



JFS

**Performance and
Quality
Improvement**

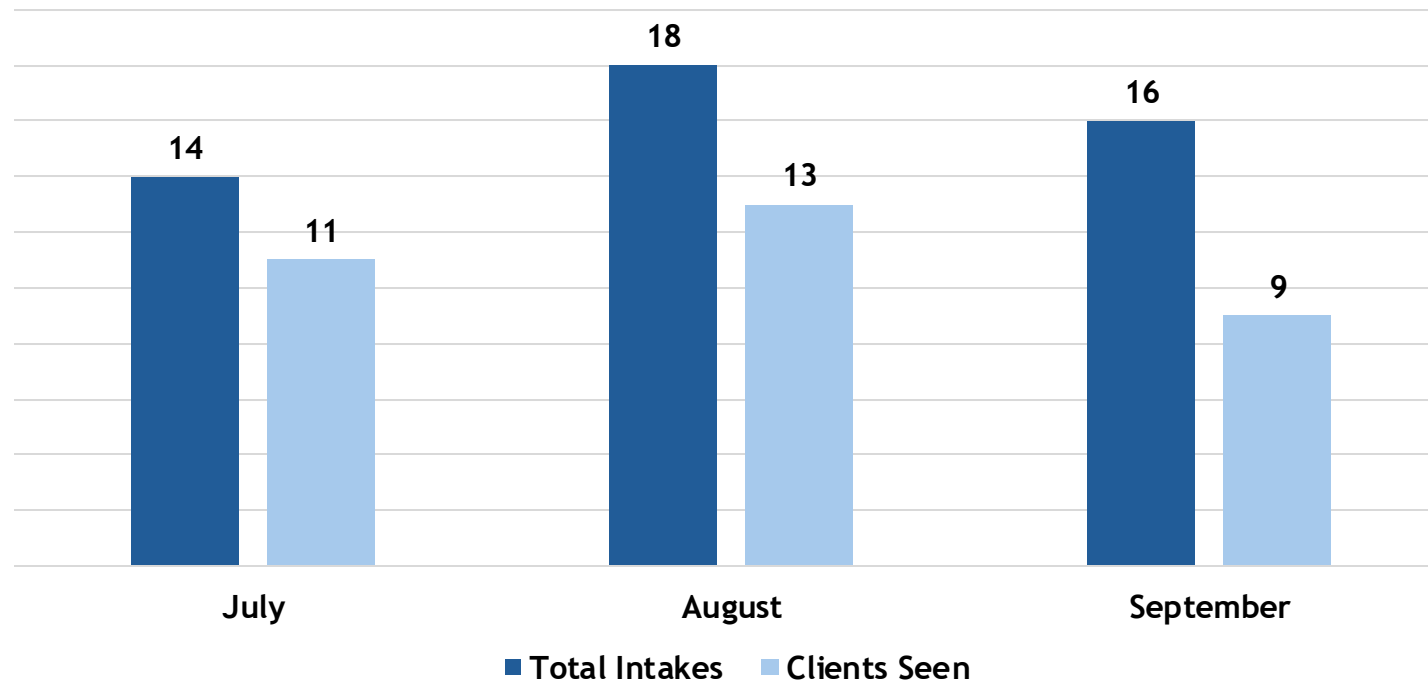
October 31, 2025

Agenda

1. Intake callers who became clients
2. Mental Health Client Satisfaction
3. Controllable Billing Adjustments
4. CCS Program – Financial Confidence & Success
5. CCS Program – Client Satisfaction
6. Quarterly Risk Management
7. Semi-annual HIPAA Compliance update
8. Employee Satisfaction Survey

Intakes – July through September 2025

	Total Intakes	Needs Higher Level	No Response	Not Offered by Agency	Declined Services	Referred/ Transferred	Client Not Seen	Waitlist	Admitted
July-25	14	0	0	0	3	0	0	0	11
Aug-25	18	0	0	0	0	0	2	3	13
Sept-25	16	0	0	0	0	0	0	7	9



Mental Health Client Satisfaction – SPACE

The SPACE program is a weekly skills-based group for parents and caregivers of children with anxiety. 8 surveys were submitted between May and October

1. I learned new skills in the SPACE group
2. I was able to apply the skills learned in SPACE to my child.
3. I gained insight into my parenting style and behavior.
4. I gained insight into my child's anxiety.
5. I have noticed a positive change in my child's ability to manage their anxiety.
6. I enjoyed the in-person group format.
7. I would recommend SPACE to another parent of an anxious child.

