

*1<sup>st</sup> Annual*

# **Collaborative Quality Improvement Conference**

## ***Building a Collaborative Vision in 3D: Data Discussion Determination***



**Administration for  
Children's Services**

**Division of Policy, Planning and Measurement**

## **PURPOSE OF TODAY'S CoQI CONFERENCE:**

- Share system-wide data about child outcomes and provider and ACS performance
- Provide learning opportunities to address challenges reflected in the data

# Today's Agenda

9:30 -11:30am: Morning Presentation:

- Opening Remarks: ACS Commissioner Gladys Carrión
- ACS Vision: Influencing Outcomes
- System-wide Trends: Connecting Data to Improvements
- Child Welfare System Improvement Efforts

11:30 -1:00pm: Workshops: Session 1

1:00-2:00pm: Lunch generously provided by Casey Family Programs

2:00 - 3:30pm: Workshops: Session 2

3:30-4:00pm: Closing Remarks

# Strengthening the Partnership between ACS and Providers to Improve Outcomes

Gladys Carrión  
ACS Commissioner

# Where We've Come and the Vision for Our Future

Andrew White

Deputy Commissioner for Policy, Planning &  
Measurement



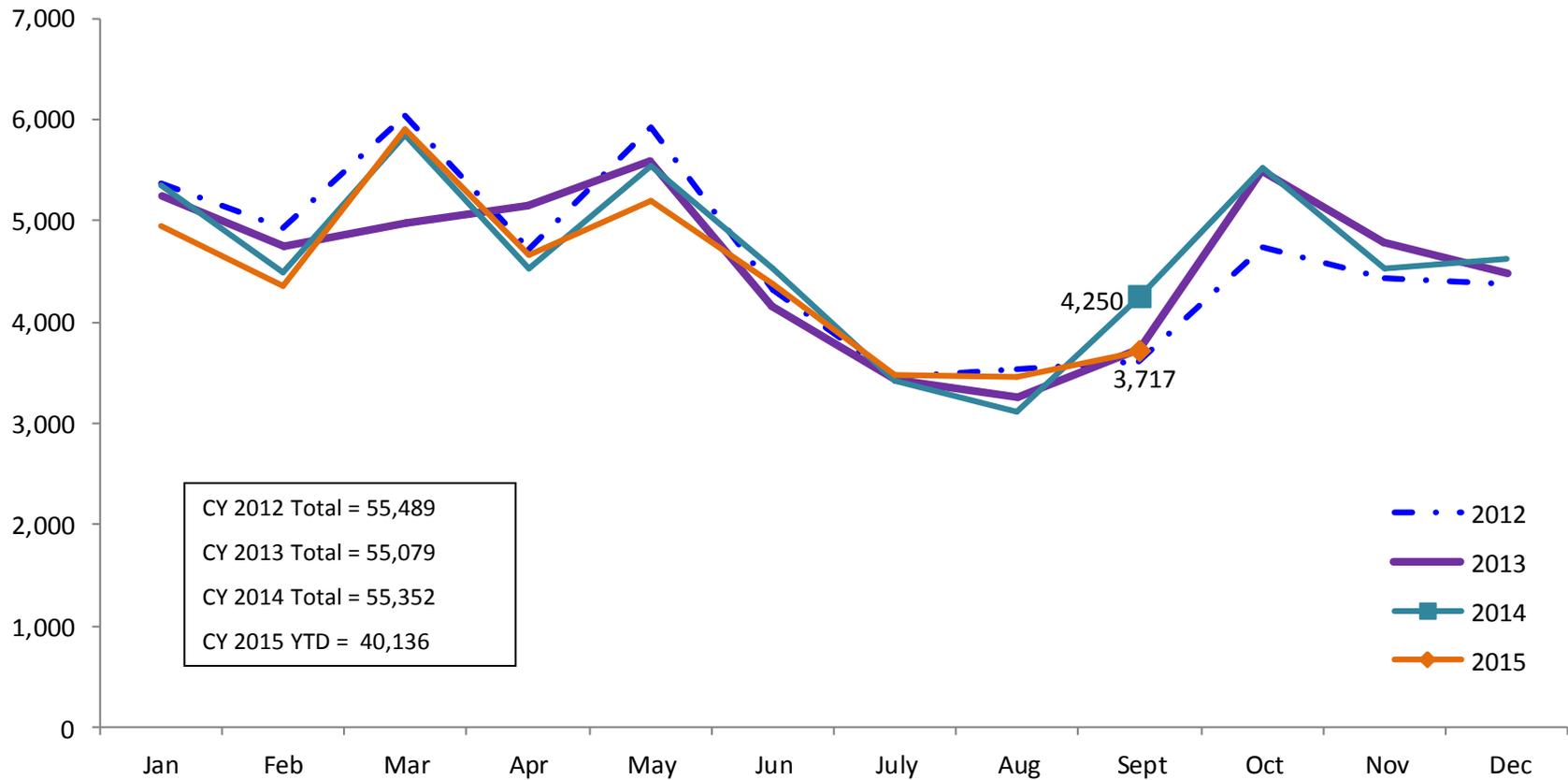
**Wellbeing**

**Safety**

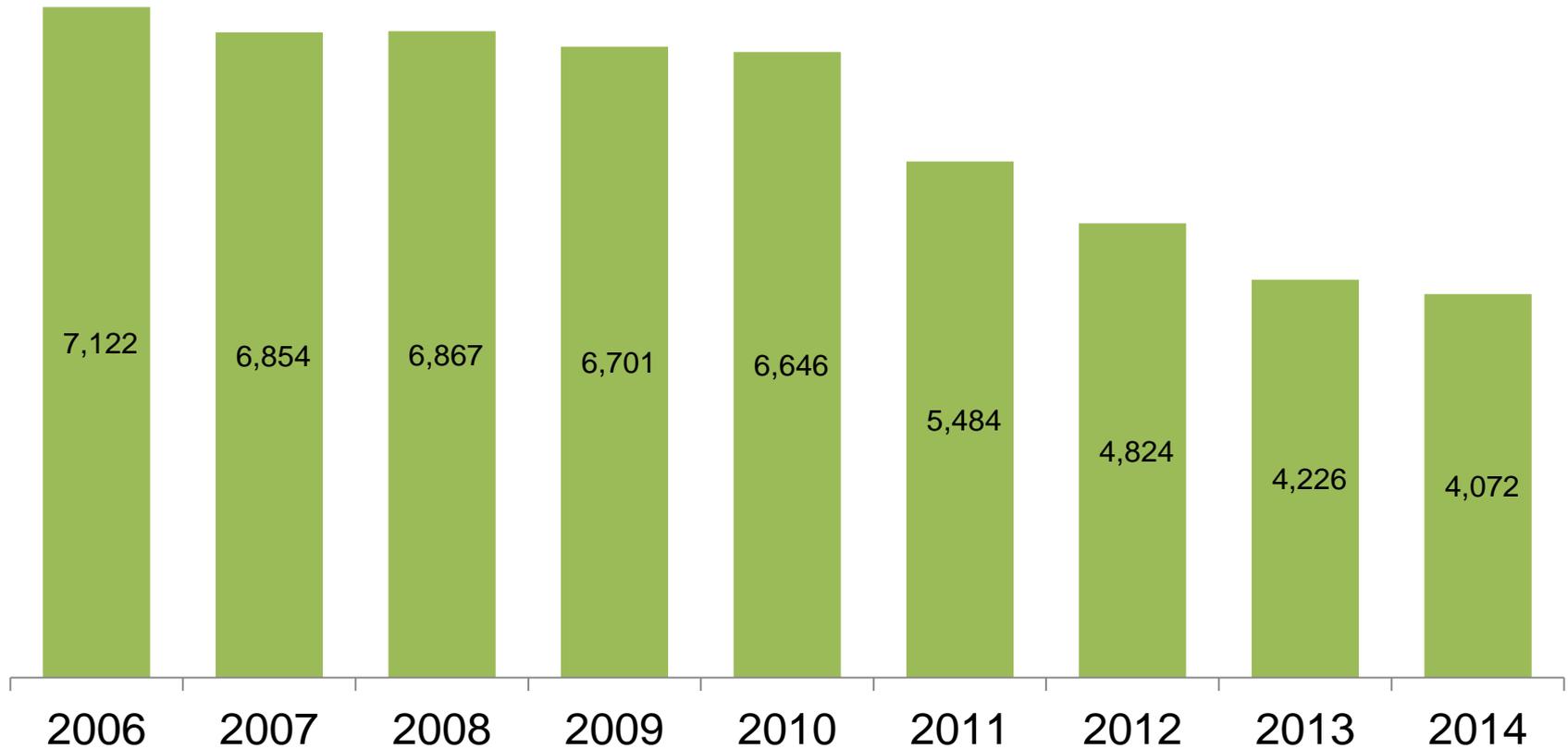


**Permanency**

# Abuse/Neglect Investigations January 2012 – September 2015 (Monthly Total)

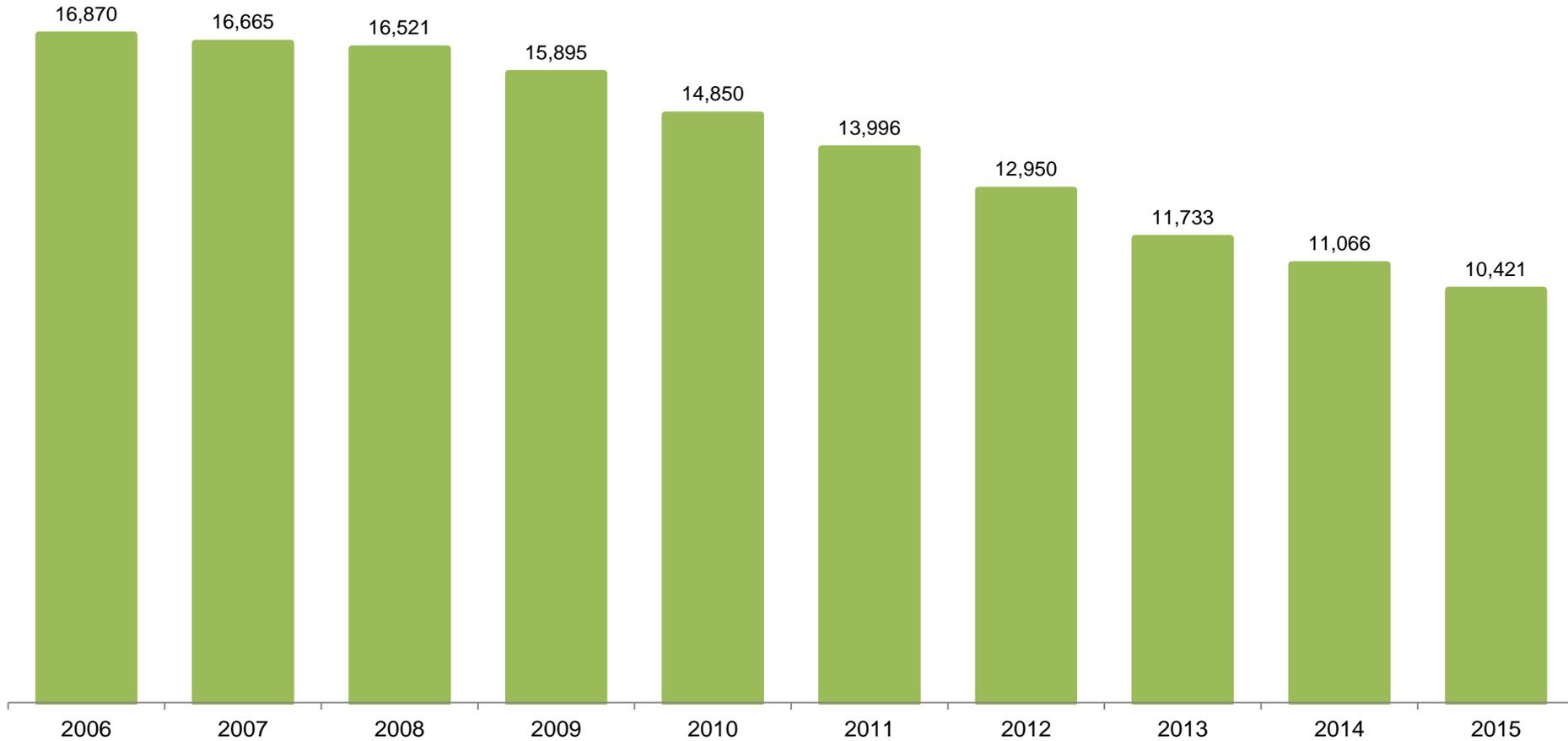


# Number of Placements\*



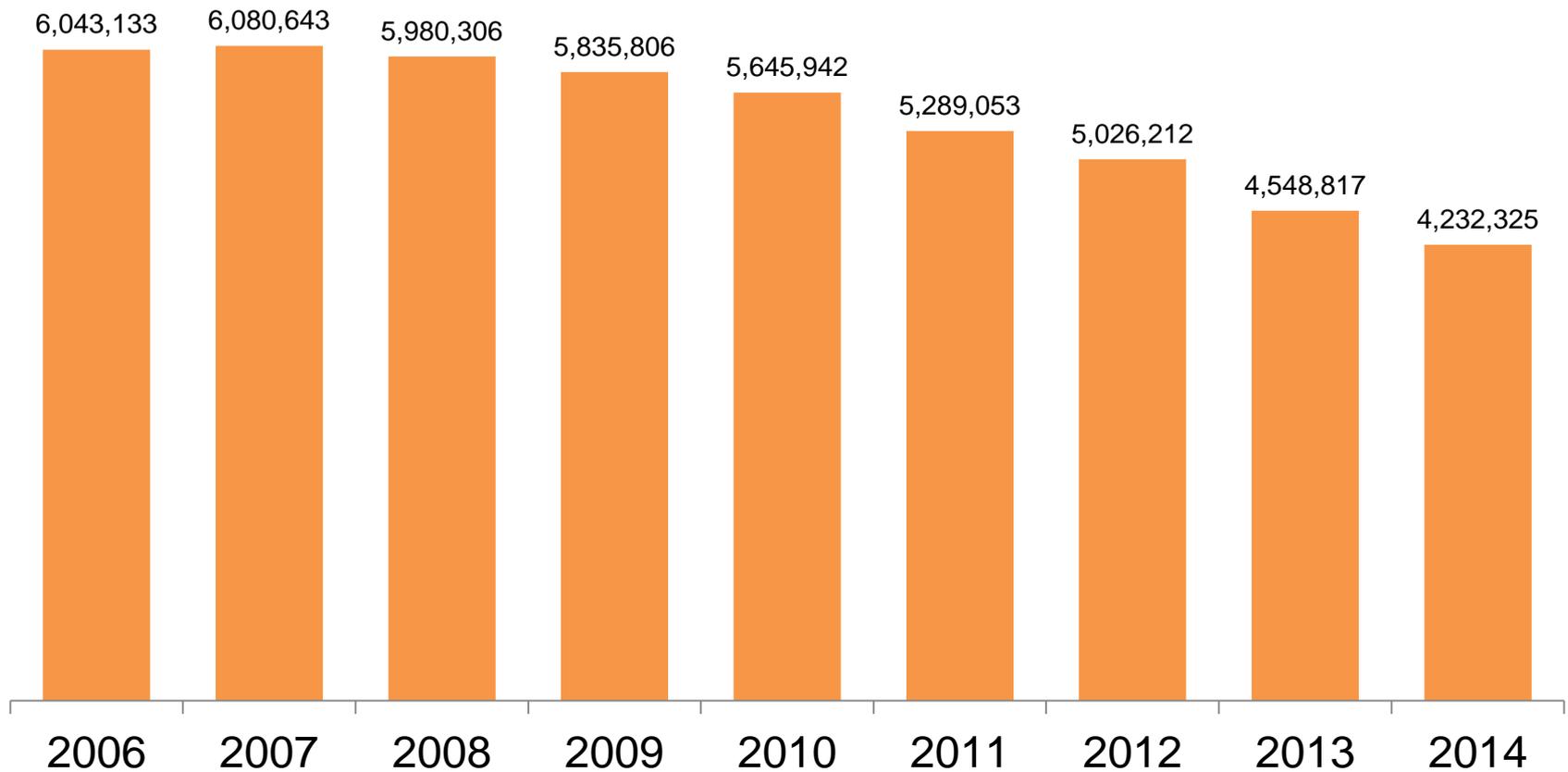
\*Children who entered care as JDs are not included.  
Source: CCRS

