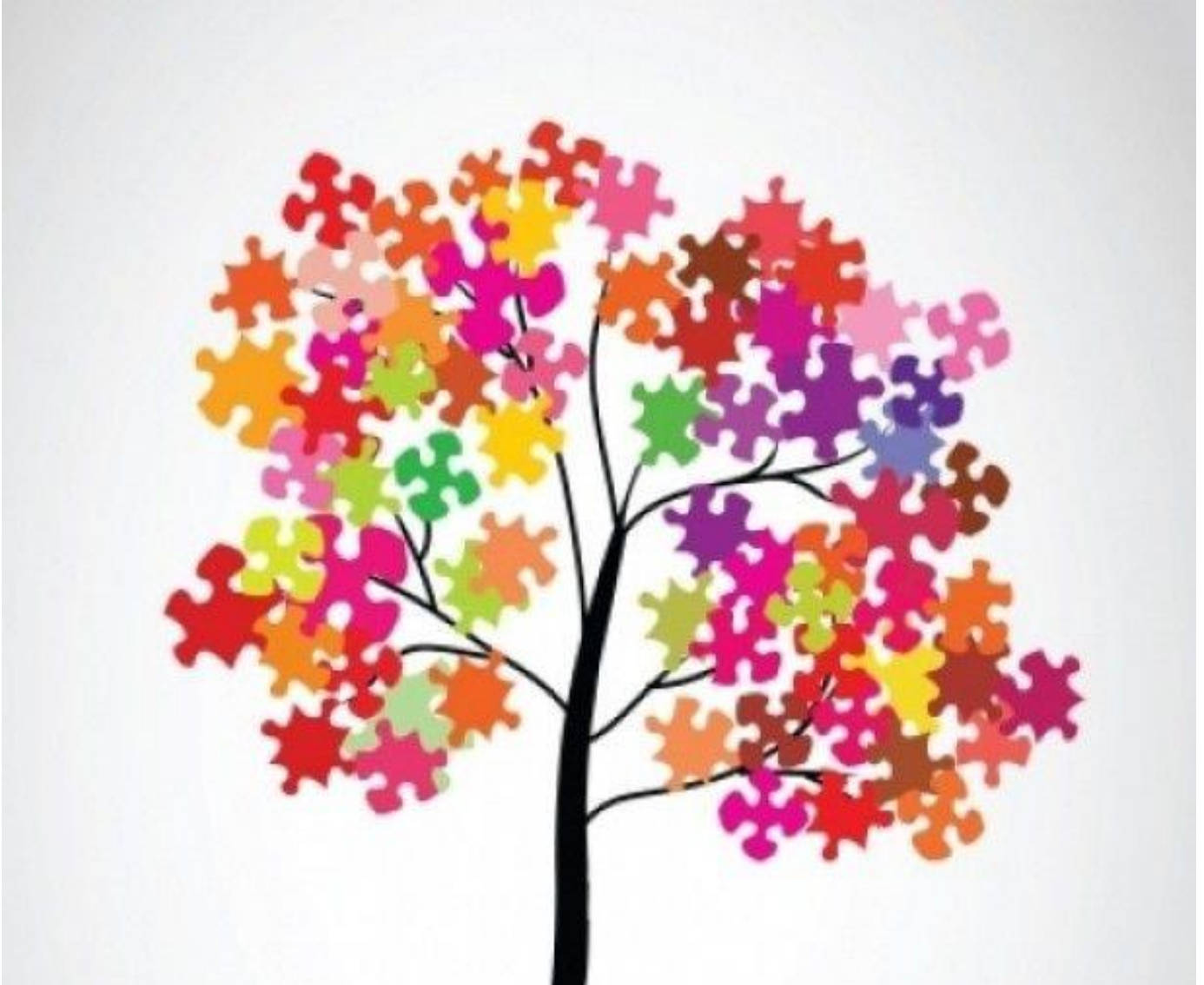


Name:



**CARE** Quality Monitoring Program  
“Coaching And Reinforcing Excellence”

Name:



## Introduction

The CARE Quality Monitoring Program has been established to support the contact handling and resource management functions of United Way 2-1-1 Missouri / Southwest Illinois. Ensuring the highest quality of every interaction, referral, presentation and unit of data into our systems is key to the sustained success and viability of the 2-1-1 program. In addition, the quality management function is of utmost importance to on-going employee development, coaching and performance.

