Community Partnership for Children
Quality Assurance Review Findings
Report to Headquarters Office of Family Safety
Data compiled from Side-by-Side, Base Reviews and Contract Performance Measures has been analyzed and the findings are presented below.

Information gathered from agency reviews conducted during the fiscal year was assessed and arrayed by the five Windows into Practice: Assessment, Family Engagement, Service Planning and Provision, Promoting Case Progress and Quality of Supervision. Summary data from FY 09.10 was added to develop a continuity of performance over the last two years.

### Quality of Standards Performance for FY 10.11

![Graph showing performance metrics across fiscal years 10.10 to 10.11]

### Contract Performance Measures for FY 10.11

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Contract Goal 2010-2011</th>
<th>Year End Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>The percentage of children served in out-of-home care who are not maltreated by their out-of-home caregiver shall be at least ___ %.</td>
<td>99.68%</td>
<td>99.58</td>
</tr>
<tr>
<td>The percent of children under supervision who are required to be seen every 30 days, who are seen every 30 days shall be at least ___ percent.</td>
<td>99.50%</td>
<td>99.71%</td>
</tr>
<tr>
<td>The percentage of children reunified who were reunified within 12 months of the latest removal shall be at least ___ %.</td>
<td>76.2%</td>
<td>63.18%</td>
</tr>
<tr>
<td>The percentage of children reunified who re-entered out-of-home care within 12 months shall not exceed ___ percent.</td>
<td>9%</td>
<td>13.86%</td>
</tr>
</tbody>
</table>
The percentage of children who were adopted who were adopted within 24 months of the latest removal shall be at least __%.  

| 44.60% | 50.00% |

The percent of children in out-of-home care 24 months or longer on July 1 who achieved permanency prior to their 18th birthday and by June 30 shall be at least __ percent.  

| 34.54% | 41.30% |

The percentage of children in out-of-home care for at least eight days, but less than 12 months, who had two or fewer placement settings, shall be at least __ percent.  

| 86% | 92.05% |

The number of children with finalized adoptions between July 1, 2009 and June 20, 2010 shall be at least __.  

| 135 | 149 |

### Assessment

Thorough initial and ongoing assessments are critical to identify the needs and services necessary to strengthen families and to ensure child safety.

**Strengths:** The data continues to show strengths in several areas including completion of exit interviews when required, ongoing assessments of the child and caregiver’s needs for case planning purposes, documenting an assessment for residential group care or pre-independent living services when warranted; and documenting efforts to assess the child’s educational and mental and behavioral health needs. Another area of strength was ensuring children served through out of home care remained free from re-abuse and re-neglect.

**Opportunities:** Improvement is needed in assuring initial and six month assessments are completed and approved in a timely manner in the Florida Safe Families Network; documenting a staffing or assessment prior to a child’s initial and subsequent placements, making concerted efforts to manage risks following reunification; and assessing the child’s physical and dental healthcare needs.

**Initiatives/Process Improvements:**

- A reporting system for Family Assessments is being developed for implementation during the 1st quarter of 2011-2012 through MindShare data-mining in order to ensure initial and six month assessment are completed and approved in Florida Safe Families Network (FSFn).

- Placement process enhancements will continue to be developed during the 2011-2012 fiscal year to include completion of FSFn documentation of staffings or assessments conducted prior to a child’s initial and subsequent placement(s.)

- Increased focus of supervision for families following reunification through family-centered Reintegration Staffings held every thirty (30) days of post-placement supervision through case closure. All supports, informal and formal, are included in this process which allows open dialogue and continuous review of the family’s strengths, overall stability and identification of areas that need to be addressed to modify the service provision and supervision to ensure the family’s safety, permanency and well-being following reunification.
• Additionally, Administrative Review is required prior to closing any post-reunification case in order to ensure that all safety and risk factors are consistently assessed and addressed and that a comprehensive community aftercare plan is developed prior to closing supervision.

**Family Engagement**

Ongoing contact with the family is necessary to involve parents in the decision making process and support their engagement with services to successfully achieve case plan goals.

