



of Western Massachusetts



## **PERFORMANCE AND QUALITY IMPROVEMENT (PQI) QUARTERLY *"Creative Compliance"* REPORT**

FY26 Quarter 1 (July-September) | October 2025

**VISION**  
*Inspiring all to live a life without limits*

**MISSION**  
*To empower all individuals with diverse abilities through advocacy, innovation, dignity and friendship.*

# Welcome

Welcome to UCP's very first "*Creative Compliance*" report! This report is for all stakeholders, including program members, staff, families, community individuals, board members, funders and any individual who is interested in the great work that we do at UCP within our PQI Committee. We hope this report demonstrates our commitment to the members we serve, our emphasis on transparency, and desire to receive feedback from others.

## FISCAL YEAR 2026 SCHEDULE OF REPORTS

### QUARTERLY 1

July 1st-September 30th

\*report comes out in October 2025

### QUARTERLY 2

October 1st – December 31st

\*report comes out in January 2026

### QUARTERLY 3

January 1st-March 31st

\*report comes out in April 2026

### QUARTERLY 4

April 1st – June 30th

\*report comes out in July 2026

*Questions or ideas for next quarter's initiatives? Feedback on the report?*

Email Justine Buckley, Director of Quality & Compliance, at [jbuckley@ucpwma.org](mailto:jbuckley@ucpwma.org)

## MESSAGE FROM THE DIRECTOR OF QUALITY AND COMPLIANCE, JUSTINE BUCKLEY

When you hear the word “compliance”, what associations do you have with that word? Do you imagine compliance as something you would enjoy? Does it seem like something that would allow for flexibility and creativity? Merriam Webster Dictionary defines compliance as, “conformity in fulfilling official requirements” and “a disposition to yield to others”. Words like “conforming” and “yielding” don’t really give a sense of security to be creative or come up with new perspectives. The fact is that the very definition of compliance doesn’t foster involvement, collaboration, or even respect. I would like to take a little time to break through connotations with the word “compliance” and re-define what it means to UCP of Western Massachusetts.



If we look at the word “compliance” from a human service workplace perspective, the term basically refers to an organization following regulations, laws, and policies. These things are essential to the success of an organization, especially a non-profit one, because high compliance rates mean more funding and agency growth. However, the adherence to regulatory requirements isn’t always what determines the quality of UCP’s programs. Often quality services are defined by the positive connection between members, the diligence of staff to recognize non-verbal communication, or support provided around advocating for meaningful life experiences. Where do these essential elements of quality services fit into “compliance”?

For example, UCP emphasizes advocating for, and with, members. If you have internalized the concept that the definition of compliance means conforming, fear may come up around advocating for a new idea or for the rights of a member. Speaking up doesn’t always align with the word compliance. However, new ideas and perspectives are exactly what this Director of Quality and Compliance implore you to bring to your daily work. Standards are not fixed. They are constantly changing as we learn. **Research shows that compliance standards yield the best quality services when they are determined in a collaborative and energetic manner.** UCP’s vision is to “inspire others to live a life without limits”. If we are going to succeed in supporting people to live lives without limits, we must think without limits.

The Director of Quality and Compliance is a newer role at UCP. However, this role was not created to add a level of enforcement. This role has been added to our team to develop compliance processes that allow for imagination, empowerment, and vision. **Here at UCP, we will look at compliance from the lens of creativity.**

## UPDATE ON REGULATORY SURVEYS/ACCREDITATIONS

1. The Office of Quality Enhancement (OQE) provides licensing for DDS (the Department of Developmental Services). OQE just finished surveying Remote Support and Monitoring Services and the following Family Support Programs: Community Based Day Supports and Employment, DDS funded Shared Living/Placement Services.

- We are happy to announce that Remote Supports and Monitoring achieved their two-year licensure (9/29/2025-9/29/2027) with a licensure score of 94% and a certification score of 100%.
- Community Based Day Supports and Employment achieved their two-year licensure (9/29/2025-9/29/2027) with a licensure score of 93% and a certification score of 100%.
- Shared Living's licensure is currently deferred with a licensure score of 86% and a certification score of 100%. A follow-up will occur in December of 2025, and an update will be provided in the next quarterly "Creative Compliance" report.

*Congratulations to everyone who contributed to this achievement  
and thank you for all your hard work!*

2. BHCOE (Behavioral Health Center of Excellence) is currently accrediting our Specialty Service Provider (SSP) Applied Behavior Analysis (ABA) Services Program. MassHealth recently mandated accreditation to provide this service and we are excited to be working with BHCOE. The accreditation process will continue over the next few months and updates will be provided within this report.