In the following pages, the CARE program is divided into two sections for quality governance of the major functions of 2-1-1 that we, as employees, must execute on a daily basis – (A) Community Resource Navigators and (B) Community Partnership Coordinators. This program contains the (5) elements: Monitoring, Evaluations, Scoring, Calibration and Coaching Plans. Results of these functions will be used to determine the individual employee's and department's quality score as determined by internal leadership. Most importantly, it will provide a formal and objective method for assessing performance at regularly scheduled intervals and ensure effective coaching for above average performance of all staff members.

Finally, the CARE program sets a foundation for leadership to coach for success and for staff members to impact their performance by actively engaging together to Coach and Reinforce Excellence daily in all activities, while acting as a tool for assessing and communicating quality performance of the group.

## Coaching Overview

Effective employee coaching is a two-way street. In order for coaching to be successful, both parties must be actively engaged and committed to an environment that breeds success. Coaching employees removes barriers and boundaries, emphasizing individual and team achievement as a common departmental goal. It is also designed to build personal and team morale while fostering a partnership between leadership and team members where everyone understands how they contribute to the organization. This collaboration is an investment that is of utmost importance to 2-1-1.

The CARE Program will also facilitate effective communication on all levels within the department, while providing a channel for feedback and dialogue. Every team member can learn how he/she can personally make improved efforts to support the organization. Leadership encourages and pledges effective listening, constructive feedback and recognition throughout this program at all times.

Name:



## Contact Handling Overview

The Contact Monitoring Scorecard is divided into sections. The sections are designed to assess skill levels in 5 critical areas: Greeting and Building Rapport, Assessment and Clarification, Information and Referral Giving, Closing and Communication Technique. At least two (2) contacts will be reviewed and scored every month. Leadership will meet monthly with navigators to listen to and review scored contacts. Every quarter the scores will be averaged and an individual scorecard will be provided and will include comparisons to the overall team scores. Navigators are expected to achieve an 85% quality rating average each quarter. *Note: this target rating may change at the discretion of leadership in the future and will be determined annually for goal-setting purposes.*

During the review process, each Navigator will be presented with their scorecard and with the opportunity to hear the evaluated contacts. Community Resource Navigators failing to achieve the required quality score may be subject to appropriate performance management activities, including a coaching plan to help achieve the desired quality score.

Discrepancies in scoring must be made in writing (via email) by the employee to the 2-1-1 Director with a request for review. A review of the escalated results will be conducted within 5 business days of the request with a final determination made and communicated back to the employee. Any additional discrepancies will be escalated to the department Senior Vice President for review and FINAL determination (Senior Vice President level escalations must be made within 48 hours of the decision of the Director).

The 2-1-1 Director and Navigation Center Manager will meet monthly to calibrate randomly scored contacts to ensure parity in scoring approach. Only a sample of contacts will be selected and calibrated monthly.

### **The evaluation form and criteria are included in Appendix A.**

All contacts selected on the first round will be used for evaluation. Leadership will use a randomization process to choose contacts. Contacts that are personal in nature, if recorded, will automatically be scored at a zero (0) rating. Contacts that are inappropriately disconnected will also be scored at a zero (0) rating. Contacts that reveal personal use of computer while handling a contact will also receive an auto fail.

Name:



## Resource Management Overview

The Resource Review scorecard is divided into sections. The sections are designed to assess accuracy and consistency in the in three (3) key areas: Agency Data Elements; Site Data Elements; and Service Record Accuracy. Six (6) records will be reviewed per quarter. Selection will be made based on agency profiles that have received their annual update within the quarter. Individual records will be scored and a copy of the evaluation form will be provided to the Community Partnership Coordinators (CPC). These individual scores will be entered into a Quarterly QA Scorecard and averaged. Community Partnership Coordinators will receive a copy of their Quarterly QA Scorecard and a joint review of these records will take place between each Community Partnership Coordinators and his/her supervisor. Each CPC is expected to achieve a 95% quality rating each quarter *(Note: this target rating may change at the discretion of leadership in the future and will be determined annually for goal-setting purposes).*

During the review process, each Community Partnership Coordinator will be presented with their scorecard and with the opportunity to review their records. Community Partnership Coordinators failing to achieve the required quality score may be subject to appropriate performance management activities, including a coaching plan to help achieve the desired quality score.

Discrepancies in scoring must be made in writing (via email) by the employee to the Community Partnerships Director with a request for review. A review of the escalated results will be conducted within 5 business days of the request with a final determination made and communicated back to the employee. Any additional discrepancies will be escalated to the department Senior Vice President for review and FINAL determination (Senior Vice President level escalations must be made within 48 hours of the decision of the Community Partnerships Director).

