Independent Annual Evaluation of Brevard Family Partnership, Inc.

Submitted by:

Dr. Andrew J. Schneider-Munoz, Ed. D., CYC-P
  Associate Professor, University of Pittsburgh Applied Development Program
  President, Association for Child & Youth Care Practice
  Member, Academy of Child and Youth Care

Dr. Brad Rose, Ph.D.
  Brad Rose Consulting, Inc.
  President

August 10, 2012

Pursuant to the Memorandum of Agreement between the Florida Department of Children and Families, Office of Family and Community Services—Child Welfare and Community Services and Brevard Family Partnerships, Inc. (FY 2011-2012), an evaluation was conducted from July 1-August 10, 2012:

3.2.5. Contract for an independent annual or multi-year evaluation of child welfare practice and outcomes with third-party evaluators (in-state or out-of-state) from the private sector who have experience in child welfare, national child welfare organizations, or an accredited university. If multi-year evaluations are conducted, an annual evaluation will be prepared that sets a baseline for system improvement activities.

The evaluation was conducted on-site by Dr. Andrew J. Schneider-Munoz, Ed. D., CYC-P, a Harvard-trained child psychologist and evaluator with more than 30 years' experience in child welfare, and currently President of the Association of Child & Youth Care Practice, a national child welfare organization which sets standards and practices for direct care competencies, and certifies professionals in child welfare. Dr. Schneider-Munoz is an Associate Professor at the University of Pittsburgh where he coordinates the Concentration in Child & Youth Work in the Applied Development Program of the Department of Psychology in Education. He teaches courses on the delivery of direct care in child welfare and is the author of more than ten recent publications. He is the Editor of the Journal of Child and Youth Care Work and a member of the Academy of Child & Youth Care. Schneider-Munoz serves as member of the Executive Committee of the Board of Child trends, Inc. in Washington, D.C.

The evaluation was co-led by Dr. Brad Rose. Rose and Schneider-Munoz have worked together for more than a decade to deliver evaluations for community-based youth serving organizations. Doctors Rose and Schneider-Munoz evaluated service operations in more than 20 sites across the country for City Year,
Inc., and recently conducted evaluation for the Heinz Endowments. Dr. Rose is a Brandeis-trained sociologist with masters degrees from Stanford and San Francisco State University. A research-based organizational development consultant, Dr. Rose has worked with Dr. Rosabeth Moss Kanter of the Harvard Business School and Dr. Barry Stein, both of Goodmeasure, Inc. Rose, a member of the American Sociological Association and the American Evaluation Association, has been principal investigator for more than twenty-eight evaluations, including studies of program quality for child and youth-serving organizations. He has twenty years of experience designing and conducting program evaluations. This annual evaluation sets a baseline for system improvement activities.

3.26. Ensure the evaluation includes but is not limited to QSR data. Other sources of information may include child welfare data in the Florida Safe Families Network (FSFN), e.g., Council on Accreditation (COA) or Accreditation of Rehabilitation Facilities (CARF) for those lead agencies that are accredited.

At the request of the Chief Compliance & Utilization Officer, and Chief Operating Officer, Brevard Family Partnerships, Inc., the evaluators were asked to examine QSR data, more specifically "sample derived, process for reviewing, recorded accountability, results, counter-measures implemented and on-going needs identified", as well as, to evaluate the broader range of quality assurance procedures, system improvement techniques and evaluation frameworks. The evaluation was not limited to QSR data and also drew from data reports prepared for the Council on Accreditation and on child welfare data in FSFN, and other sources of information.

3.27. The annual evaluation will be presented to the CBC board of Directors and local Community Alliance or structured community forum for the development of a local SIP. The purpose of the SIP is to establish program priorities, define specific action steps to achieve improvement, and establish goals for improvement. The SIP must be approved by the Community Alliance and/or CBC Board of Directors.