**Strengths:** In the area of family engagement, strengths were noted in consistently documenting concerted efforts to ensure visitation between the child, parents and siblings, maintaining the child’s important connections, involving all case participants in the case planning process; and supporting the mother’s engagement with services.

**Opportunities:** The areas in need of improvement included documenting the parents are notified in advance of all planned placement changes and 72 hours of an unplanned placement change, encouraging mothers and fathers to participate in meaningful decision-making and documenting concerted efforts to support the father’s engagement with services.

**Initiatives/Process Improvements:**

• Continued training and mentoring from USF Trainers and supervisory case management staff with regard to Family Engagement and family-conferencing concepts for the purpose of engaging parents to expedite permanency for children.

• Continued agency emphasis on documenting concerted efforts involving all case participants in the case planning process and consistent notification of placement changes through supervisory mentoring and training opportunities.

**Service Planning and Provision**

Ongoing service planning and provision is essential to update case progress and focus on changing needs of the family to attain successful outcomes.

**Strengths:** In the area of service planning and provision, strengths included completing service referrals consistent with the identified service needs, arranging and providing services to prevent the child’s entry into out-of-home care, ensuring immediate and emerging safety concerns are addressed, informing the court of the reasons for changes in the child’s placement, ensuring teenage foster youth are afforded opportunities to participate in normal life skill activities in the foster home and community; and monitoring the youth’s progress in successfully transitioning from foster care to independence. Educational needs were also identified and engaged to effectively reduce or resolve the issues that interfered with the child’s education.

**Opportunities:** Additional focus is needed in ensuring ongoing efforts are made to identify, locate and evaluate other potential relative placements for the child, ensuring placement changes are planned to meet the child’s needs or achieve the case plan goal; and ensuring appropriate services are provided for the child’s identified physical and dental needs. Additionally, effort is needed to ensure contact with the mother and father is documented every 30 days when the goal is reunification or maintain and strengthen; and the completed contacts document a consistent focus on the issues relevant to the child’s safety, permanency, and well-being.
Initiatives/Process Improvements:

- A Family Finder position has been created for the purpose of ensuring ongoing efforts are made to identify, locate, and evaluate potential relative placements for children. CPC has been chosen as a Florida pilot site for the Permanency Roundtable Process during fiscal year 2011-2012. Participating in this innovative initiative will allow for the development of action plans for youth in order to ensure significant connections are located and maintained for youth prior to exiting out of home care.

- A comprehensive tracking and monthly report system for parent visitation is being developed through MindShare in order to ensure contact with birth parents is made and documented for the children and families that we serve.

- Increased focus through in-service training and ongoing supervisory mentoring on the need to have meaningful contacts with birth parents that focus on the issues relevant to the child’s safety, permanency, and well-being.

- Increased focus through in-service training and ongoing supervisory mentoring on the need to continuously assess and document all aspects of the child’s educational, physical, dental and healthcare needs.

Promoting Case Progress

Promoting case progress is accomplished by completing critical case activities to achieve permanency for the child.

Strengths: Promoting case plan progress documented strengths in many areas with a significant performance increase this fiscal year for this standard. Strengths included children remain safe at home and do not re-enter care within 12 months of discharge; children are consistently placed in close proximity to their parents, placements were stable or children had 2 or fewer placements; and children in licensed care were placed together or there was clear evidence separation was needed to meet the focus child’s needs. Case plans were documented as current and containing an appropriate goal; designed to achieve permanency and stability and specifically addressed visitation with all case participants. Additionally, data recorded ICPC packets contain sufficient information for the receiving state to make a decision; appropriate steps are taken to process and approve a family when the goal is adoption; and appropriate guidance and assistance is provided in developing an educational and career path for youth, age 13 and older.

Opportunities: Additional efforts are needed to document ongoing two-way communication with service providers and completion and documentation of an Indian Child Welfare Act (ICWA) inquiry regarding possible Native American or Alaskan Native heritage.

Initiatives/Process Improvements:

- Early Services Intervention staffing form and checklist highlighted to include the need for ICWA documentation.