3. COA (Council On Accreditation)-UCP is accredited with COA through 2027 for the following programs: Adult Family Care (MassHealth), Early Intervention, Family Support. We just finalized our application for our re-accreditation cycle. We will be going through self-assessments and various steps in the next 2 years and updates will be provided within this report.

4. Other governing bodies that updates will be provided on in addition to DDS/OQE, BHCOE, and COA: DPH (Department of Public Health), MassHealth, MassAbility

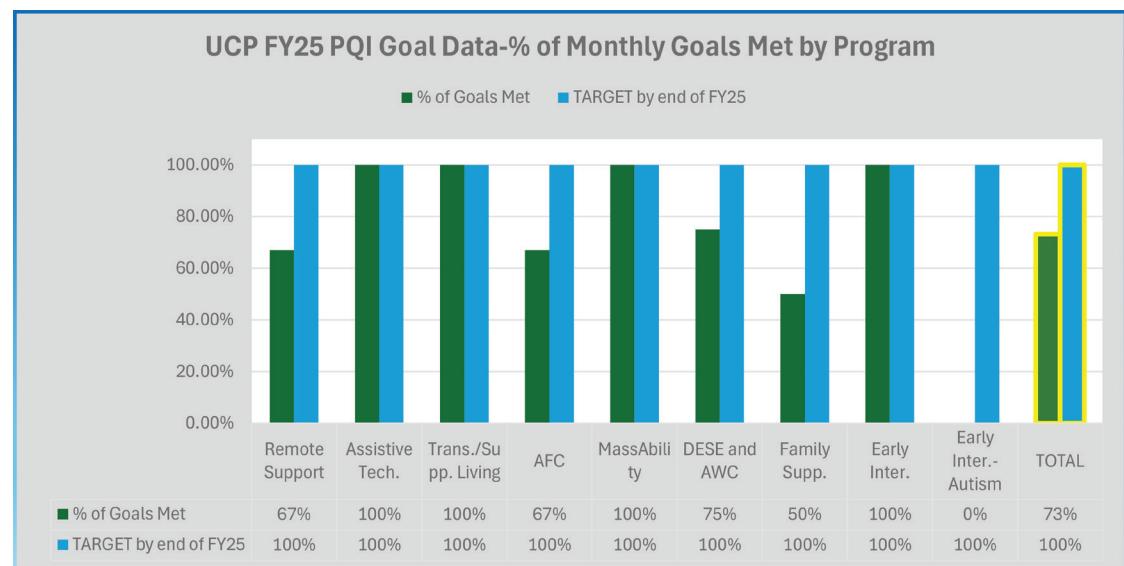


## FY25 OUTPUT REPORT

In FY25 the PQI committee identified 22 program goals/outcomes. Those 22 goals were spread across 9 different service groupings:

- Remote Supports
- Assistive Technology
- DDS Transitional and Supported Living
- Adult Family Care (AFC)
- MassAbility programs
- DESE and Agency With Choice (AWC)
- Family Support
- Early Intervention
- Early Intervention Autism Program (*now called the Specialty Service Provider ABA Services Program*)

Output data was compiled monthly to indicate goal progress. This chart shows that out of the 22 program goals, 16 of them were met for a 73% success rate for program PQI goals.



## FY25 OUTCOME REPORT

The output data indicating met goals above also supports the achievement of outcomes in FY25 such as:

- Members remaining in their preferred living situations
- Members increasing levels of independence through the achievement of individual service goals
- Increased member safety as evidenced by the reduction of incident reports
- Increased quality of services as evidenced by adhering to timelines
- Increased documentation compliance as evidenced by consistent quarterly chart audit scores of above 85%
- Increased number of people served

## PROACTIVE IMPROVEMENT PLANS AND CORRECTIVE ACTION IMPROVEMENT PLANS

UCP of Western Massachusetts utilizes "Proactive Improvement Plans" as well as "Corrective Action Improvement Plans".

### *What is the difference?*

A "Proactive Improvement Plan" is used for things such as to create a blueprint for successful programs that UCP wants to grow, to increase involvement, data or observation indicates opportunity for improvement without a corresponding incident/significant data discrepancy. A "Corrective Action Improvement Plan" is implemented when some sort of problem that presents risk occurs. These Improvement Plans are reactive and in response to something such as an audit result or incidents that require immediate action.

### *Which one is better?*

Both are beneficial and provide opportunities for growth, but "Proactive Improvement Plans" align more closely with UCP's values, and principles of Positive Behavior Supports (PBS). Ideally, the PQI committee will show vision and ideas that prevent/reduce the need for "Corrective Action Improvement Plans".

