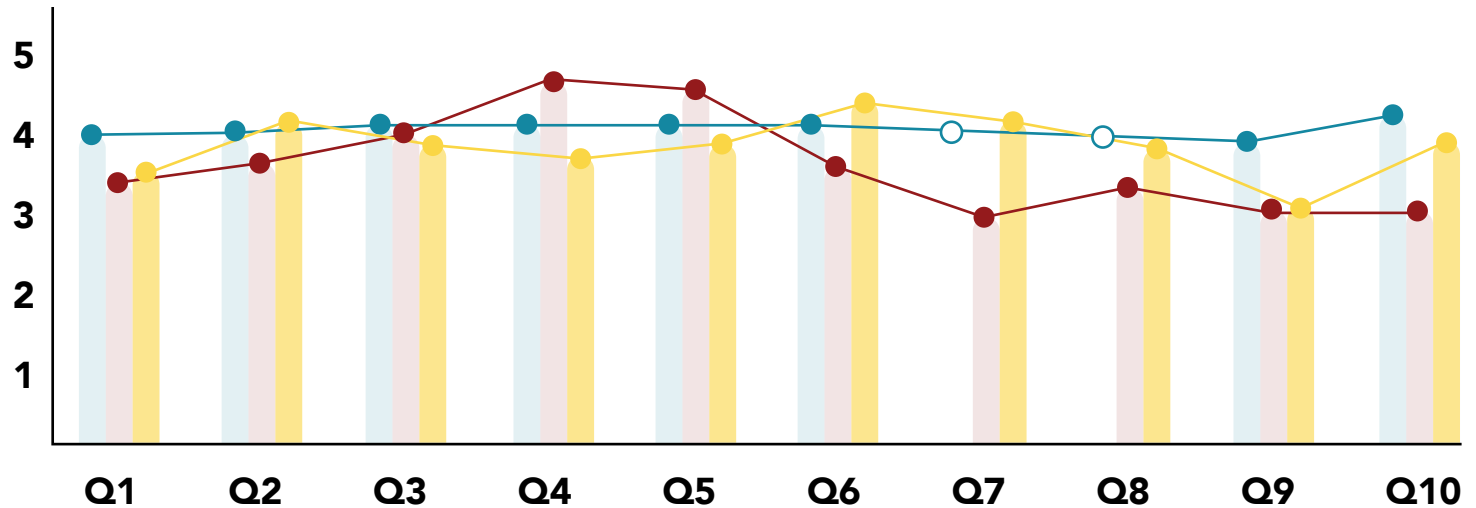
Q10: Being here is helping me make positive changes.
 2018 avg: 3.13, 2019 avg: 3.75,
 2020 avg: 4.00

Number of Respondents



Scoring Values: 1 = Very unsatisfactory, 2 = Unsatisfactory, 3 = Neutral, 4 = Satisfactory, 5 = Very satisfactory.

2018: ●
2019: ●
2020: ●
 ○: Not Applicable
 Q: Survey Questions



MANAGER/SUPERVISOR SATISFACTION SURVEY

Q1: The organization has an effective quality improvement program which collects data to improve services to clients.
 2018 avg: 4.00, 2019 avg: 3.39, 2020 avg: 3.62

Q2: MSBR Executive Director and Board of Directors have an effective working relationship.
 2018 avg: 4.08, 2019 avg: 3.50, 2020 avg: 4.23

Q3: MSBR conducts quarterly reviews of accidents, restraints, and grievances.
 2018 avg: 4.17, 2019 avg: 4.00, 2020 avg: 3.85

Q4: I am aware of the organization's conflict of interest, grievance, and whistle blower policies.
 2018 avg: 4.15, 2019 avg: 4.67, 2020 avg: 3.69

Q5: I am aware of the organization's grievance and whistle blower policy and procedures and know how to make a complaint.
 2018 avg: 4.15, 2019 avg: 4.56, 2020 avg: 3.85

Q6: The finances of MSBR are managed by the organization with integrity and according to sound business practices.
 2018 avg: 4.15, 2019 avg: 3.67, 2020 avg: 4.31