Name:



## Appendix A – Call Monitoring

Name:



## Navigation Center QA 2021

### CALL OPENING

1. Greeting : Thank you for calling United Way 2-1-1 my name is \_\_\_\_ how may I help you?

Yes : ☐  
No : ☐

2. Introductions: Navigator obtains callers name so that they can properly address them, Navigator introduces themselves to caller.

Example: May I have your name and please tell me how you prefer to be addressed.

Yes : ☐  
No : ☐

### COMMUNICATION SKILLS

3. Properly Addresses Caller: Navigator uses callers name or preferred pronoun when expressed.

Yes : ☐  
No : ☐  
N/A : ☐

4. Clarifying Information: Navigator is able to determine when they need to ask questions to understand what message the caller is communicating, as well as to determine underlying needs. Clarify and confirm the inquirer's needs.

Yes : ☐  
No : ☐  
N/A : ☐

5. Call Etiquette: Navigator does not interrupt or talk over the caller, Navigator is focused on the call, Navigator is attentive and responsive towards the caller.

Examples: Navigator waits until caller is done speaking before responding, does not talk over caller. Navigator is not distracted by background noise/environment. Navigator responds to caller when asked questions, caller does not ask "Are you there"? Navigator does not have to repeatedly ask for information that the caller has provided (Caller has given name/phone/address multiple times and the navigator did not document it and had to go back and ask for this information again).

Yes : ☐  
No : ☐

6. Empathy: Navigator makes at least one empathy statement, addressing the callers situation/feelings.

Examples: I am sorry to hear that, I understand your frustration.

Yes : ☐  
No : ☐  
N/A : ☐

Name:



**7. Tone:** Navigator speaks clearly and audibly. Navigator is expressive, alert, and interested. Navigator uses appropriate rate of speaking.

Examples: Navigator speaks clearly without mumbling, speaks up when asked. Navigator does not sound bored, tired, or disinterested. Navigator does not speak too quickly or too slowly for the caller to understand what they are saying (Caller should not say things like "slow down" "you are going too fast". Navigator avoids filler words like "uh" "um" repeatedly throughout call.

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
N/A	<input type="checkbox"/>

**8. Technical Jargon:** Navigator does not use acronyms or expressions that are used by a particular profession or group and are difficult for other to understand. (LIHEAP, SVDP)

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
N/A	<input type="checkbox"/>

**9. De-escalation Techniques:** Navigator follows proper use of De-escalation Techniques, and Navigator is not argumentative.

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
N/A	<input type="checkbox"/>

#### CALL HANDLING SKILLS

**10. Knowledge of Previous Calls:** Navigator is able to look back through previous call notes or client records and retrieves and uses information.

Examples: Navigator uses previous information gathered to reduce callers need to repeat info (demographic info). Verifies information such as address

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
N/A	<input type="checkbox"/>

**11. Verification:** Navigator verifies spelling/numbers when gathered. "Just to confirm your last name is Smith, that's S-M-I-T-H."

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
N/A	<input type="checkbox"/>

**12. Ownership:** Navigator avoids blaming other agencies/people, focuses on what can be done instead of who is at fault, expresses what they can do to help.

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

**13. Accuracy:** Navigator has addressed all prioritized needs, as well as underlying needs. Navigator offers the most appropriate solutions (best referrals for situation). Navigator provides accurate information to caller when asked.

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Name:



**14. Companion Tools: Navigator uses companion tools when necessary to provide best information (Parish Finder for SVDP)**

Yes ☐

No ☐

N/A ☐

**15. Navigator provides up to 3 referrals for a given need when able. Navigator provides: Agency Name - Contact Info - Hours if applicable and any available pertinent information to help inquirer access the service.**

Yes ☐

No ☐

N/A ☐

**16. Hold Process: If Navigator uses hold they inform the caller of why they are being placed on hold and an expected amount of time.**

Yes ☐

No ☐

N/A ☐

**17. Transfer Process: If Navigator transfers a caller they inform them of who they are being transferred to and why, as well as any information the caller will need to know before being transferred.**

Yes ☐

No ☐

N/A ☐

**18. Language Translation Services: Navigator follows process for Language Translation Services when necessary**

Yes ☐

No ☐

N/A ☐

**ALL CLOSURE**

**19. Navigator asked caller if there is anything else they can help them with today.**

Yes ☐

No ☐

N/A ☐

**20. Call Summary: Navigator gives a brief summary of needs and services found, as well as any next steps required by the caller.**