Currently, the Brevard Family Partnership, Inc. Board of Directors, representative of broad community constituencies, approves the SIP and reviews the progress towards the goals and objectives of the SIP on a monthly basis. The monthly report to the Board encompasses current performance trends, quality assurance and system improvement data, Department of Children and Families contract measures, and the results of Council on Accreditation required risk management reviews, as well as, a myriad of other data open to the public, TIP, and LRA. This annual evaluation will be presented to the Board in August 2012 and will serve as the basis for the continuing SIP process resulting in program priorities, steps to achieve improvement, and establishing continuous goals for improvement. Brevard Family Partnership, Inc. plans to continue to conduct an annual external evaluation.

External Evaluation Overview

Community Based Care of Brevard, Inc. (dba) Brevard Family Partnership, Inc. is a 501c3 organization that delivers child welfare services for Brevard County with a commitment to the safety, permanency and well-being for vulnerable children and families. Accredited by the Council on Accreditation (COA), Brevard Family Partnership, Inc. has implemented a Continuous Quality Improvement (CQI) process at the center of a rigorous system-wide evidence-informed quality assurance program that delivers a comprehensive system for investigating, documenting, and correcting issues that impact effective child welfare practice and service delivery on a real-time basis. Upon first-time review by the Council on Accreditation, accreditation was awarded to Brevard Family Partnership, Inc. without any corrections indicated.
In FY 11-12, Brevard Family Partnership, Inc.'s internally-driven and externally reviewed continuous quality assurance and improvement process resulted in systemic changes on all levels. Action steps and counter-measures utilized a strengths-based approach and encouraged staff and providers to work as a cohesive team to identify and implement systemic change. As an overarching basis for all of its quality assurance activities, the organization has developed a long term strategic plan that fully engages the Brevard Family Partnership, Inc. Board of Directors and broad input from the community. In the middle of a three year plan, the organization updates the strategic plan annually, and progress is reviewed monthly by the Board.

To determine performance quality and effectiveness, and identify areas for improvement and sustained system change, Brevard Family Partnership, Inc. uses both quantitative and qualitative data from FSFN, the Department of Children and Families performance measure dashboard, case file reviews, quality service reviews, satisfaction surveys, local data bases, and other methods and tools as required by the Council on Accreditation and documented in this external evaluation report.

Quality assurance and improvement procedures, and system-wide evaluation tools and assessments provide a comprehensive, continuous improvement process across Brevard Family Partnership's service delivery network. The external evaluation confirmed that Brevard Family Partnership, Inc. effectively implements quality assurance, risk management and evaluation, by way of evaluation of: operations review reports which engage key personnel from case management agencies, independent living programs, the courts and the Department of Children and Families; monthly performance reporting to the Brevard Family Partnership, Inc. Board of Directors; quarterly performance reviews with subcontracted providers; and this data is available on the organization's website allowing for public access, knowledge, and scrutiny of what gets measured, how data is reported, and the levels of performance that result.

Weekly operations reviews track critical performance indicators and outcomes, case management caseloads and results, missing children data, and status of progress on critical monthly targets for children and families served, supervisor reviews, timely documentation into FSFN, and mental/dental/immunization records. This weekly focus on quantitative data to recognize trends allows rapid response to any unfavorable changes in performance and guides the implementation of real-time counter measures. Metrics for safety, permanency, well-being and other key indicators are aggregated monthly, quarterly, and yearly for the review of a system-wide Risk Management Committee organized according to the standards and practices required by the Council on Accreditation, the Compliance Committee, and the Brevard Family Partnership, Inc. Board of Directors.

Scope of the External Evaluation

A comprehensive evaluation was conducted by Dr. Schneider-Munoz, as lead evaluator, and Dr. Brad Rose, co-evaluator, from July 1st to August 10th, 2012, which included a full assessment of Brevard Family Partnership’s quality assurance processes and improvement systems. This system-check procedure sets the baseline for future annual evaluations and continued system improvement. Evaluation activities included: comprehensive review of a sample of cases, an audit for the accuracy of reporting, focus groups with senior management team, the quality assurance team, risk management committee, key quality assurance specialists and quality assurance directors, case management supervisors and case managers across the network. Evaluators tested for the match of assurance processes and improvement systems to recommended procedures and techniques according to nationally recognized
standards (Handbook of Evaluation; Association for Child & Youth Care Practice; Council on Accreditation; Child Trends).