# Children in Foster Care, December 2006-2014 and August 2015



Sources: Agency self-report census and SSPS

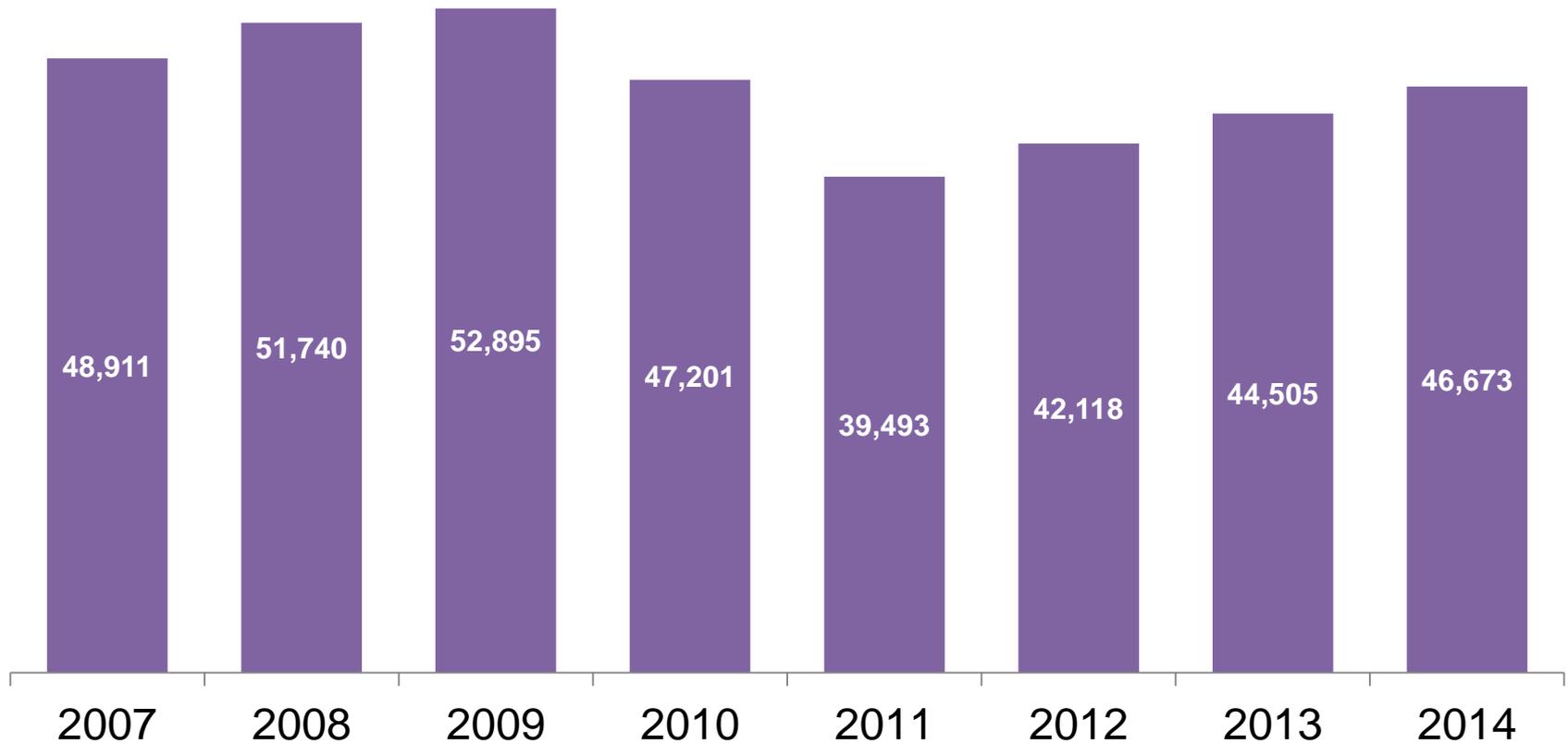
# Annual Number of Foster Care Bed Days\*



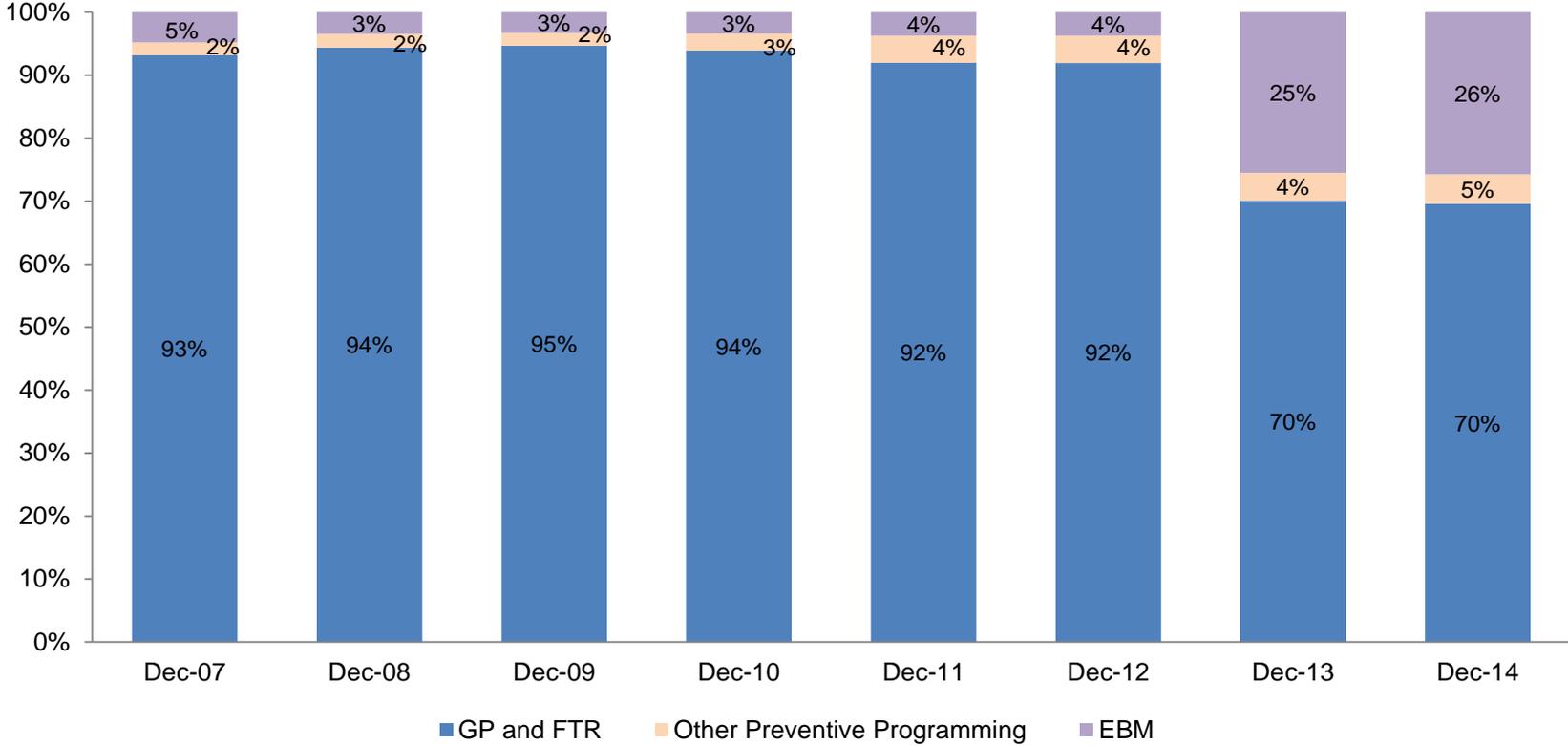
\* The number of foster care bed days is the sum of each daily number of children in foster during a year.