Yes ☐

No ☐

N/A ☐

**21. Closing Phrase: "Thank you for calling United Way 2-1-1, We are available 24/7 should you need to contact us again. have a nice day."**

Yes ☐

No ☐

N/A ☐

Name:



#### GENERAL DOCUMENTATION

##### 22. Name: Navigator confirms name and the correct spelling.

- Yes ☐
- No ☐
- N/A ☐

##### 23. Veteran Status: Navigator documents Veteran Status.

- Yes ☐
- No ☐
- N/A ☐

##### 24. Call Type: Required Field on all calls, Navigator documents the correct call type.

- Yes ☐
- No ☐
- N/A ☐

##### 25. Caller Type: Required Field on all calls, Navigator documents the correct caller type.

- Yes ☐
- No ☐
- N/A ☐

##### 26. Phone Number: Navigator verifies the contact information for caller.

- Yes ☐
- No ☐
- N/A ☐

#### CLIENT RECORD

##### 27. Creation/Updating: If Client Record Consent is given, Navigator creates a client record or updates a client record where appropriate.

- Yes ☐
- No ☐
- N/A ☐

##### 28. SSN: Client Record should contain last 4 digits of a SSN for cross reference of callers to records.

- Yes ☐
- No ☐
- N/A ☐

##### 29. Demographics: Race/Ethnicity/Gender are documented in client record.

- Yes ☐
- No ☐
- N/A ☐

Name:



**30. Call tagged/Merged: Call is added to previous client record if one exists.**

Yes ☐  
No ☐  
N/A ☐

#### GENERAL ASSIESSMENT

**31. Address: Navigator verifies and documents Zip Code/House number/street.**

Yes ☐  
No ☐  
N/A ☐

**32. Demographics: Gender/Race/Ethnicity/Age/Household size/Income is documented. Callers may refuse to answer, this must be documented as well.**

Yes ☐  
No ☐  
N/A ☐

**33. Disaster Marker: If a call qualifies for a "Disaster" this is documented.**

Yes ☐  
No ☐  
N/A ☐

**34. Follow Up: Navigator marks call as eligible for follow up if appropriate and requests permission.**

Yes ☐  
No ☐  
N/A ☐

**35. Out of Database (ODD) Referrals: If navigator provides an out of database referral, dropdown is selected. and Resource is documented in notes.**

Yes ☐  
No ☐  
N/A ☐

#### SERVICE TRANSACTIONS/REFERRALS

**36. Needs: If a caller has multiple needs Utilities/Food/Housing. All are selected and added. Correct Taxonomy codes are used.**

Yes ☐  
No ☐  
N/A ☐

Name:



**37. Referrals: If a referral is provided even from memory of the Navigator, this referral needs to be added into the call record.**

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
N/A	<input type="checkbox"/>

#### CALL NOTES

**38. Clear and Concise Notes: Notes are easily comprehended by the reader, using specific terms and nonjudgmental phrases, avoid slang.**

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
N/A	<input type="checkbox"/>

**39. Call Summary: Notes give a clear reflection of the call in its entirety.  
N/A only for hang up calls with no verbal dialogue.**

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
N/A	<input type="checkbox"/>

Name:



Name:



## 211 CHAT/TEXT/EMAIL QA 2021

### CONTACT (Greeting and Building Rapport)

#### 1. Introductions: Did the Navigator introduce themselves and ask how they can help?

- Yes ☐
- No ☐
- N/A ☐

#### 2. Did the Navigator ask for the contact's name and how they prefer to be addressed?

- Yes ☐
- No ☐
- N/A ☐

### COMMUNICATION SKILLS

#### 3: Navigator properly addresses contact ( uses contact's name or preferred pronoun when expressed.)

- Yes ☐
- No ☐
- N/A ☐

#### 4. Clarifying Information: Navigator is able to determine when they need to ask questions to understand what message the inquirer is communicating, as well as to determine underlying needs. (Clarifying information)

- Yes ☐
- No ☐
- N/A ☐

#### 5. Technical Jargon: Navigator avoided use of acronyms or expressions that are used by a particular profession or group and are difficult for other to understand. (LIHEAP, SVDP)

- Yes ☐
- No ☐

#### 6. Empathy: Navigator makes at least one empathy statement, addressing the callers situation/feelings. Examples: I am sorry to hear that, I understand your frustration.