This external evaluation was conducted in addition to other mandated annual evaluation and monitoring processes required by the state, including:

- CBC Annual Evaluation
- DCF Contract Monitoring
- Community Based Care Lead Agency Scorecard
- Medical and Education Scorecard
- DCF Fiscal Monitoring
- Independent Audit
- Annual Child Placing License Reviews
- Council on Accreditation
- Independent Living Quarterly Report
- OPPAGA Studies
- IV-E Waiver Evaluation

For a period of thirty days, the lead evaluator observed on-site the first-hand delivery of assurances, implementation of quality standards and practices utilized in the organization and across the network, and mode of operation for system-wide evaluation in relationship to accountability structures. The co-evaluator conducted intensive interviews, focus groups, and other evaluation procedures; and engaged directly with key members of the senior leadership, quality assurance team, and risk management committee during an intensive on-site review conducted August 5th, 6th, and 7th, 2012. The external evaluation contains findings for managing case review and improvement; examines checks and balances for system-wide accountability and effectiveness; and provides Senior Management and Board short- and long-term recommendations for external evaluation:

Findings

Brevard Family Partnership, Inc. has a highly effective, well-organized and productive quality assurance process and program improvement system; as evidenced by consistent timely reporting; investment in quality processes at all levels of the organization; comprehensive range of quality improvement methods; and training and technical assistance track record. There were no items identified for corrective action. The following findings recommend action steps that continue to align the network for effective performance, with an emphasis on enhancements for quality assurance, risk management, and future annual evaluation.

Brevard Family Partnership, Inc.: PQI Plan—July 2012 and Brevard Family Partnership, Inc.: Quality Assurance Plan—FY 11-12—July 2011 reports were reviewed by the evaluators and all goals and objectives have been successfully met. Compared to most quality assurance systems and program improvement plans reviewed by the lead evaluator previously, the Brevard Family Partnership, Inc. approach is particularly robust:
• As noted by the Brevard Family Partnership, Inc. senior leadership team, the evaluator agrees that while the complexity of the quality assurance system and program improvement plan represents the social, legal, and contractual challenges of the child welfare world, continued effort can be made to more clearly and concisely depict information so that end-users (supervisors, case managers) and public (parents, community stakeholders) find the process increasingly accessible. This capacity can be enhanced and validated through annual external evaluation.

• Brevard Family Partnership, Inc. can be commended for the extraordinary skill and professional development of its quality assurance staff. The team is led by a child welfare professional that has 36 years of experience. The members of the quality assurance team have a very low turnover and average more than five years of service to the agency; with the more senior members of the team providing seven and eight years of service respectively, in an organization that is ten years old. The members of the quality assurance team also each bring an average of 21 years of prior service in the field of child welfare.

• It should be noted that every member of the quality assurance team has served previously in their career track as a direct line case manager. In addition, training and expertise for the quality assurance staff entails direct-line and supervisory roles in early childhood, child welfare investigation, protective supervision, foster care, and disabilities. Stability of service and depth of professional skill from the quality assurance team significantly enhances the strength of continuous system improvement.

• Brevard Family Partnership, Inc. can be commended for its team approach to quality assurance; continuous improvement; and ongoing evaluation. In FY 2011, key staff members fulfilling quality assurance functions were assembled as team under the supervision of a single administrator, the Contracts and Compliance Manager. This intensive focus and professional alignment ensures effectiveness at a time when demand for service across the system has significantly increased.