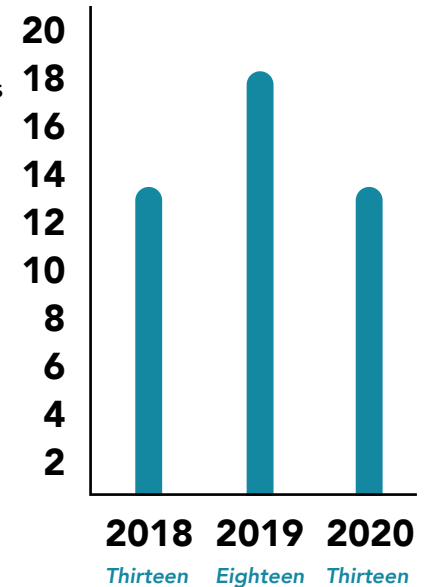
Q7: At least annually, employee satisfaction is assessed by the organization and changes are made based on that feedback.
 2018 avg: N/A, 2019 avg: 2.89, 2020 avg: 4.15

Q8: I receive information on program outcomes that is useful to me in working with children served.
 2018 avg: N/A, 2019 avg: 3.33, 2020 avg: 3.77

Q9: I receive regular supervision.
 2018 avg: 3.91, 2019 avg: 4.06, 2020 avg: 3.23

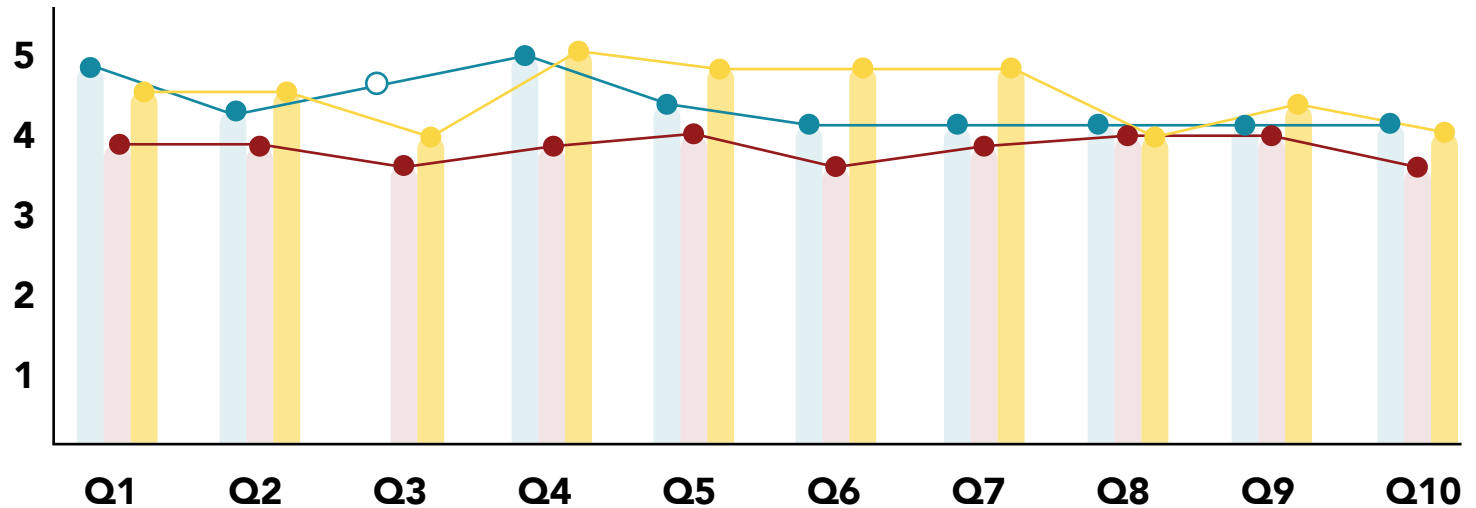
Q10: I receive annual performance evaluations.
 2018 avg: 4.33, 2019 avg: 3.00, 2020 avg: 3.92

Number of Respondents



Scoring Values: 1 = Very unsatisfactory, 2 = Unsatisfactory, 3 = Neutral, 4 = Satisfactory, 5 = Very satisfactory.

2018: ●
2019: ●
2020: ●
 ○: Not Applicable
 Q: Survey Questions



MSBR BOARD SATISFACTION SURVEY

Q1: As a member of the Governing Body, we effectively participate in long-term planning.

2018 avg: 4.86, 2019 avg: 3.80, 2020 avg: 4.60

Q2: As the Governing Body, we effectively develop and approve policies.