In March of 2025, UCP of Western Massachusetts began implementing a Proactive Improvement Plan targeting the development of program specific logic models. A logic model is a tool to assist teams in targeting outcomes and achieving greater overall impact.



UCP is going to improve how the PQI Committee and program teams collaborate to develop program-specific logic models.

Currently, program logic models can improve the identification of outputs by making them more measurable and directly correlated to outcomes.

The PQI Committee completed a training review on logic models and focused on the differences between outputs and outcomes. The committee determined that further training and collaboration around logic models would be beneficial in achieving a larger impact.

The goal of this Proactive Improvement Plan is to evaluate current logic models and follow a collaborative process in developing program specific "Goal Logic Models" that will begin in FY26 and effect a change in outcomes throughout the fiscal year.

## FY26 OUTPUTS AND OUTCOMES

Program teams and the PQI Committee identified Monthly PQI goals/outcomes through the logic model project described above, and every program revised their file index forms to be utilized for quarterly chart audits. The goals are divided into the service groupings below:

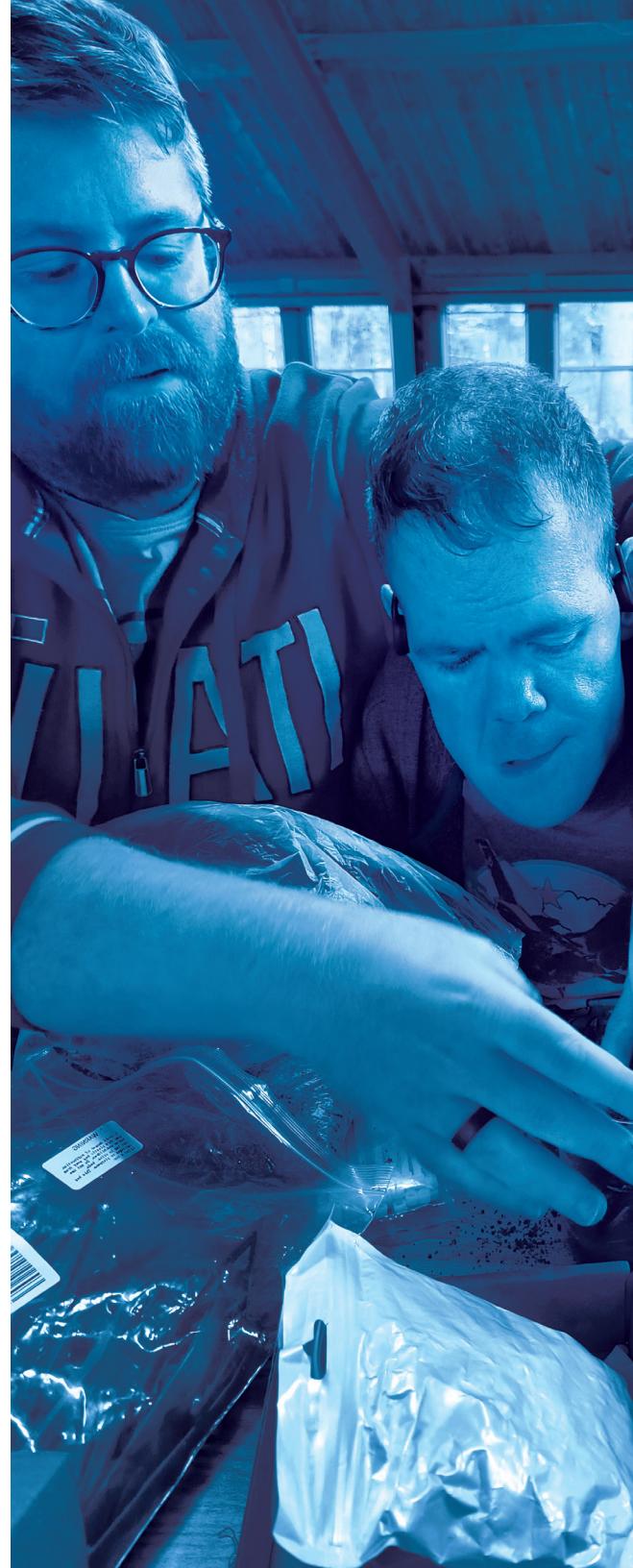
- Remote Supports
- Assistive Technology
- DDS Transitional and Supported Living
- DDS Shared Living
- Adult Family Care-Berkshire County and Pioneer Valley
- MassAbility programs
- DESE-Berkshire County and Pioneer Valley
- Agency with Choice-Berkshire County and Pioneer Valley
- Family Support- Outreach, CBDS, CIES
- Early Intervention
- Specialty Service Provider ABA Services Program
- Human Resources/Admin
- Business
- Clinical/Positive Behavior Supports