• In FY 12-13, Brevard Family Partnership, Inc. plans to conduct 72 file reviews and 8 quality service reviews to meet state reporting requirements. With its exemplary capacity to prevent and protect against problems through supervision, training, and technical assistance, Brevard Family Partnership, Inc., should consider setting the enhanced goal, if it can, to conduct 100 or more file reviews on an annual basis. While unfunded efforts are costly in terms of time and resources, increasingly more sophisticated quality assurance tools and indicators drive on the analytics of being able to report impact on a baseline of a minimum of 100 or more complete cases for program participants. The enhanced increase to reviewing 100 files or more can counterbalance any variance due to the sharp increase in service demand across the system of care.

Case Review

Brevard Family Partnership, Inc. currently conducts two types of case review, Quality of Practice Standards Reviews, which audit case records and are “accountability-driven”; and Quality Service Reviews, which are “interview-driven”, and offer the opportunity to examine the unfolding elements and dynamics of quality that are reported as a full case story is assembled.
Brevard Family Partnership, Inc. can be commended for consistently conducting more reviews than mandated by the Department of Children and Families. In FY 10-11, 100 file reviews were conducted to report trends in the data. In FY 11-12 the Department of Children and Families introduced the mandated collection of 16 Quality Service Review case story reports. Consistent with extremely high standards for quality, Brevard Family Partnership, Inc. also confirmed their findings by conducting 64 file reviews (out of a possible 843 cases) at a level above and beyond the requirements of the Department of Children and Families. The QPS file reviews were correctly drawn from the Child Actively Receiving Services (CARS) report in FSFN in a random sample according to the criteria required by the Department. For the QSR interview process, the Department of Children and Families provided the sample population and the sample of four cases per quarter were appropriately randomly selected.

While not mandated by the state, the Brevard Family Partnership, Inc. has set the goal to achieve excellence in quality assurance by conducting an additional 40 file reviews next year. Ten file reviews will be conducted in each of the categories of psychotropic medications, independent living, foster care, and adoption. The goal of these case reviews will be to enhance effective services in areas of challenging and complex needs for vulnerable populations within the client pool. It is also exemplary that the quality assurance team plans to conduct a supplemental review on any open case where re-abuse has occurred.

Improvement

The Quality Assurance Trainer collaborates closely with the quality assurance team. The trainer teams together with quality assurance staff to deliver the training and technical assistance necessary to correct weaknesses and to enhance system improvement in groups; and where indicated, coaches change intensively in the field within the sites. This collaborative technical assistance and capacity to build quality assurance competencies for the direct line staff is a leading-edge professional development strategy which produces the transfer of learning from training, to actual use of the skills in the field.

The trainer is fully certified as a trainer in the appropriate range of child welfare and wraparound FTC skillsets, especially permanency, safety, and well-being. Additionally, this professional is also a Master Trainer in the Basic Course in Child and Youth Care. The competencies of this basic course certification curriculum are endorsed by the Association for Child and Youth Care Practice, which sets standards and procedures for direct line professionals in child welfare and juvenile justice. Brevard Family Partnership, Inc. also employs technical assistance and consultation to support underperforming components of the system such as certifying group home providers and by co-locating Care Center Managers with CMAs for good communication and timely response.

An audit was conducted by the lead evaluator for areas of improvement recognized in the case review data for Quarters One, Two, and Three of FY 11-12. There was a close match between areas identified for improvement and topic areas for the training and technical assistance. Out of ten units, with the goal to have at least two staff attend from each unit, training reached a large proportion of the 50 case managers and 10 supervisors, demonstrating a strong learning curve for areas of improvement:
Training Summary FY 11-12