- Continue expanding FSFn capacity to service providers to increase case knowledge and two-way communication.
• CPC will continue to enhance provider network communication through the consistent use of family team conferencing and system cross-training during regular network provider meetings.

**Quality of Supervision**

Quality supervisor reviews are essential to achieve case plan goals and ensure positive outcomes for families and children.

**Strengths:** There was exceptional improvement documented in during the fiscal year in the overall score of the supervisor review. Specifically, an increase of reviews were completed in a timely manner, qualitative discussions between the supervisor and case manager were utilized to focus on safety, permanency and well-being; and some guidance and direction were provided to the case managers.

**Opportunities:** Improvement is still needed in all three components of the supervisory review. Peer assessments and reporting based on the format from the Mentoring through Qualitative Discussion Trainer Guide are being used to assist the supervisors and strengthen the content of their reviews.

**Initiatives/Process Improvements:**

CPC has developed the Supervisory Academy, an advanced training process, to address opportunities to improve the overall effectiveness and documentation of Supervisory Reviews conducted.

**Objective:** Child Welfare Supervisors play a pivotal role in translating and fulfilling CPC’s mission and values. Effective supervision enhances staff performance and retention, and can lead to improved outcomes for children and families. A core function of supervision is to assess worker knowledge, skills and abilities against the agency’s mission, values and practice standards with the goal of strengthening worker performance. To enhance the role of the supervisor, Community Partnership, in conjunction with the University of South Florida Training staff, has developed the Supervisor Academy. The role of the Supervisor Academy is to create a structured resource for professional development opportunities for Child Welfare Supervisors to achieve personal and professional growth. The primary focus will be to increase supervisor and worker effectiveness which will correlate to better outcomes for the children and families we serve.

**Guiding Principle:** It is hard to overstate the effect supervisors have on the people who work for them. They influence not only how well they understand and do their work, but whether they stay with their jobs. Research shows a clear relationship between turnover and supervision. Compared with those who leave their jobs, child welfare workers who stay with their agencies are more likely to rate their supervisors as competent, appreciative, approachable, and concerned for their well being.

**Program Description:** The Community Partnership for Children “Supervisor Academy” is an internal Professional Development Program developed by Community Partnership for Children for Child Protection Case Manager Supervisors. This is an ongoing professional learning program that will identify and develop curriculum for create opportunities for Supervisors to increase their skill level and earn re-certification hours.

The first curriculum offered will be to improve the quality of Supervisory Reviews which will ultimately “improve outcomes for children by strengthening practice, improving the timeliness, accessibility, quality and effectiveness of services, and developing enduring community supports for children and families.”
The Supervisor Academy consists of three Phases.

Phase I consists of completing a (2) two-hour training on the “Mentoring and Modeling Quality” Discussion Guide for Case Management Supervisors. The training will be delivered by the NE Region Quality Management Manager, USF Training Staff and CPC Quality Assurance staff. The pre-requisite for this training is to be a Certified Child Protection Case Manager Supervisor.

Phase II consists of a peer review. Five (5) cases, from a unit other than their own, will have the most recent supervisory review analyzed using the CPC Quality Assurance Qualitative Review Tool. The review will be conducted in a peer review manner with CPC Quality Assurance staff. The Supervisor will gather information, analyze the findings and present the results to the designated QA staff and the POA’s/Supervisors of the unit files that were reviewed.

Phase III is the interpersonal component. After completing the training, and completing a review of 5 cases, the Supervisor will then be observed, by a Trainer from the USF Training Unit, doing a Qualitative Discussion with one of their staff. The trainer will utilize an evaluation tool to assess the Supervisor’s strengths and needs. After the discussion with staff, the trainer will meet with the Supervisor and give them strength and needs feedback. Based on the feedback, there may be more than one observation to assess improvement.

When the Supervisor has successfully completed Phase III, they will receive a certificate of completion that will include the total number of hours spent completing the Phases of the Supervisor Academy which can be used for Child Welfare re-certification credit. Full implementation of this program will be completed during the 2011-2012 fiscal year.