All questions above received a either an "agree" or "strongly agree" responses across surveys

[Facilitator] was a pro and answered all of our many questions we threw at her! She made me feel at ease and was super supportive.

Thank you for providing a service that can make such a difference for so many families and children.

Controllable Billing Adjustments

Increasing billable services is a key goal in our strategic plan, and the Controllable Billing Adjustments report serves as a good monitor of our clinical program's billing processes.

These metrics offer specific detail in how we can improve our collections of earned revenue.

Examples of controllable losses: no authorization; out of timely filing

Examples of uncontrollable losses: contractual adjustment; contractual co-payment

Established Outcome: Controllable losses will remain at less than 5% each year

Controllable losses for FY25 = 0.31% which equals about \$1,758

FY 24 was 1% or about \$4,528

FY 23 was 2% or about \$9,163

CCS Program – Brief Overview

The Comprehensive Community Supports (CCS) Program at JFS works with clients to grow their financial independence and security. Clients work with the Client Support Specialist to identify financial goals and make a plan to reach them.

- Benefits analysis and benefits systems navigation
- Creating and understanding a budget
- Connecting with resources in the community
- Building confidence to make good money decisions and develop helpful financial habits



Measures we use (at intake, 90-days, and discharge)

- Financial Capability Scale (FCS): tested scale created by the Center for Financial Security at University of Wisconsin-Madison (modified with recommendations from consultant)
- Expense to Income Ratio: pulled from personal budget

CCS Program – Financial Confidence & Success

Established Outcome: Between the start of their time in the program to 90-day mark, 80% of longer-term clients show either:

- An improved score on their Financial Capability Scale (FCS)
- or*
- An improved expense to income ratio

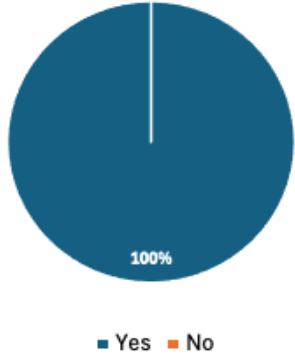
April through September 2025

80% of clients improved their expense to income ratio (1 client stayed the same)

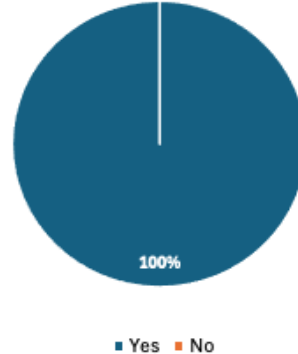
100% of clients improved their FCS score

CCS Program – Client Satisfaction

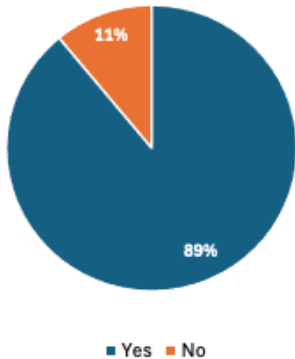
Support from the CCS program has reduced the stress I feel about my personal finances.



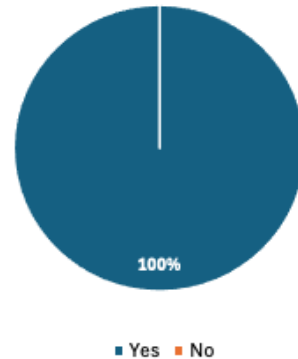
Support from the CCS program has contributed to my financial stability.



Support from the CCS program has increased the amount of time I have for myself or my family.



Support from the CCS program has helped me prioritize important financial decisions.



Having this program to guide and support me has been very important. They are non-judgmental, kind, and they understand how finances fluctuate over time.

They helped me identify valuable resources and the support is truly helping me offset expenses.

This program meets me where I'm at and reminds me of my progress.

When my brain tells me I'm not doing well, their bird's eye view helps me take it easy on myself.

They are encouraging and don't make you feel bad if you have a setback.

Semi-annual HIPAA Compliance Update

An audit of our Electronic Health Record (EHR) is required to be completed every six months. Currently, our Director of Behavioral Health Services runs this audit monthly. Additionally, all employees complete a HIPAA 101 at onboarding and receive a reminder about policy and compliance annually at an all-staff meeting.