- Yes ☐
- No ☐
- N/A ☐

#### 7. Was the agent timely in responding to questions and conversations?

- Mark YES if the agent responded quickly to questions and conversation (target of around 45 secs to 1 min)
- Mark NO if the agent was slow to respond to questions and conversations

- Yes ☐
- No ☐
- N/A ☐

#### 8. If there was more than a 5 min gap between when the person responded to a question or interaction with the Navigator, did the navigator attempts to engage DURING the 5 min and explain why they were disconnecting the chat and encourage the person re-contact when they were ready and able?

- Yes ☐
- No ☐
- N/A ☐

Name:



**9. Did the agent use correct spelling and grammar?**

- Mark YES if the agent had less than three combined spelling and/or grammar errors throughout the chat
- Mark NO if the agency had more than three combined spelling and/or grammar errors throughout the chat

Yes ☐

No ☐

N/A ☐

**10. Navigator follows proper use of De-escalation Techniques, is not argumentative.**

Mark YES if the agent tried to diffuse anger by using apologetic words,

- Mark NO if the agent did not attempt to diffuse anger by using apologetic words, empathetic statements, statements of willingness to help, etc.

Yes ☐

No ☐

N/A ☐

**INFORMATION AND REFERRAL GIVING**

**11. Navigator has addressed all prioritized needs, as well as underlying needs. Navigator offers the most appropriate solutions (best referrals for situation). Navigator provides accurate information to caller when asked.**

Yes ☐

No ☐

N/A ☐

**12. Navigator uses companion tools when necessary to provide best information (Parish Finder for SVDP)**

Yes ☐

No ☐

N/A ☐

**13. Navigator provides up to 3 referrals for a given need when able. Navigator provides: Agency Name - Contact Info - Hours if applicable and any available pertinent information to help inquirer access the service.**

Yes ☐

No ☐

N/A ☐

**CLOSURE**

**14. Did the navigator ask if there was anything else they could help with?**

Yes ☐

No ☐

N/A ☐

**15. If referrals were given, did the navigator summarize next steps and make sure there were no other questions about the referrals?**

Yes ☐

No ☐

N/A ☐

Name:



**16. Did the navigator appropriately ask the person if they would participate in a follow up and explain what we would be doing on the follow up?**

Yes ☐  
No ☐  
N/A ☐

**17. Did the navigator thank the person by using the closing phrase " Thank you for contacting United Way 2-1-1 , have a nice day"**

Yes ☐  
No ☐  
N/A ☐

#### GENERAL DOCUMENTATION

**18. Navigator documented contact's provided name and contact information (address and phone) on the service point record?**

Yes ☐  
No ☐  
N/A ☐

**19. Call Type: Required Field on all methods of contact, Navigator documents the correct call type.**

Yes ☐  
No ☐

**20 Caller Type: Required Field on all methods of contact, Navigator documents the correct caller type.**

Yes ☐  
No ☐  
N/A ☐

**21. Caller Alias: Navigator enters the inquirers email address in the caller alias field.**

Yes ☐  
No ☐  
N/A ☐

#### GENERAL ASSESSMENT

**22. Address: Navigator verifies and documents Zip Code/City/State/House number/street.**

Yes ☐  
No ☐  
N/A ☐

**23. Disaster Marker: If a call qualifies for a "Disaster" this is documented.**

Yes ☐  
No ☐  
N/A ☐

Name:



**24. Out of Database Referrals:** If navigator provides an out of database referral (OOD), dropdown is selected. Resource is documented in notes.

Yes ☐

No ☐

N/A ☐

**25. Secondary Assessments:** If contact qualifies for additional assessments (GSV, RIDE STL.) assessments are filled out correctly.

Yes ☐

No ☐

N/A ☐

#### SERVICE TRANSACTIONS/REFERRALS

**26. Needs:** If a contact has multiple needs Utilities/Food/Housing. All are selected and added. Correct Taxonomy codes are used.

Yes ☐

No ☐

N/A ☐

**27. Referrals:** If a referral is provided even from memory, this referral needs to be added into the call.

Yes ☐

No ☐

N/A ☐

**28. Need Status:** For each need navigator must document if the need is met or not met. If unmet correct reason for unmet must be documented.