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Training</th>
<th>Month &amp; Year</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Purposeful Referrals and Meaningful Contacts with Providers</td>
<td>November 2011</td>
<td>15 case managers 3 supervisors</td>
</tr>
<tr>
<td>1</td>
<td>Family Assessment</td>
<td>December 2011</td>
<td>32 case managers 4 supervisors</td>
</tr>
<tr>
<td>2</td>
<td>Psychotropic Medication</td>
<td>February 2012</td>
<td>41 case managers 6 supervisors</td>
</tr>
<tr>
<td>2</td>
<td>Parent Engagement</td>
<td>March 2012</td>
<td>24 case managers 3 supervisors</td>
</tr>
<tr>
<td>3</td>
<td>Independent Living</td>
<td>April 2012</td>
<td>Unknown, was provided by community partner agency</td>
</tr>
<tr>
<td>3</td>
<td>Supervisor Workshop – this was mandatory for all supervisors</td>
<td>June 2012</td>
<td>Supervisors only 8 out of 10</td>
</tr>
<tr>
<td>4</td>
<td>Critical Incident Reporting</td>
<td>June 2012</td>
<td>19 case managers 4 supervisors</td>
</tr>
<tr>
<td>4</td>
<td>Education Training – this was mandatory for all case managers</td>
<td>July 2013</td>
<td>43 out of a possible 47 case managers attended (there are 3 vacant positions) 7 supervisors</td>
</tr>
</tbody>
</table>

Checks & Balances

Enhancing the highly effective quality assurance and program improvement systems already in place, the senior leadership team for Brevard Family Partnership, Inc. was realigned to shift direct reporting relationships for the largest number of program operations to the Chief Operating Officer. Previously these operations were shared between the COO and the Chief Compliance & Utilization Officer. This new management structure appropriately increases separation of the program and assurance functions; and therefore provides strengthened checks and balances that protect any potential corrective action from operational demands and ensure integrity in the reporting.

Another form of check and balance is built into the quality assurance process and continuous improvement system at Brevard Family Partnership, Inc. by organizing data to report out the match of delivered services to the intended program structure, the level of the quality of the implementation, and also data analyses to capture the influence of unexpected factors on outcomes. In state of the art assessment, it is optimal for any quality assurance process to have these three forms of case review so that the data can be triangulated; essentially one finding checked against another from more than once data source (Stake and Schwandt, Sage Handbook of Evaluation). At Brevard Family Partnership, Inc., files are reviewed to determine that services are “delivered according to the standards set.” The trends established in the data from these cases can be checked against and dimensionalized through the full case stories that are done to examine “implementation of services though insightful and effective practice that meets the needs of the stakeholders and participants.

To this check and balance of the two kinds of case review, Brevard Family Partnership, Inc. has a third source, executive case reviews and studies that further “drill down” to conduct extensive examination of
the circumstances and dynamics in any situation that presents an anomaly. For example, in FY 11-12, the quality assurance specialist conducted three extremely comprehensive executive case reviews of child death (ultimately verified as due to natural causes). In addition, a study was done by the quality team with the goal to reduce the percentage of children that re-enter out-of-home care within twelve months of reunification. Brevard Family Partnership, Inc. can be commended for using a thorough and comprehensive “root cause analysis” template for these reviews which serve as best practice for the field. The objective was to utilize “root cause analysis” to uncover systemic failures and effectively respond with short-term action and sustained protective strategies and system change.

To ensure the health and safety of the children in care, the Risk Management Committee meets quarterly. The committee is composed of eight professionals who review comprehensive reports from the perspectives of quality assurance, utilization, client relations, critical incidents, exit interviews, and reports on the populations in care. The Risk Management Committee investigates, makes recommendations, and provides a response plan for the resolution of identified issues. The Risk Management Committee reports to a Compliance Committee, composed of the senior responsible officers for the organization. The Compliance Committee meets monthly, with additional meetings as needed, to assess trends, and manage risk. As reviewed by the lead evaluator, trends reported were on target based on the data collected and there was a close match between the issues investigated and the responses delivered to ensure follow-up and change. The Compliance Committee provides regular reports to the Brevard Family Partnership, Inc. Board of Directors.