The audit checks for the following things:

- Review to ensure staff members are only looking at clients on their own caseload
- Any unauthorized access into client charts

Results of compliance review since January, 2025:

# of Unauthorized Visits	Action Taken
0	N/A

Quarterly Updates: Risk Management Review

Overview:

Risk management reviews, both internal and external, take place throughout the year. The CEO and COO manage these review procedures, and all findings related to critical incidents, accidents, and grievances are brought to the PQI Committee as part of a quarterly update.

Update for the past quarter (July, August, September):

There were no critical incidents, accidents, or grievances in this past quarter

Additional Risk Management Notes:

- Quarterly fire drill was conducted successfully
- 10 members of the JFS staff will receive a CPR training on November 18th
- Working with a cyber security company to enhance our internal measures
- Members of Management Team working on NJHSA Emergency Preparedness Toolkit
- Preparing full training calendar for 2026 – will include emergency preparedness trainings



JFS

2025

**Employee Experience
Spring Surveys**

Overview Employee Experience Survey

Why do we do this?

- To create a space for honest and confidential input
- Learn about issues, trends, and insights within JFS
- Identify organizational strengths and areas of growth that can be addressed to improve workplace culture

JFS Response Rate

2025 Leading Edge Employee
Experience Survey

88%

Responses: 29 of 33

Full Time, 89%

Part Time, 83%

JFS Engagement Score

Our Employee Engagement score

CURRENT
2025 Leading Edge Employee
Experience Survey
72%

Questions we asked:

- I feel proud to work for my organization
- My organization helps me stay motivated to do my best work
- I would recommend my organization as a great place to work
- I see myself still working at my organization in two years

Why do we care about engagement?

Engagement is a measure of people's connection and commitment to the company and its goals. By lifting it, we can impact performance, innovation, retention and attraction of talent.



Looking at JFS Survey Results...

What are we comparing to?



PREVIOUS

2024 Focused
Engagement Survey -
Spring



COMPANY

2025 EES Cohort

We are comparing these results with our previous survey and with our company results overall.

JFS Factor Summary

Factor	 Previous	 Company	Score
Organizational Alignment	N/A	+7	95
Professional Leadership	N/A	+12	84
Diversity, Equity, Inclusion, & Belonging	N/A	+5	83
Well-being	-11	+2	82
Direct Management	N/A	+1	80
Psychological Safety	N/A	+2	77
Employee Enablement	N/A	+1	76
Accountability & Feedback	N/A	+5	73

Factor	 Previous	 Company	Score
Employee Engagement	-13	-3	72
The Board	N/A	+12	66
Collaboration	N/A	-7	60
Learning & Advancement	N/A	-6	58
Salary & Benefits	N/A	-11	39

Strengths – Spring 2025

These are the key areas we are excelling in, and areas we scored best compared to the company overall.

Highest 3 Scores

The leadership team's actions are consistent with my organization's values **100%**

I am confident that my organization will take appropriate action if sexual harassment is reported **100%**

I feel like I am making a difference through my work **97%**

Highest 3 Scores vs. Company Overall

The leadership team's actions are consistent with my organization's values **+24 100%**

The board acts in ways that are consistent with my organization's values **+17 67%**

Our leaders have taken action that has improved our workplace culture as a result of a past survey **+16 75%**

Top Opportunities – Spring 2025

These are the key areas with opportunities to improve overall, and compared to the company overall.

Lowest 3 Scores

I have opportunities to advance BEYOND my current role within my organization

28%

My organization takes action to improve our approach to compensation—e.g, creating salary bands, communicating an approach to compensation, defining how raises happen, etc.