Source: CCRS

# Children Served in Preventive Services



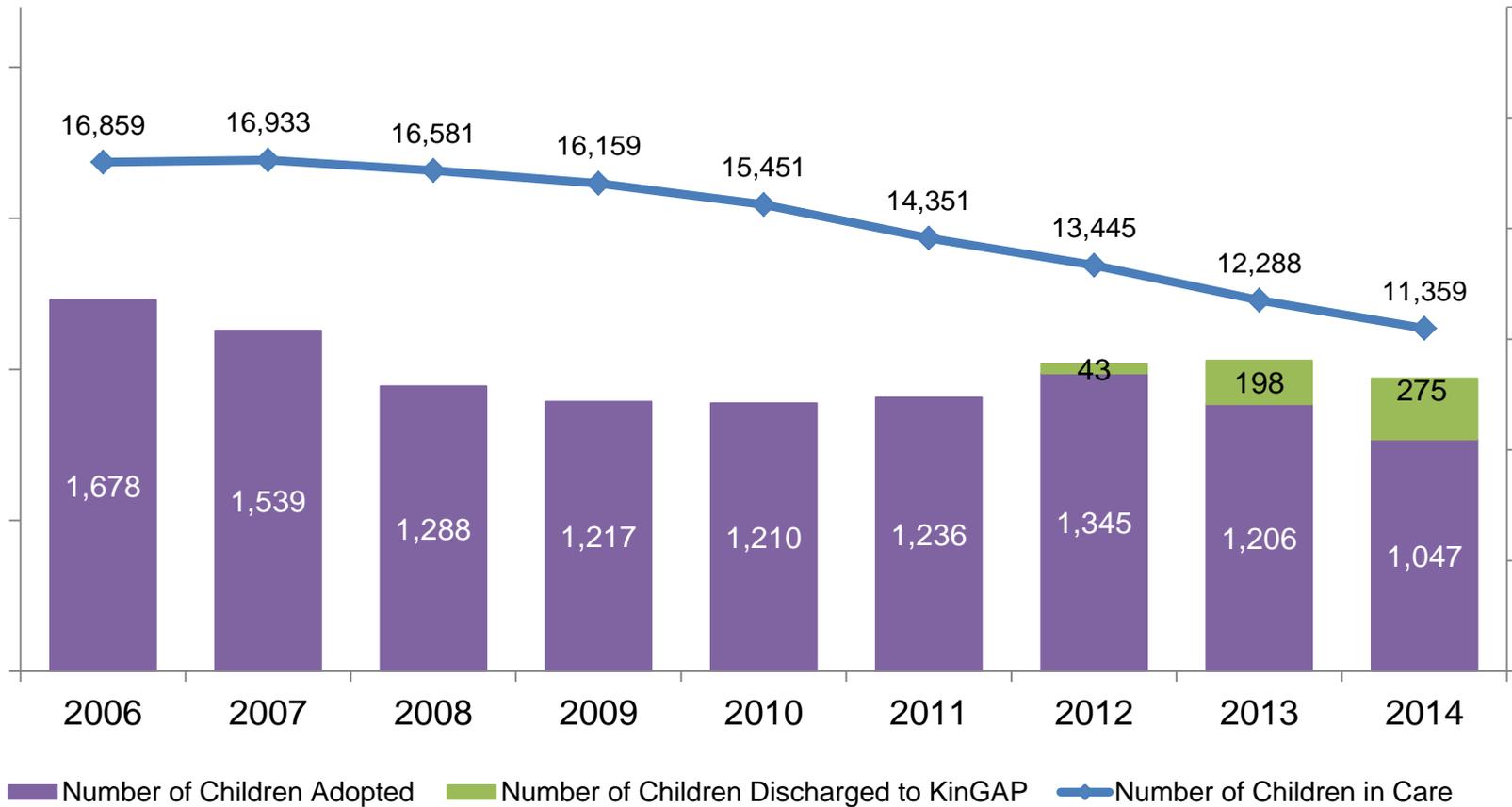
# Allocation of Contracted Preventive Capacity



Total Contracted Preventive Capacity							
Dec-07	Dec-08	Dec-09	Dec-10	Dec-11	Dec-12	Dec-13	Dec-14
13,927	13,738	13,545	13,017	11,895	11,865	11,746	11,622

*'Other Preventive Programming' includes programs that work to meet the needs of families with special medical needs, and families with children that have been sexually exploited.*

# Total Children in Care and Permanency



# System Outcome Measures

Associate Commissioner Brian Clapier

# System Outcome Measures

## Preventive Measures

- Outcomes during preventive services
  - Maltreatment rates
  - Placement rates
- Outcomes following preventive services
  - Maltreatment rates
  - Placement rates

## Placement Measures

- Permanency
  - New Placements
  - Children in Placement
- Maltreatment during placement
- Placement stability

## System Measure

- Repeat maltreatment

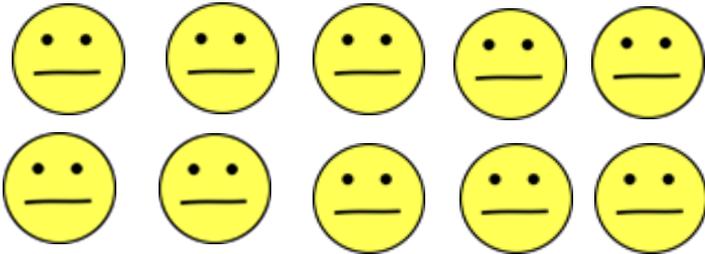
# CFSR Measures, Current Performance and Targets\*

CFSR Measure	National Standard	NYS	NYC	NYS Target
Permanency in 12 months for children entering foster care: Of all children who enter foster care in a 12 month period, what percent are discharged to permanency within 12 months of entering foster care?	40.5%	34.5%	30.4%	36.7%
Permanency in 12 months for children in care 12-23 months: Of all children in foster care on the first day of a 12 month period, who had been in foster care (in that episode) between 12-23 months, what % discharged to permanency within 12 months of that first day?	43.6%	27.4%	18.9%	41.6%
Permanency in 12 months for children in care 24 months or more: Of all children in foster care on the first day of a 12 month period, who had been in foster care (in that episode) for 24 mo. or more, what % discharged to permanency within 12 months of that first day?	30.3%	27.1%	26.0%	36.2%
Re-entry to foster care in 12 months: Of all children who enter foster care in a 12 month period who were discharged within 12 months to reunification, relative or guardianship, what percent re-enter foster care within 12 months of discharge?	8.3%	10.4%	9.1%	7.4%
Placement stability: Of all children who enter foster care in a 12 month period, what is the rate of placement moved per day of foster care?	4.12	2.93	NA	No target
Maltreatment in foster care: Of all children in foster care during a 12 month period, what is the rate of victimization per day of foster care?	8.5	14.7	14.7	5.9
Recurrence of maltreatment: Of all children who were victims of an indicated report during a 12 month period, what percent were victims of another indicated report within 12 months?	9.1%	17.4%	15.4%	7.0%

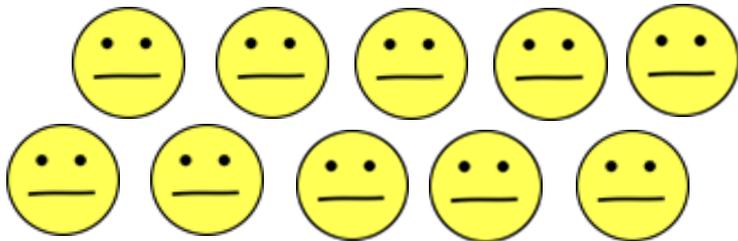
\*National Standards and NYS targets were generated by ACF using data from 2011 through 2013. NYS data were generated by ACF and NYC data were generated by OCFS using ACF methodologies; both reflect Federal Fiscal Year 2014 (October 1, 2013- September 30, 2014) performance.

# CFSR Permanency Measures

## Children Enter Placement throughout the year.....



There are also long stayers from prior years who are in placement



## Children Exit to Permanency throughout the year.....

- 36% should exit during the 1<sup>st</sup> year



- 41.6% should exit during the second year

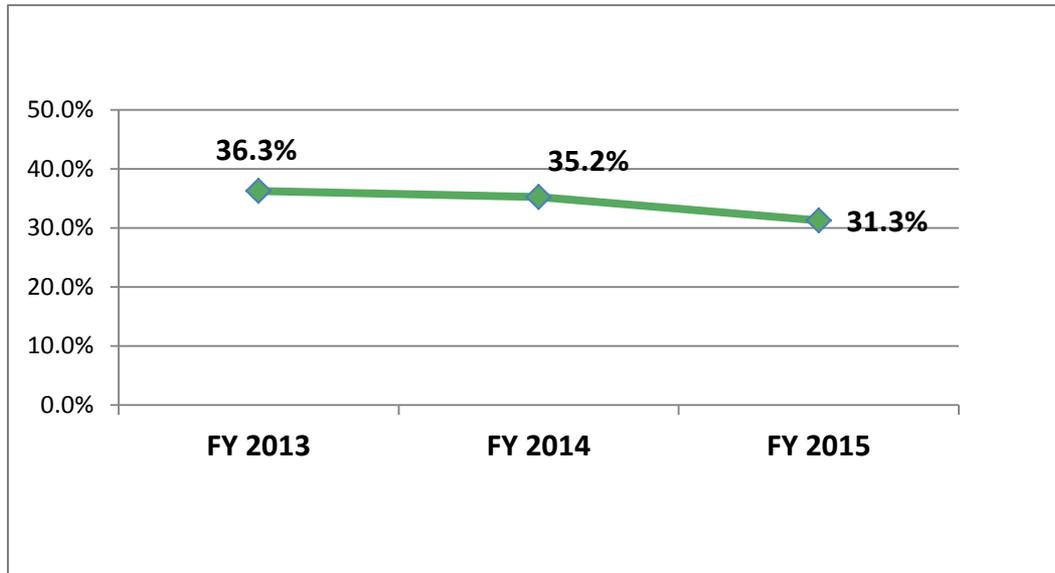


- The remaining children are the long stayers.
  - 36% of the long stayers should exit each year



