

CQL's Quality Measures 2005®

October 2006 – September 2009

45 organizations

*Responsive
Services®*

*Community
Life®*

To what degree are organizations demonstrating responsibility and accountability?

How well have service providers exercised their role as bridging organizations?

What are the barriers to community engagement?

CQL reports on the findings for *Quality Measures 2005®*.

CQL looks at two aspects of organizational performance through the Responsive Services® and Community Life® indicators during Visit 2 of CQL Accreditation. Prior to this visit, organizations have demonstrated their commitment to and implementation of Shared Values, Basic Assurances®, and Personal Outcome Measures®. Responsive Services® integrates these different quality indicators – moving beyond internal compliance to an integrated systems approach. Community Life® challenges organizations to analyze, partner and advocate within and for their communities.

This analysis reveals overall organizational strengths in Accountability and Person-Centeredness — and it identifies challenges for greater systems advocacy.

Responsive Services® — Connecting and Bridging

Responsive organizations are committed to building social capital and integrating personal outcomes with Community Life®, innovative management practices, and Basic Assurances®. These organizations see connectedness among Shared Values, Basic Assurances®, Personal Outcome Measures® and Community Life®.

The Responsive Services® indicators are organized under four factors of Person, Community, Strategic and Accountability. These factors present a collection of best and promising practices from organizations stressing personal outcomes within the context of community.

Person Focus Person focus addresses how an organization works to understand people's desires and priorities.

Community Focus Community encompasses place, people, culture, services and trust.

Strategic Focus Organizational planning anticipates future situations.

Accountability Focus The organization engages in responsible governance and management practices.

Responsive Services®— Summary of Findings

(n = 45 organizations)

By Factor	Percentage of Organizations at Each Level				
	Action Required Rating = 1	Promising Plans Rating = 2	Notable Progress Rating = 3	Effective Results Rating = 4	Average Rating (4-pt. scale)
Person Focus	1.7%	14.4%	35.0%	48.9%	3.3
Community Focus	2.8%	25.0%	41.7%	30.6%	3.0
Strategic Focus	3.3%	26.1%	38.9%	31.7%	3.0
Accountability Focus	0.9%	6.2%	8.4%	84.4%	3.8
AVERAGE	2.0%	16.7%	30.7%	50.6%	

In comparison to other sections of the Quality Measures 2005®, organizations were found to be more likely to operate at the highest level of "Effective Results" in Responsive Services®. This was particularly true of indicators in the Accountability Focus area. This finding is entirely consistent with the focus on integrated systems and practices that are implemented and validated through the CQL accreditation process.

Indicators with the highest average rating:

- The organization has governance, human resources, financial and legal policies, procedures and practices.
- The organization meets all relevant licensing and certification requirements.
- The organization has sound financial systems that provide meaningful data and analysis.
- The organization's mission, values and vision clearly define its commitment to people.
- A code of ethical conduct and practice applies to all members.

Indicators with lowest average rating:

- The organization analyzes the impact of its community involvement in terms of people served, families, employees, volunteers, and the community.
- Strategic thinking and planning is grounded in knowledge, information and data from people served, employees and community.
- The organization analyzes aggregate data about personal outcomes to plan for the future.
- The organization defines its community leadership responsibility.
- The organization capitalizes on the diverse ideas and culture of its customers.

Community Life® — What Really Matters

Community Life® fosters the bridging role of the organization in facilitating relationships between people and their communities and defines quality in the context of the community rather than that of the organization. CQL's Community Life® emphasizes relationships between and among people — people with disabilities, families, supporters and community members — and examines the relationships between organizations and the community.

The Community Life® indicators are organized in three Factors:

Quality of Community Life® Data, and Information and Analysis

Organizational Role

Community Life® Initiatives

Community Life®— Summary of Findings

(n = 45 organizations)

By Factor	Percentage of Organizations at Each Level				
	Action Required Rating = 1	Promising Plans Rating = 2	Notable Progress Rating = 3	Effective Results Rating = 4	Average Rating (4-pt. scale)
Community Life® Data	27.8%	46.7%	22.2%	3.3%	2.0
Organizational Role	3.3%	32.2%	51.1%	13.3%	2.7
Community Life® Initiatives	13.9%	51.1%	26.1%	8.9%	2.3
AVERAGE	14.7%	45.3%	31.4%	8.6%	

The majority (60%) of organizations in this sample were operating at the level of “Action Required” or “Promising Plans.” Progress toward results in embracing Community Life® had not yet taken hold in these organizations.

Community Life® Indicators – in order of average rating (highest to lowest):

- The organization enters into partnerships with other community organizations to enhance Community Life® for all citizens.
- The organization facilitates opportunities for direct support professionals, people with disabilities and people with mental illness, their families, volunteers and members of the Board of Directors to network, build social capital and increase Community Life®.
- The organization defines its leadership role in promoting Community Life®, including leadership roles and responsibilities for direct support professionals, people with disabilities and people with mental illness, their families, volunteers and members of the Board of Directors.
- The organization has a clearly defined set of strategies for systems advocacy.
- The organization connects people with other individuals and groups engaging in individual and systems advocacy related to enhancing Community Life®.
- Data and information are collected on key Community Life® measures that impact all citizens.
- The organization has a method for assessing its success in systems advocacy.
- Data analysis includes information about people with disabilities, other community members and people from diverse socio-economic sectors.

For both sets of indicators, CQL provides feedback on the organizational status for each indicator, based on the following four levels:

Action Required	Area has not been addressed or needs planning and/or action.
Promising Plans	Planning and some action has occurred in this area and success is anticipated
Notable Progress	Planning has occurred, actions have taken place and been evaluated. Progress has occurred.
Effective Results	Successful results are consistently demonstrated.

CQL – The Database on Quality Measures 2005®

Inspired by a vision of a world of dignity, opportunity, and community inclusion for all people, CQL | The Council on Quality and Leadership (CQL) is

an international leader in the definition, measurement, and improvement of quality of life for people with disabilities. CQL has demonstrated that valid and reliable quality of life measurement can be incorporated in community-based human services.

In the 1990s, CQL redefined quality as responsiveness to people rather than compliance with standards. After conducting focus groups throughout North America, CQL published the *Personal Outcome Measures*® offering people with disabilities an opportunity to define their own quality of life outcomes and exert choice and self-determination. In 1993, CQL published the *Personal Outcome Measures*® as an alternative to both its traditional quality indicators and assessment methodology. CQL signaled a new era in quality measurement with a re-definition of quality from organizational compliance to responsiveness to people.

At the start of the new century, and after ten years of data gathering and analysis, CQL recognized that personal outcomes are most likely to be realized when people are part of communities of concerned and supporting people. CQL once again shifted its definitions of quality by focusing on the social or community context for the attainment of personal quality of life. The individual focus of person-directed outcomes, self-determination and individual choice requires a social context. The challenge for organizations and support groups is not only to engage in person-directed processes; rather, it is to use the person-directed orientation to build social capital and community connections.

In 2005, CQL published the *Quality Measures 2005*® as the next evolution in progressive indicators of quality of life and quality in services to people with disabilities.

CQL's *Quality Measures 2005*® is a comprehensive resource on multiple dimensions of quality assessment and enhancement. It builds on the foundations of past standards and moves human service providers forward into the current environment. *Quality Measures 2005*® contains five sections including: Shared Values, Basic Assurances®, Responsive Services®, Personal Outcome Measures®, and Community Life®.

This is one of a series that reports key findings from the CQL *Quality Measures 2005*® Database. We encourage readers to consider the lessons learned from our data in the movement toward a meaningful quality of life for people with disabilities in community.

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