31%

I understand how salaries and raises are determined at my organization

38%

Lowest 3 Scores vs. Company Overall

There is good collaboration within my team/department

-21 62%

My employee benefits generally meet my needs

-19 45%

I have opportunities to advance BEYOND my current role within my organization

-13 28%

Spring 2024 to Spring 2025

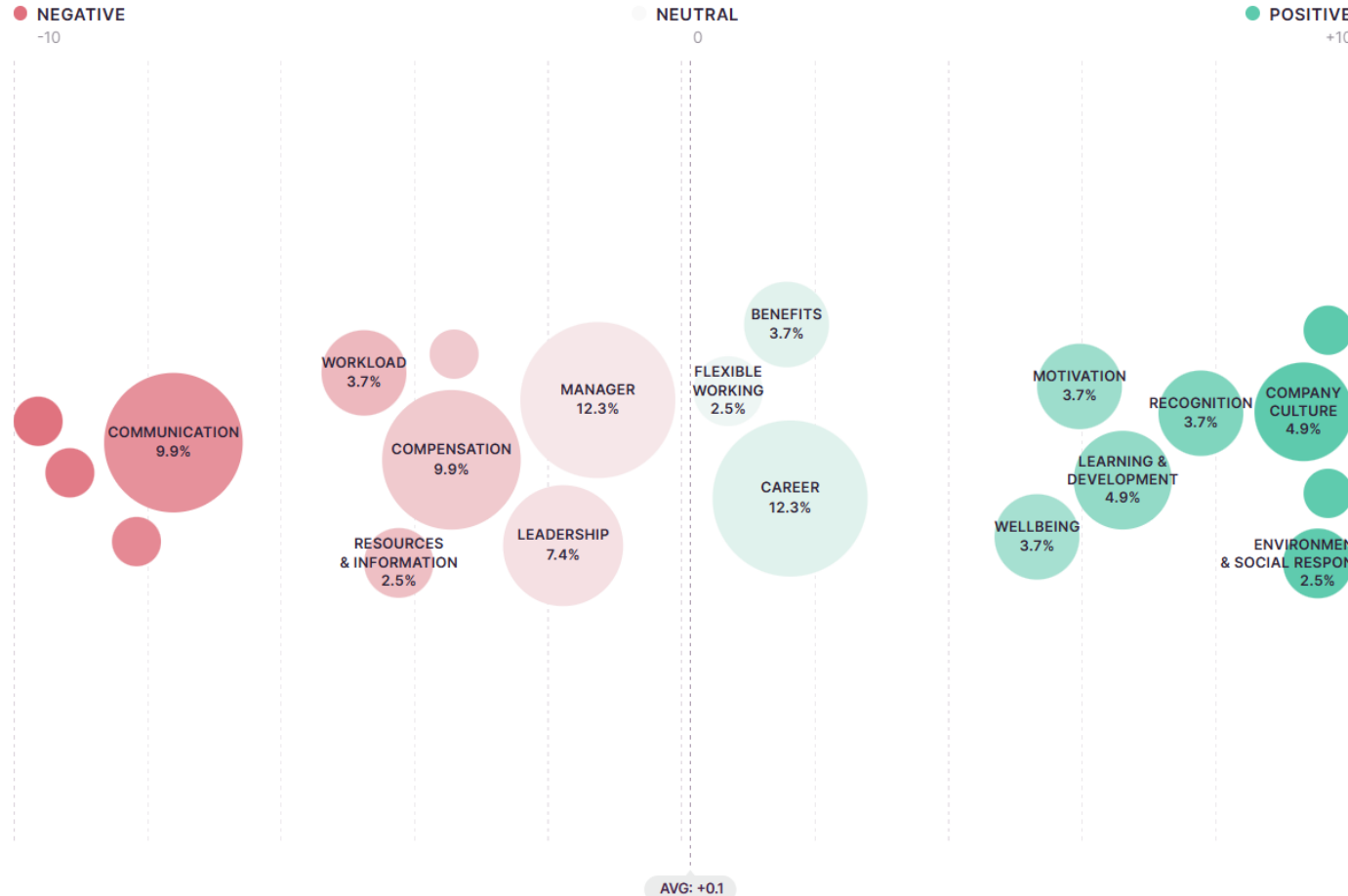
Strengths & Opportunities

Highest Scores		Lowest Scores
I feel like I belong at my organization (feel free to offer comments to explain your response)	+1 89%	There is good collaboration between teams/departments in my organization -19 54%
I feel proud to work for my organization	-2 86%	I am comfortable sharing potentially unpopular opinions about how to do our work -19 66%
I have confidence in our leaders to lead the organization effectively	-2 89%	I see myself still working at my organization in two years -17 59%

These are the key areas we are doing best or worst compared to 2024 Focused Engagement Survey - Spring.

The Importance of Your Feedback

- We received 81 comments compared to last years 25 comments.
- Each comment is read and discussed by management
- When possible, we will address opportunities for improvement



“The board and its members are a mystery.”

“I learn about what the organization is doing by scrolling social media or overhearing staff talk.”

“The path for advancement or skill development isn’t clearly defined.”

Feedback/Comments

Leadership's Next Steps

- Work on communication around salary/benefits
- Integrate nonprofit board education into onboarding for all employees
- Share results of survey with the PQI committee
- Continue to participate in surveys so that we all can continue to provide feedback
- Encourage employees to have open conversations with their supervisors throughout the year



JFS

**Next PQI
January 30, 2026**