# Permanency for Children Entering Care, NYC

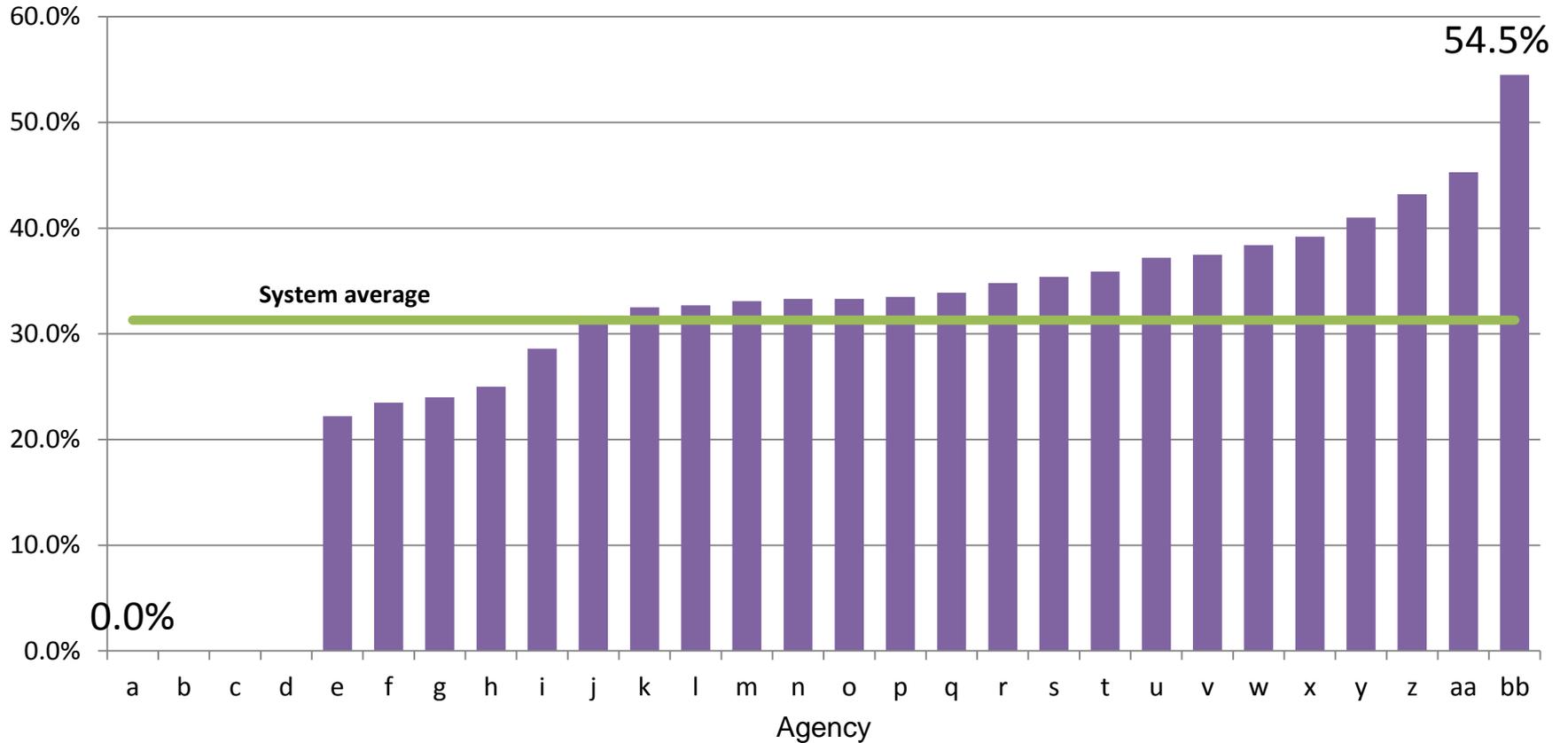
NYS Target 36.7%



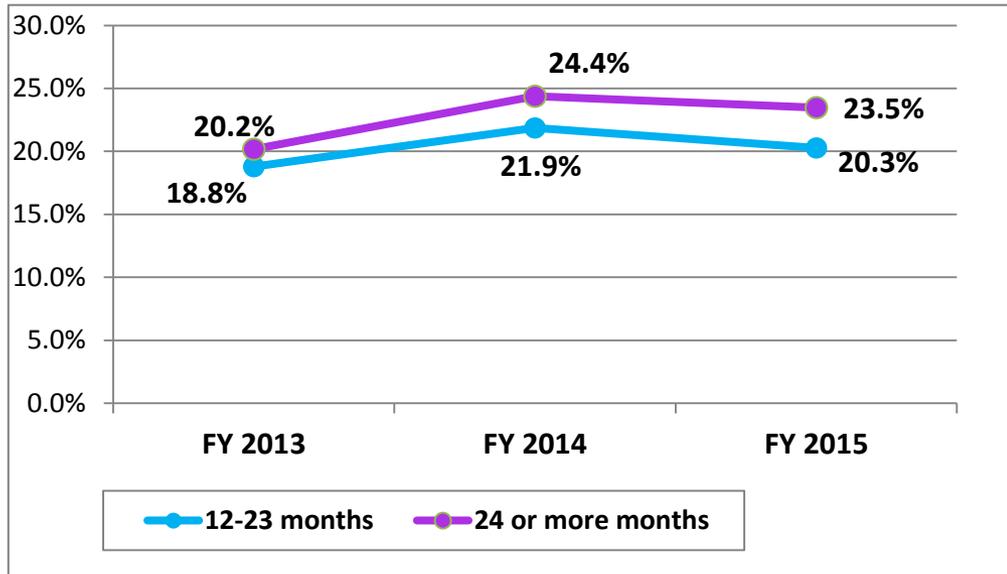
Permanency within 1 year is the percent of children who entered care during the year who are then discharged to permanency within 12 months of entry.

	FY 2013	FY 2014	FY 2015
Number of children who entered care	4,413	4,303	4,034
Number of children discharged to permanency within 12 months	1,600	1,516	1,261
Number of additional permanency discharges that would need to have occurred in order to meet the NYS target	0	63	219

# Permanency in 12 Months for Children Entering Care, Foster Care Agency Performance, FY 2015



# Permanency for Children in Care, NYC



NYS Target:

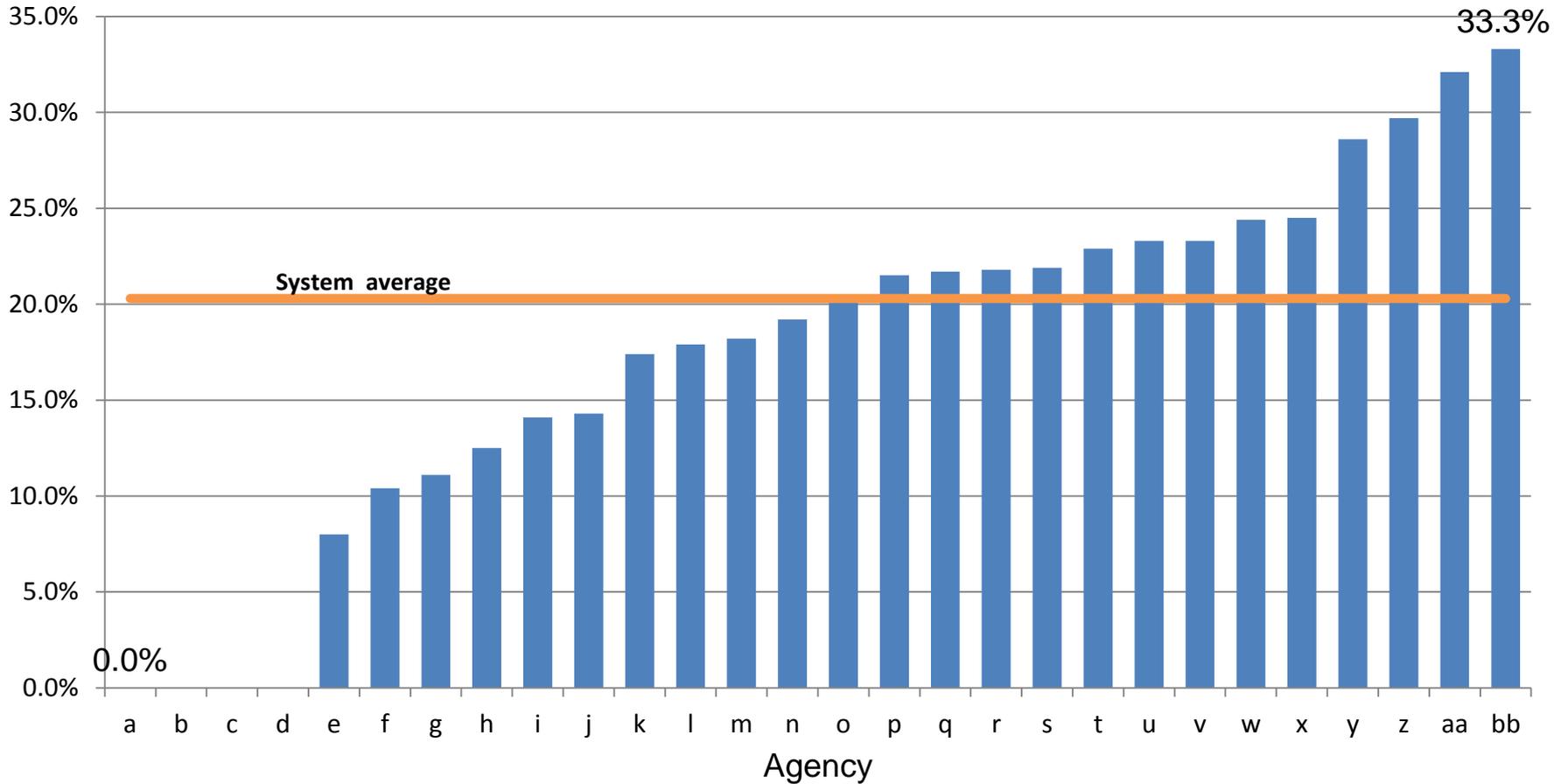
12-23 months 41.6%

24 or more months 36.2%

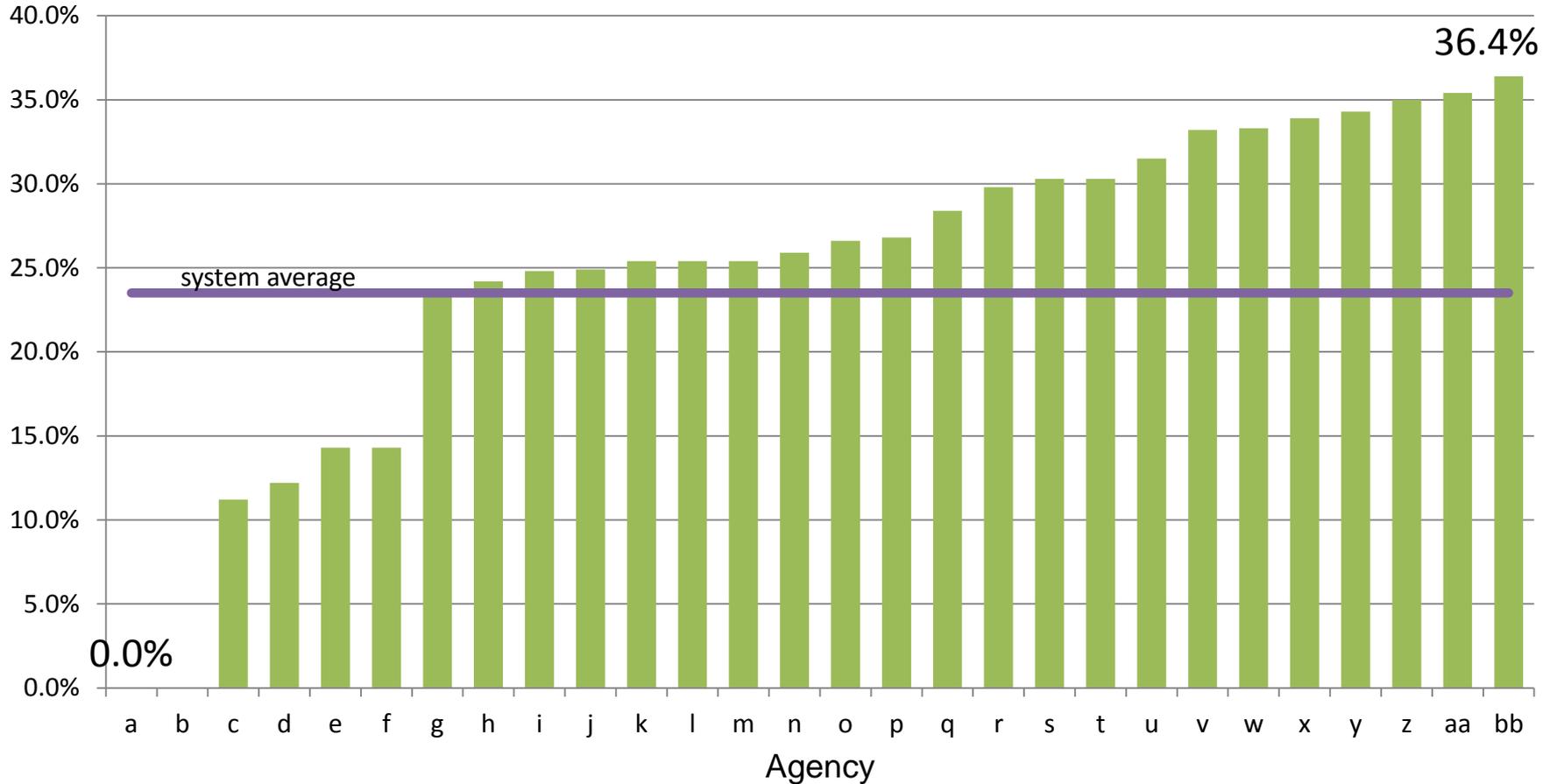
Permanency for children in care is the percent of children in care *at a point in time* (e.g. July 1, 2013), who had been in care for 1-2 years, or more than 2 years as of that date, who are discharged to permanency within one year (e.g. by June 30, 2014).

	FY 2013	FY 2014	FY 2015
Number of children in care for 12-23 months at the beginning of the year	3,027	2,901	2,393
Number of children discharged to permanency within 12 months	569	634	485
Number of additional permanency discharges that would need to have occurred in order to meet the NYS target	690	573	510
Number of children in care for 24 or more months at the beginning of the year	8,226	8,094	7,541
Number of children discharged to permanency within 12 months	1,659	1,974	1,770
Number of additional permanency discharges that would need to have occurred in order to meet the NYS target	1,319	956	960

# Permanency in 12 Months for Children in Care 12-23 Months, Foster Care Agency Performance, FY 2015



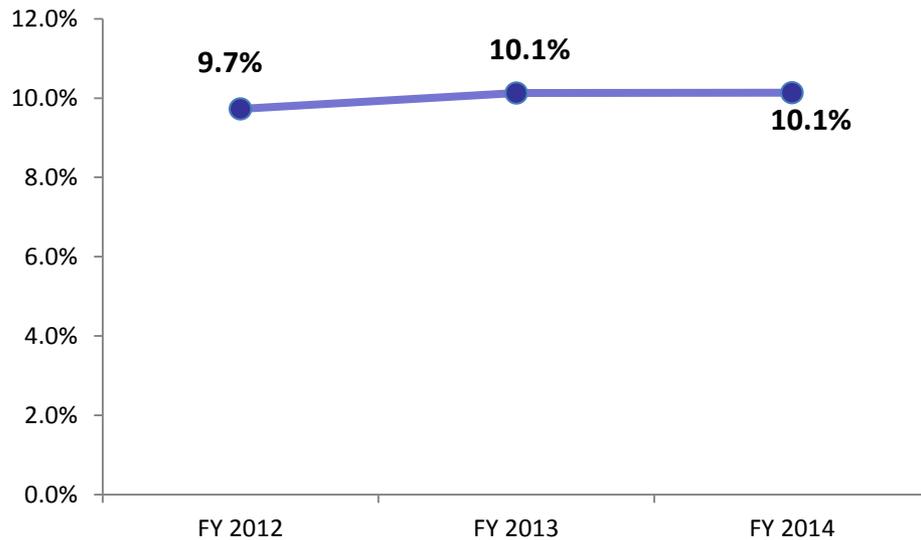
# Permanency in 12 Months for Children in Care 24 or More Months, Foster Care Agency Performance, FY 2015