In addition---to building beyond the efforts for improvement that correspond with training—the QA staff took the lead along with CMA partners to jointly conduct a Green Belt Analysis project to analyze the root cause issues around the number of children who have re-entered out-of-home care. Brevard Family Partnership, Inc. has contracted with Bruce Berger, Berger Consulting, to provide training and technical assistance for the quality assurance team and providers (program directors, supervisors, QA staff) to conduct root cause analysis as an intensified procedure and technique to implement countermeasures that remedy problem areas.

System Check

Evaluators conducted focus group interviews with QA Managers, Case Managers, and Case Manager Supervisors from the Brevard Family Partnership, Inc. partner organizations, Devereux and Children’s Home Society:

Ten interviewees participated in three focus groups. Focus Group participants were asked a series of questions about quality assurance processes with the purpose to check the overall functioning of the quality assurance and improvement plan system, including whether QA tools were useful, appropriate and effective; whether there were additional types of QA data that could be collected that were not currently reported; and if there were ways the QA system could be streamlined, refined and strengthened?

Interviewees representing each of the respondent groups reported that the current tools were appropriate and useful and that the current tools provided effective monitoring information and offered normative guidelines to ensure the service provision is of high quality. Quality Assurance Managers reported QSR is an especially useful and thorough tool. QA Managers also noted that when trends emerge in QA data, they and their colleagues respond by designing targeted training (and or individual
feedback sessions in the field with which) to address deficiencies, emerging training needs, and improvement.

Case Managers reported that both the universal QA forms and organization-specific QA tools were effective in documenting the kinds and quality of services the clients receive. When asked if there were types of additional data that could be gathered that are not now being gathered, respondents reported that they were not aware of needed enhancements to current protocols. Case Manager Supervisors however, reported one enhancement that might be implemented would be the development of additional type-specific QA tools. Case Manager Supervisors noted that “We could use different tools for different kinds of cases (e.g. in home services, adoption cases, adjudicated cases) and this would reduce the need to check some “Not Applicable” response categories,” and thus streamline and make more specific some for the QA reporting forms.

Areas for Recommended Action

- Brevard Family Partnership, Inc. should consider setting the enhanced goal to conduct a minimum of 100 file reviews on an annual basis. Such an increase in cases reviewed can counterbalance any variance in the system due to the sharp increase in service demand across the system of care resulting from family stress in difficult economic circumstances. However, the evaluators recognize that this level of excellence may be difficult to reach as the quality assurance staff is already stretched by the large number of monitoring processes required by the state and the lean overhead. However, the evaluators recognize that this level of excellence may be difficult to reach as the quality assurance staff is already stretched by the large number of monitoring processes and the lean overhead required by the state.

- In addition to conducting executive case reviews for situations outside the norm, Brevard Family Partnership should also consider conducting an equal number of strength-based executive case reviews. Not only is this approach consistent with the strength-based philosophy of the organization but such exemplar reviews would have powerful teaching purposes and serve to innovate in new procedures and techniques which both protect the children and advance positive outcomes.

- Brevard Family Partnership, Inc. operates an extremely robust quality assurance and improvement system as mandated by the Department of Children and Families and as required by the Council on Accreditation, as well as, enhanced reporting, such as executive case studies, deemed critical by the Brevard Family Partnership,Inc. management team and Board. Continuing to align all of these reporting mechanisms into one highly effective integrated system offers instrumental opportunities for future evaluation. Steps should be taken to fully utilize the comprehensive nature of the data by increasingly segmenting reports for special populations (Independent living, adjudicated cases, adoption, etc.)

- Another innovative step to fully utilize the large amount of data available through the quality assurance and improvement system would be to ask advanced questions in future evaluation initiatives that predict and track functioning such as, “What does the data show about how our families are doing?”; “What factor or factors demonstrate greatest change over time?”;“How do rises and falls in the economy or other corresponding vital statistics such as the level of violence
in the community correlate to rises and falls in the statistics for our clients?"; "To what extent does training provided to staff transfer to actual use?"; and so forth.