2018 avg: 4.29, 2019 avg: 3.80, 2020 avg: 4.60

Q3: The Bylaws and Articles of Incorporation are reviewed annually for appropriateness and relevancy.

2018 avg: N/A, 2019 avg: 3.60, 2020 avg: 4.00

Q4: We regularly review financial reports.

2018 avg: 5.00, 2019 avg: 3.80, 2020 avg: 5.00

Q5: As the Governing Body, we review and formally accept the annual audit.

2018 avg: 4.43, 2019 avg: 4.00, 2020 avg: 4.80

Q6: As a member of the Governing Body, I review and provide input regarding the organization's performances, quality improvement plan, and initiatives.

2018 avg: 4.14, 2019 avg: 3.60, 2020 avg: 4.80

Q7: As members of the Governing Body, we receive information on the organization's program's outcomes/outputs for children and families served.

2018 avg: 4.14, 2019 avg: 3.80, 2020 avg: 4.80

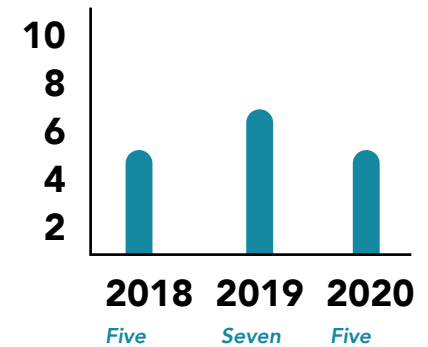
Q8: The organization's Governing Body and Executive Director have an effective working relationship.

2018 avg: 4.14, 2019 avg: 4.00, 2020 avg: 4.00

Q9: I receive quarterly reports on risk/safety management regarding the organization.

2018 avg: 4.14, 2019 avg: 4.00, 2020 avg: 4.40

Number of Respondents

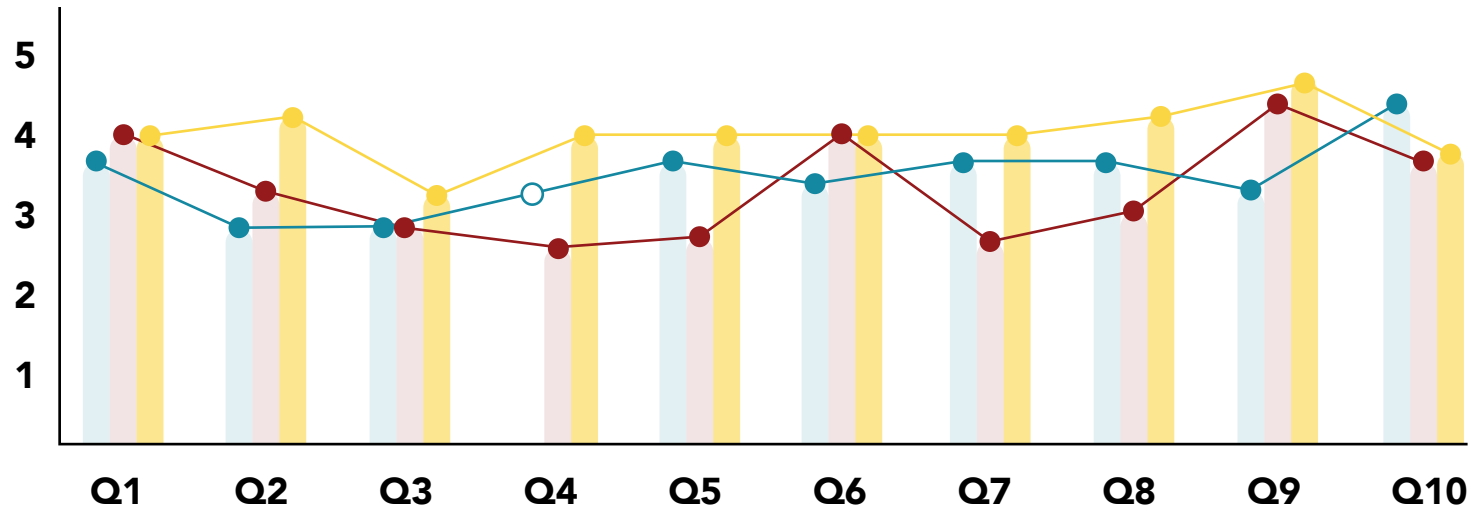


Q10: I received an orientation as to my Governing Body responsibilities.