# Re-entry, NYC

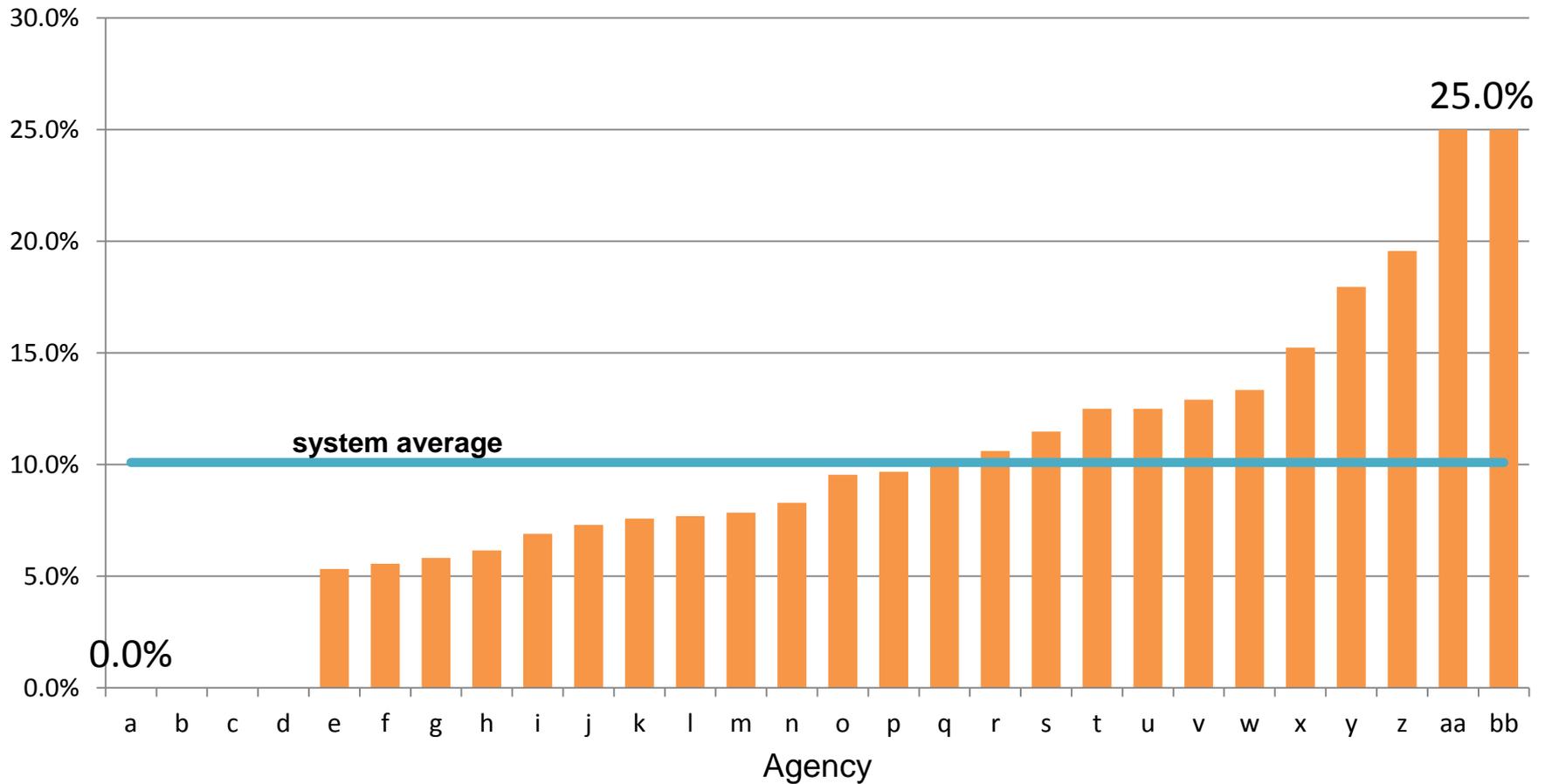
NYS Target: 7.4%

The re-entry rate is the percent of children who were discharged from foster care to family or guardians, and returned to foster care within 12 months.

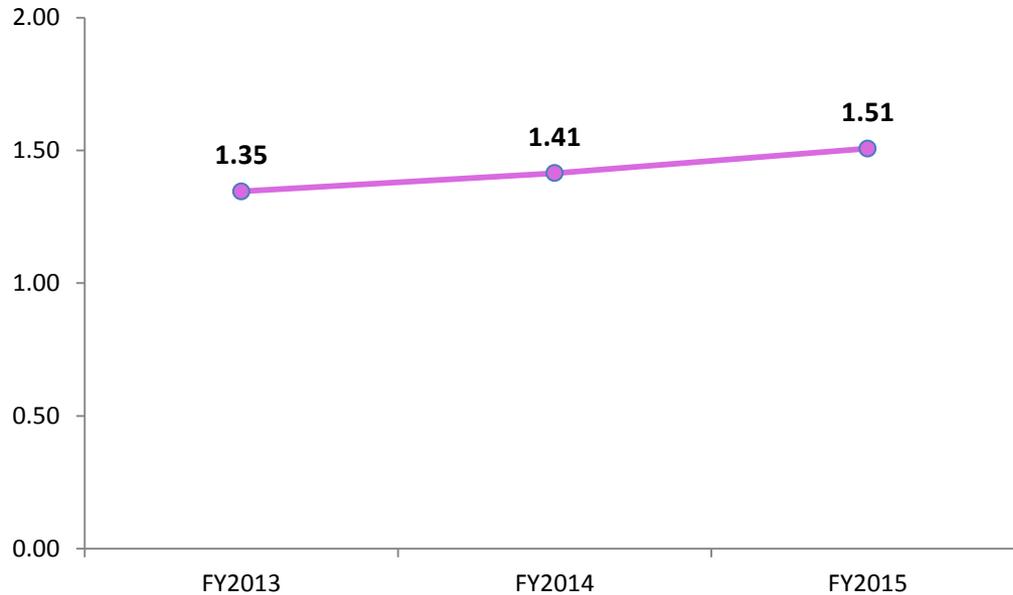


	FY 2012	FY 2013	FY 2014
Number of children reunified or discharged to KinGAP	3,608	3,228	3,019
Number of children who re-entered care within 12 months	351	327	306

# Re-entry within One Year, Foster Care Agency Performance, FY 2014 Discharges



# Placement Stability, NYC

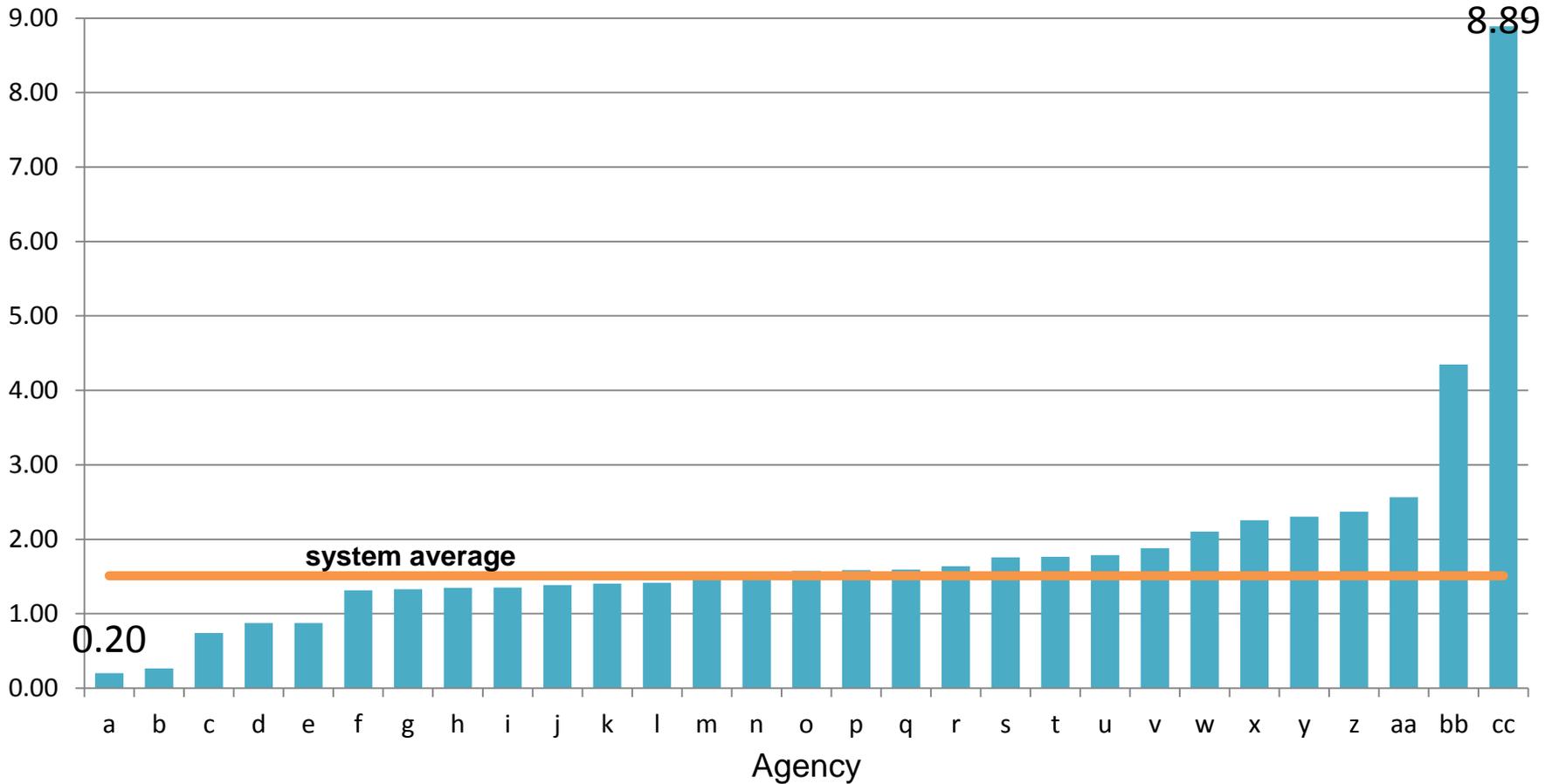


No NYS Target,  
NYS Exceeds Federal Standard: 4.12

Placement stability is the number of moves from one foster care placement to another per 1,000 days in care.