- In the materials prepared by the Quality Assurance Team to show quarterly results, the case management reviews are reported according to the strength and improvements framework required by the Department of Children and Families. However, some of these strengths and improvements are currently considered in relationship to the previous quarters in the fiscal year. Yet others show comparison with the past fiscal year. (It should be noted that longitudinal reporting is difficult as the state has changed reporting tools and formats on an annual basis.) Once reported, especially areas of improvement should be consistently displayed and monitored for the next 12 months. Reporting a rise or fall in the course of action between one to three quarters may not be enough to ensure sustained system change.

- The quarterly reports for the Risk Management Committee display the trends for strengths and weaknesses. Action taken to address the identified weaknesses resulted primarily in training on topics that corresponded to the risks. This approach is appropriate but it is also important for the committee to balance training with recommendations for network-wide initiatives that ensure that the actual system changes were sustained over the long term as a result of the trainings. The Chief Compliance and Utilization Officer and the committee make highly effective rapid response in a crisis but should also continue, as they have in the past, to take network-wide action steps that are incremental, preventive and form the basis for continuous assurance. The recent initiative to reduce runaway, described in the next bullet below, is an example that demonstrates best practice in moving beyond immediate response to sustained change.

- To achieve sustained change, additional risk-reduction initiatives can be launched and then be highlighted as best practice for system improvement in the quarterly and annual reporting. In an outstanding example of best practice, Brevard Family Partnership, Inc. successfully conducted an initiative to reduce risk by lowering the number of youth who run away. The risk management committee recommended changes and the quality assurance team collaborated with professionals across the network to introduce new assessments and refocus service delivery to attend to the activities of normalcy and productive discipline. Law enforcement was engaged in new approaches and the quality assurance team consistently followed-up through intensified training and contract monitoring.

- In FY 11-12, there was also a shift from displaying strengths and improvements according to provider in Quarter One—to—displaying data in the aggregate in Quarter Two and Three. Both forms of display should be maintained to ensure situating quarterly review of overall performance at the site level. Ultimately, training and remediation can better focus improvement across and within service delivery sites, if both forms of data are taken into account.

- Quality assurance data is also currently collected and reported by Devereux and Children’s Home Society. These quarterly reports and an aggregate annual report should be provided to Brevard Family Partnership, Inc. as another key source of data to be aligned and integrated for the effectiveness of the overall quality assurance process.
Recommendations for Future Annual Evaluation

Conducting future annual evaluation will ensure that Brevard Family Partnership, Inc. progresses from currently collecting a lot of data from multiple sources to a set of enhanced evidence-based practices that more fully build a knowledge management system. This system will generate new ways of working effectively with vulnerable children and families. The objective is to increasingly utilize strategies that are derived from measurable outcomes that intensify impact and fully utilize innovative best practices to achieve program success. Brevard Family Partnership, Inc. should continue to take steps to align, articulate, and synthesize the large number of mandated reporting requirements into an integrated system for evaluation that measures effectiveness and guides quality.

On the cusp of innovation, future annual evaluation can increasingly utilize rigorous evidence-informed and evidence-based approaches to report outcomes and strategically manage resources for impact. For example, more advanced indicators might be established across the universe of cases such as the Search Developmental Asset survey (www.search-institute.org) that maps the role of community supports in forming and maintaining strengths; and the University of Texas-based Hemingway Assessment tool (www.adolescentconnectedness.com) which utilizes developmental science to report the range and intensity of relational connections and social supports necessary to benefit from services provided. The Hemingway Assessment tool is also featured in the Handbook of Mentoring for its cultural competence and sensitivity in engaging vulnerable populations.

As recommended by Child Trends, Inc. (www.childtrends.org) and its federal innovation grant partner, Venture Philanthropy Partners, Brevard Family Partnership, Inc. may want to consider an annual evaluation that utilizes the new “Managing to Outcomes Framework”. The “positive indicators of child-well-being” framework as developed by Child Trends, Inc. has a good fit as an overarching analytical tool that matches the community-based goals and objectives set forth in the Brevard Family Partnership, Inc. System Improvement Plan. The Center for Study of Social Policy (www.cssp.org) also offers a new “thrive framework” for youth development which more fully addresses the role of neuroscience and trauma-informed care for prevention and intervention with the vulnerable populations that the network serves.