2018 avg: 4.14, 2019 avg: 3.60, 2020 avg: 3.85

Scoring Values: 1 = Very unsatisfactory, 2 = Unsatisfactory, 3 = Neutral, 4 = Satisfactory, 5 = Very satisfactory.

2018: ●
2019: ●
2020: ●
 ○: Not Applicable
 Q: Survey Questions



CONTRACTEE SURVEY

Q1: My responsibilities within the agency and a contracted provider are clear and established in writing.
 2018 avg: 3.67, 2019 avg: 4.00, 2020 avg: 4.00

Q2: There is an effective mechanism for resolving conflict between the organization and the contracted service providers including conflicts of interest.
 2018 avg: 2.67, 2019 avg: 3.33, 2020 avg: 4.25

Q3: As a contracted provider I receive information about the agency's performance and outcomes in client satisfaction.
 2018 avg: 2.67, 2019 avg: 2.67, 2020 avg: 3.25

Q4: I am included in meetings about the child in your care.
 2018 avg: N/A, 2019 avg: 2.50, 2020 avg: 4.00

Q5: MSBR has an effective quality improvement process.
 2018 avg: 3.67, 2019 avg: 2.67, 2020 avg: 4.00

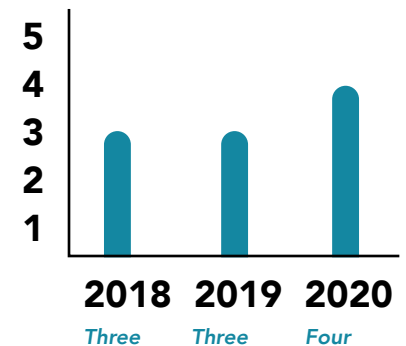
Q6: Outcome data is used to improve services in which I am involved.
 2018 avg: 3.33, 2019 avg: 4.00, 2020 avg: 4.00

Q7: MSBR services are well-coordinated.
 2018 avg: 3.67, 2019 avg: 2.67, 2020 avg: 4.00

Q8: MSBR facilitates timely and easy access for clients.
 2018 avg: 3.67, 2019 avg: 3.00, 2020 avg: 4.25

Q9: The organization maintains good working relations with its contracted service providers.
 2018 avg: 3.33, 2019 avg: 4.33, 2020 avg: 4.50