Yes ☐

No ☐

N/A ☐

#### CALL NOTES

**29. Navigator copied and pasted the text, chat or email conversation in its entirety.**  
**N/A when spam message contains inappropriate or offensive material**

Yes ☐

No ☐

N/A ☐

Name:



## Appendix B – Resource Review Evaluation Form

Data Entry Audit Form				
Sample I&R Agency Name				
Reviewer: Examine all fields for appropriate spelling, grammar, and style applications				
Date:	Key			
Data entry staff name:	Static fields (do not alter)	AIRS Required Fields		
Reviewer:	Input information	AIRS Recommended Fields		
Record(s) reviewed:	Totals (formulas, do not alter)	Other		
	Final Percentage			

Agency Record	Weight	Correct/N/A = 1 Incorrect = 0	Weighted Score	Comments
Agency name	2		0	
AKA name is listed	1		0	
Agency Description	3		0	
###STL###	3		0	
Physical address/Primary	3		0	
Region/Hub Assignment	2		0	
Phone and fax numbers	3		0	
Director/Administrator Info	1		0	
Contact Person Info	1		0	
E-mail address	1		0	
Hours/days of operation	1		0	
Website address	1		0	
Access for people with disabilities	1		0	
Legal status	1		0	
Provider Maintaining	2		0	
Date of last completed formal update	1		0	
Agency meets inclusion/exclusion policy	2		0	
Agency is activated/deactivated	1		0	
<b>Total Possible Points for Agency Record</b>	<b>30</b>	<b>N/A</b>	<b>0</b>	

Number of Site Records Reviewed	1			
Site Record	Weight	Correct/N/A = 1 Incorrect = 0	Weighted Score	Comments
		Enter a point for every correct Site Record field		
Site name	2		0	Critical
AKA name is listed	1		0	
Site Description	3		0	
###STL###	3		0	
Physical address/Primary	3		0	
Region/Hub Assignment	2		0	
Phone and fax numbers	3		0	Critical
Website address	1		0	
Hours/days of operation	2		0	
Access for people with disabilities	1		0	
Provider Maintaining	2		0	
Site is activated/deactivated	3		0	
<b>Total Possible Points for Site Record</b>	<b>26</b>	<b>N/A</b>	<b>0</b>	

Name:



Number of Services Records Reviewed	6			
Services Record	Weight	Correct/N/A = 1 Incorrect = 0	Weighted Score	Comments
		Enter a point for every correct Services Record field		
Proper taxonomy is used (including add/delete)	3		0	Critical
Target terms applied appropriately	2		0	
Service description	3		0	Critical
Hours of service	2		0	
Eligibility/Target Populations	3		0	Critical
Geographic area served	3		0	Critical
Documents required	2		0	
Application / Intake process / Phone Numbers	2		0	
Fee/Method of payment	2		0	
Languages other than English	2		0	
Service is activated/deactivated	3		0	
Possible Points for Service Record(s)	162	N/A	0	
Number of Critical Errors	0			
Score:	0	Out of a possible:	218	
Total Quality Score:	0%			

## Appendix C – Team QA Scorecard

Name:



Date Range:		August 2023 Scorecard				
Navigator:		Team Name:				
Statistics	Actual	Goal	Results	Statistics	Team Actual	Performance vs Team
Call Quality	0.00%	85%	Not Met	Call Quality	0.00%	Below
Average Handle Time	00:00	6-10 Min	Met	Average Handle Time	00:00	Below
Calls Logged %	0.00%	98%	Not Met	Calls Logged %	0.00%	Below
Data Accuracy	0.00%	97%	Not Met	Data Accuracy	0.00%	Below
Occupancy	0.00%	70%	Not Met	Occupancy	0.00%	Below
Utilization	0.00%	75%	Not Met	Utilization	0.00%	Below
Attendance	0.00%	75%	Not Met	Attendance	0.00%	Below
Additional Information		Actual	Additional Information		Actual	
Contacts Answered		0	Contacts Answered		0	
Call Records Created		0	Call Records Created		0	
Calls with Errors		0	Calls with Errors		0	
Unavailable Time		0.00%	Unavailable Time		0.00%	

## F – Glossary

**Calibration** - Matching or reconciliation of a measuring device and approach to scoring amongst scorers to ensure parity and similarities of thoughts / approaches to scoring

**Coaching Plan** - a document that outlines skill gaps that need to be closed. It is generally an outline for improvement for someone already in a role for a significant period of time, working with them to grow their skills to expand for the future or to target certain areas of performance that require improvement.

**SMART Goals** – Goals that are written such that they are Specific, Measurable, Attainable, Realistic and Time-based

**Quality Monitoring** - Supervising activities to ensure employees are on-course and on-schedule in meeting the objectives and performance targets.