Targeted outcomes include:

- Increasing access to needed services
- Minimize risk associated with poorly maintained case records
- Increase chances of remaining in preferred living situations
- Maximize service benefits such as improved independence
- Improve treatment fidelity

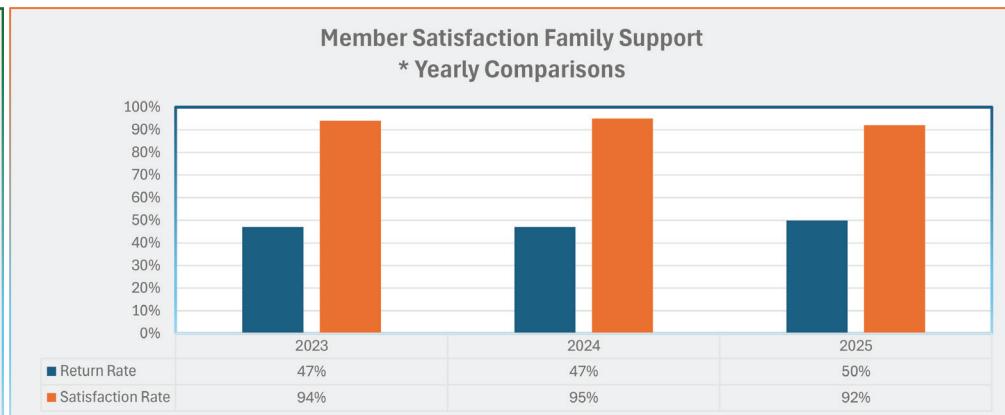


**ALL PROGRAMS ARE ON TRACK IN Q1 TO MEET THEIR MONTHLY TARGETS. QUARTERLY CHART AUDIT SCORES WERE ALL WITHIN GOAL RANGE.**



## MEMBER SATISFACTION

UCP of Western Massachusetts values feedback from its members and utilizes annual survey data to drive improvements. Surveys are distributed every April within the Family Support Department. Check out the results for 2025 below! Keep your eyes out in the next report for satisfaction data from our Assistive Technology, Remote Support, Early Intervention, and ABA programs.



## SUMMARY OF DATA VALIDITY

When looking at these graphs, there are a few things to consider. The questions asked on the surveys were program specific and not uniform across the board. While most questions were "yes" or "no", some programs included subjective response questions and number rating scales. These questions were not included in this data. Detailed reports of results per question are shared and analyzed within each program so that program specific adjustments can be made. Another variable to note is the fact that not all programs had a high frequency of returned surveys so averaging percentages would not reflect the weighted factor (*i.e. IFFS only had 18 "yes" or "no" question responses in 2023 and AFC had 130*). To get the most accurate numbers for all 8 Family Support Programs, the return rate was found by dividing the sum of surveys returned in that year by the total # of surveys sent out that year. The member satisfaction rate for all 8 programs within the Family Support Umbrella was determined by dividing the # of "yes" responses (positive) by the total number of "yes" or "no" (positive and negative) responses received. This most accurately reflects all the programs. Another data validity factor was that