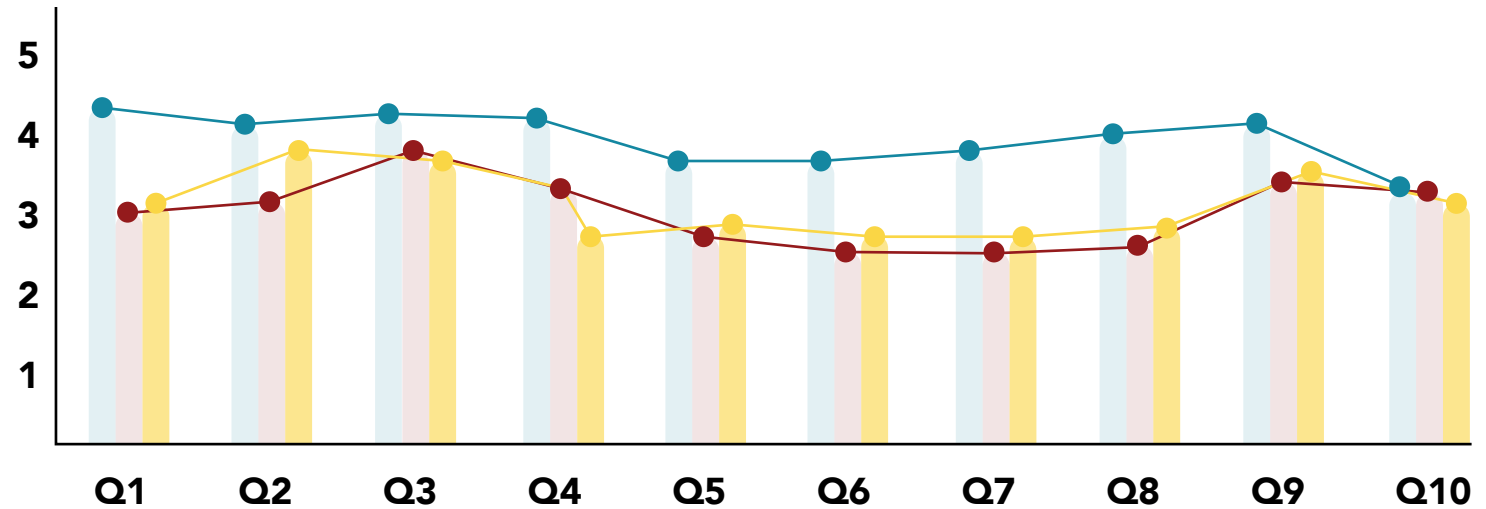
Number of Respondents



Q10: MSBR adequately addresses liability issues regarding its contracted service providers.
 2018 avg: 3.67, 2019 avg: 4.33, 2020 avg: 3.75

Scoring Values: 1 = Very unsatisfactory, 2 = Unsatisfactory, 3 = Neutral, 4 = Satisfactory, 5 = Very satisfactory.

2018: ●
2019: ●
2020: ●
 ○: Not Applicable
 Q: Survey Questions



TEAM SATISFACTION SURVEY

Q1: My job responsibilities are clearly outlined in my job description.

2018 avg: 4.29, 2019 avg: 3.00, 2020 avg: 3.18

Q2: I received orientation within the first three months of beginning work with the organization, including Non-Violent Crisis Intervention and Life Space Crisis Intervention.

2018 avg: 4.14, 2019 avg: 3.17, 2020 avg: 3.68

Q3: I have participated in on-the-job activities that enhanced my knowledge and skills.

2018 avg: 4.29, 2019 avg: 3.75, 2020 avg: 3.47

Q4: I have an up-to-date copy of or can access the personnel handbook.

2018 avg: 4.22, 2019 avg: 3.25, 2020 avg: 2.67

Q5: I am aware of the organization's grievance and whistle blower policy and procedures and know how to make a complaint.

2018 avg: 3.75, 2019 avg: 2.67, 2020 avg: 2.85

Q6: I can access my personnel record.

2018 avg: 3.68, 2019 avg: 2.46, 2020 avg: 2.79

Q7: At least annually, employee satisfaction is assessed by the organization and changes are made based on that feedback.

2018 avg: 3.78, 2019 avg: 2.50, 2020 avg: 2.76

Q8: I receive information on program outcomes that is useful to me in working with children served.

2018 avg: 4.04, 2019 avg: 2.58, 2020 avg: 2.97

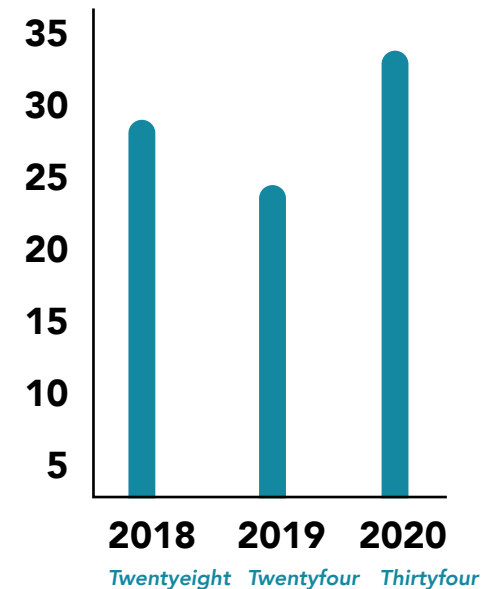
Q9: I receive regular supervision.

2018 avg: 4.19, 2019 avg: 3.33, 2020 avg: 3.50

Q10: I receive annual performance evaluations.

2018 avg: 3.33, 2019 avg: 3.25, 2020 avg: 3.00

Number of Respondents



HELPING KIDS
HEALING FAMILIES
SERVING OUR COMMUNITY



BOARD OF DIRECTORS

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Micaela Cathey, LCSW | Chief Operations Officer

Ron Poplawski, MBA | Chief Financial Officer

Kim Morin | Chief Communications Director

Horizon Worden, MA | Residential Director

Hannah Henry | Family Services Director

Ryan Rodriguez | Family Services Manager

Mackenzie Draper | Front Office Coordinator