In addition, the current high level commitment to evaluation and professional skill demonstrated, suggests that Brevard Family Partnership, Inc. may want to consider designing, testing and implanting its own family-focused community-based indicators and frameworks for engaging community use of the evaluation data.

With no corrective actions noticed, the evaluators commend Brevard Family Partnership, Inc. for the evidence-informed rigor of its robust, integrated, and comprehensive quality assurance processes, risk management, system improvement, and evaluation. Teamwork, professionalism, and commitment are evident in this regard across the organization and network. Brevard Family Partnership, Inc. is commended for designing and delivering innovative, practical, and accessible applications. Delivering a highest quality system of care, Brevard Family Partnership, Inc. is a national leader in tracking and analyzing complex and challenging data for effective outcomes that result in impact for the community.

Special thanks for ongoing review and consultation to Karen Vander Ven, Professor Emerita, University of Pittsburgh; Frank Eckles, President, Child and Youth Care Certification Board; Matthew E. Fasano, Research Assistant & Clinical Doctoral Candidate, La Salle University.
Documents Reviewed

Brevard Family Partnership, Inc.: PQI Plan—July 2012
Brevard Family Partnership, Inc.: Quality Assurance Plan—FY 11-12—July 2011
BFP Internal Staff Development and Training Plan—FY 2011-2012
Case Management QA Results—1st, 2nd, 3rd Quarter—2011-2012
Community Based Care Lead Agency Scorecard: Performance Through 2012
Council on Accreditation: Performance and Quality Improvement Standards, Copyright 2008
DCF Monitoring Reports—2011-2012
Executive Summary for Subcontractor Monitoring—FY 2011-12, Report Date: May 21, 2012
Health Information Report for Children in Out-of-Home Care, FSFN—6/13/2012
Memorandum of Agreement: Florida DCF Office of Family and Community Services Child Welfare
And Brevard Family Partnership, Inc. FY 2011-12
Network Training Plan—FY 2011-2012
Performance Review—May 15, 2012
Project Report: Objective to Reduce the Percentage of Children Who Re-enter Out-of-Home Care Within
12 Months of Re-unification—5-10-2011
Psychotropic Medication Reviews—2011-2012
Risk Management Committee—1st Quarter, 2nd Quarter, 3rd Quarter Reports

Selected Interviews & Focus Groups

President and Chief Executive Officer—July 18, 2012, July 30, 2012
Contracts & Compliance Manager, Senior Quality Assurance Coordinator, Q.A. Specialist—July 10, 2012
Chief Operating Officer, Chief Compliance & Utilization Officer —July 12, 2012
Senior Leadership—Strategy Team, July 23, 2012
QA Managers (2); Case Managers (4); Case Manager Supervisors (4) —Devereux and CHS—July 27, 2012
Quality Assurance Team and Risk Management Committee—August 6, 2012

References

Family-Centered Group Care: Model Building by Frank Ainsworth (1997). Brookfield, USA: Ashgate.

A Guide to developing Effective Child and Youth Care Practice with Families by Thom Garfat and Grant

The Sage Handbook of Evaluation, Edited by Ian F. Shaw, Jennifer C. Greene, and Melvin M. Mark
Chapter 18: On Discerning Quality in Evaluation by Robert E, Stake and Thomas A. Schwandt.

Leap of Reason: Managing to Outcomes in an Era of Scarcity by Dan Morino, Venture Philanthropy
Partners, 2012.
Links

Developmental Asset Framework—Search Institute www.search-institute.org
Connectedness Assessment Tool—University of Texas www.adolescentconnectedness.org
Thrive Developmental Framework—www.cssp.org