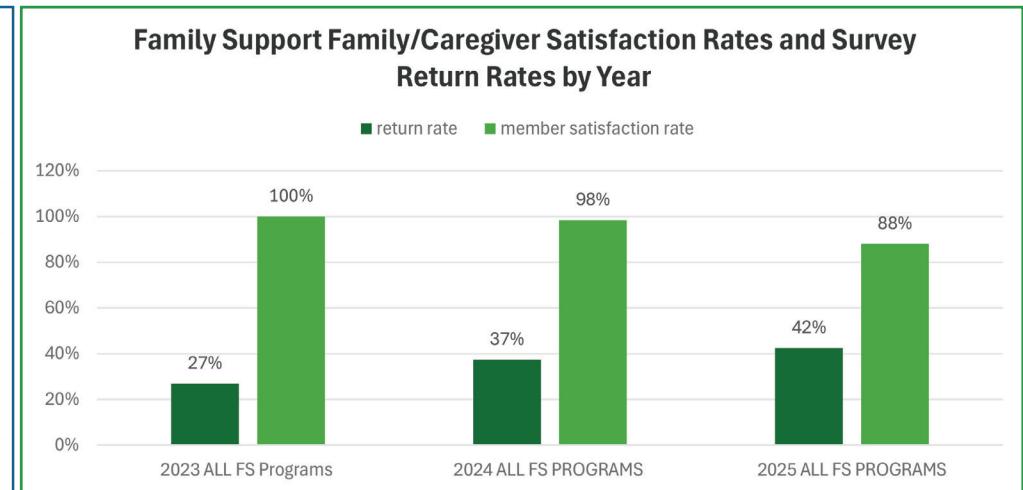
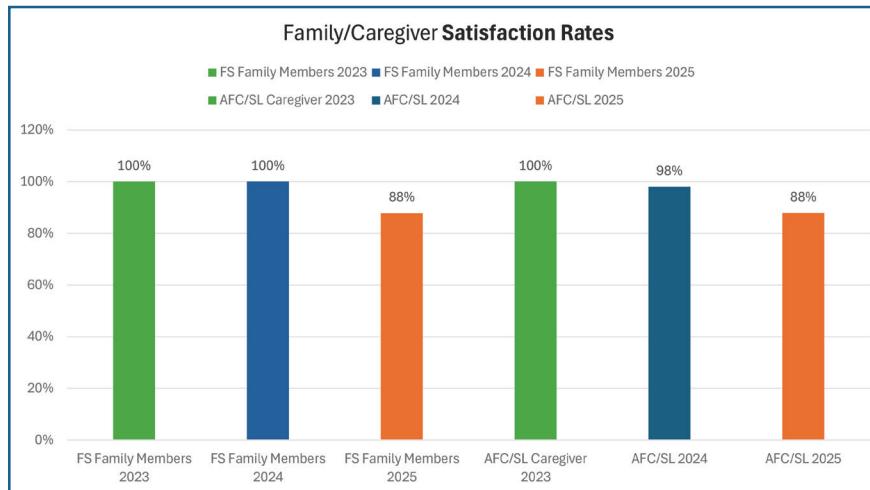
some surveys received back had skipped questions. Instead of just looking at the number of surveys received back and multiplying it by the total number of "yes" or "no" questions, we tracked the total actual # of yes or no responses.

## ASSESSMENT OF DATA

When comparing UCP's 2023/2024 baseline with 2025 results, there are no notable changes. There was a 3% decrease in satisfaction rates, but also a 3% increase in return rates (more survey responses). The high member satisfaction rates reflected in the survey results confirm that UCP continues to provide high quality services that support all people to live lives without limits. Numbers also indicate growth within programs such as the ABI/MFP waiver programs (increased roster). UCP is well positioned to expand its services in the future, while maintaining its high standards of excellence in meeting the current needs of members. In 2023, 2024, and 2025 surveys were sent out electronically and on paper. To maintain confidentiality concerns and validity of responses, members who needed assistance completing the survey did so with our administrative staff who do not provide any direct services.

## FAMILY AND CAREGIVER SATISFACTION

UCP of Western Massachusetts also values feedback from families and caregivers and utilizes annual survey data to drive improvements. Surveys are sent out every April within Family Support programs via electronic or paper format. Check out the results for 2025 below! Keep your eyes out in the next report for satisfaction data from our Assistive Technology, Remote Support, Early Intervention, and ABA programs.



## ASSESSMENT OF DATA 2025

Caregiver and Family Satisfaction Surveys sent out in 2025 had a higher return rate (we received more surveys back). In 2023, we only received 27% of surveys sent out. In 2025, we were able to receive 42% of surveys back. UCP strives to utilize feedback at various levels to influence and improve services for our members and their families. Therefore, return rates are something we have worked on improving. Adding electronic options for survey completion and providing reminders/support around survey completion are just some of the things UCP has done to increase return rates. Our satisfaction rate decreased in 2025, but specific program feedback was gathered that can be used for quality improvement. Additionally, any concerns noted on the satisfaction surveys were addressed by Program Directors/Assistant Program Directors.



## QUALITY IMPROVEMENT INITIATIVES

1. **Electronic Documentation Enhancement** — Improving workflow efficiency through a new Electronic Health Record System. Implementation is in process and is estimated to be completed before the end of FY26.
2. **Staff Development and Mentorship** — Our Leadership Development program will continue to support our talented staff to develop their skills further. We have added training programs for staff development such as Positive Behavior Support (PBS) training, improved Safety training, in person CPR/first aid, and Cultural Competence Training.
3. **Environmental Safety Program** — UCP of Western Massachusetts is evaluating our safety processes and working with a consulting team to ensure we are implementing safety drills and procedures for all possible safety hazards. This includes fire safety, weather events such as hurricanes that could result in power outages, and active shooter situations.

*Thank you for taking the time to join us for our first “Creative Compliance” report.*