	FY 2013	FY 2014	FY 2015
Total number of days that children spent in foster care	5,575,859	5,012,730	4,741,982
Moves during the year	7,503	7,090	7,131

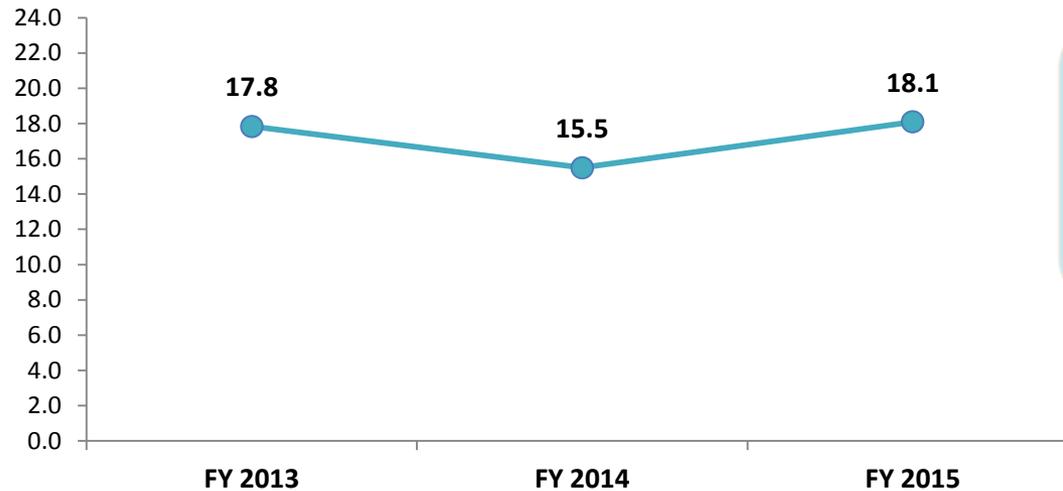
# Placement Stability, Foster Care Agency Performance, FY 2015



# Maltreatment in Family Foster Care, NYC

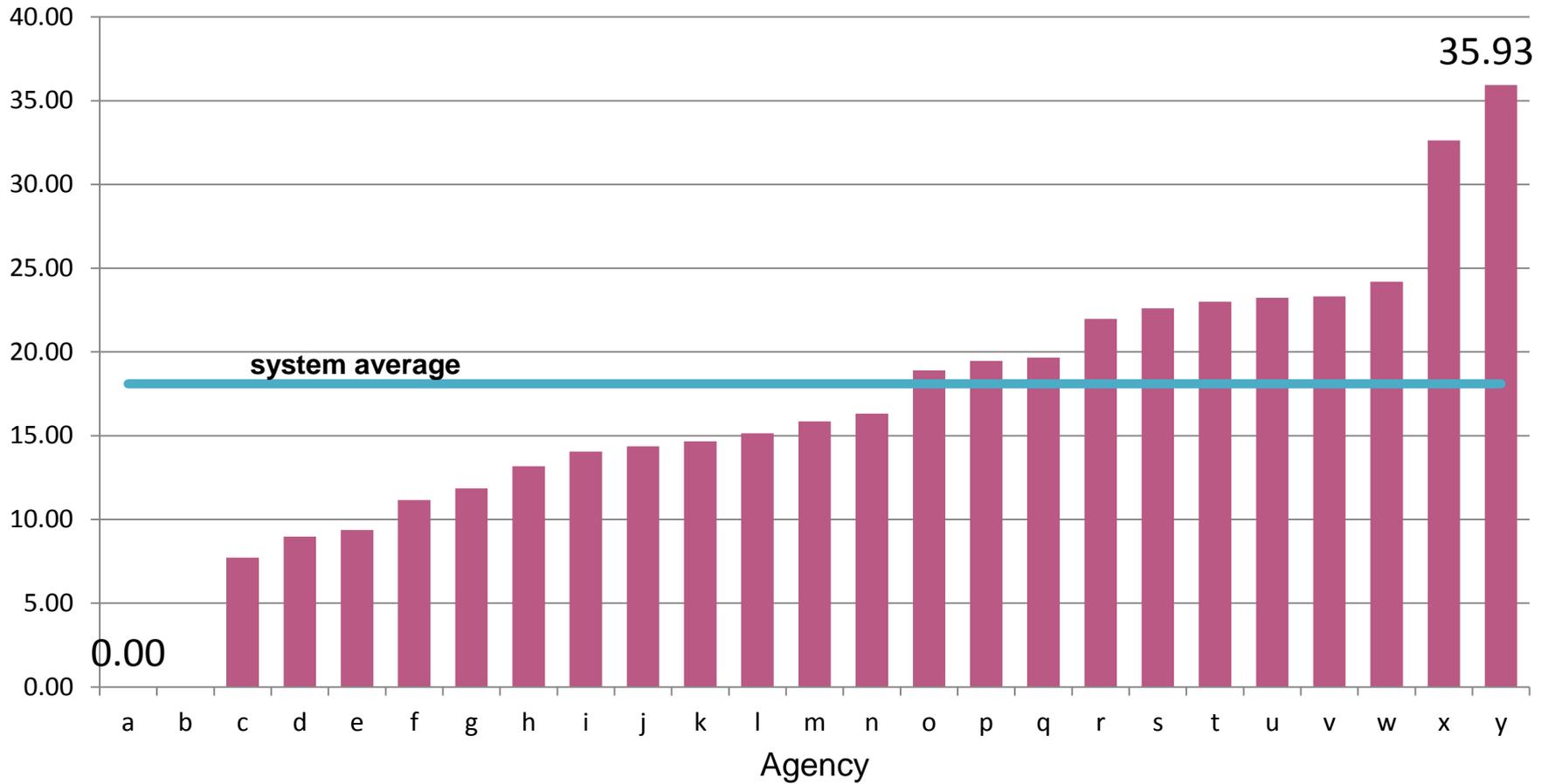
NYS Target 5.9

Maltreatment in family foster care is the number of children with confirmed maltreatment while in family foster care per 100,000 family foster care days.

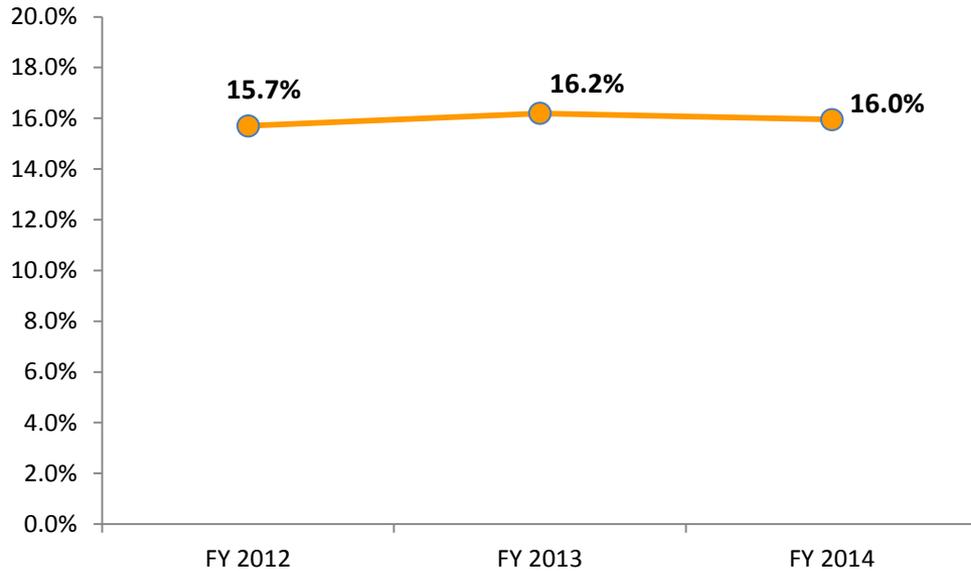


	FY 2013	FY 2014	FY 2015
Total number of days that children spent in family foster care	4,210,061	3,865,847	3,657,980
Number of children with confirmed maltreatment while in family foster care	751	599	662
Number of children that would need to not have indicated investigations in order to meet the NYS target	503	371	446

# Maltreatment in Family Foster Care, Foster Care Agency Performance, FY 2015



# Recurrence of Maltreatment, NYC

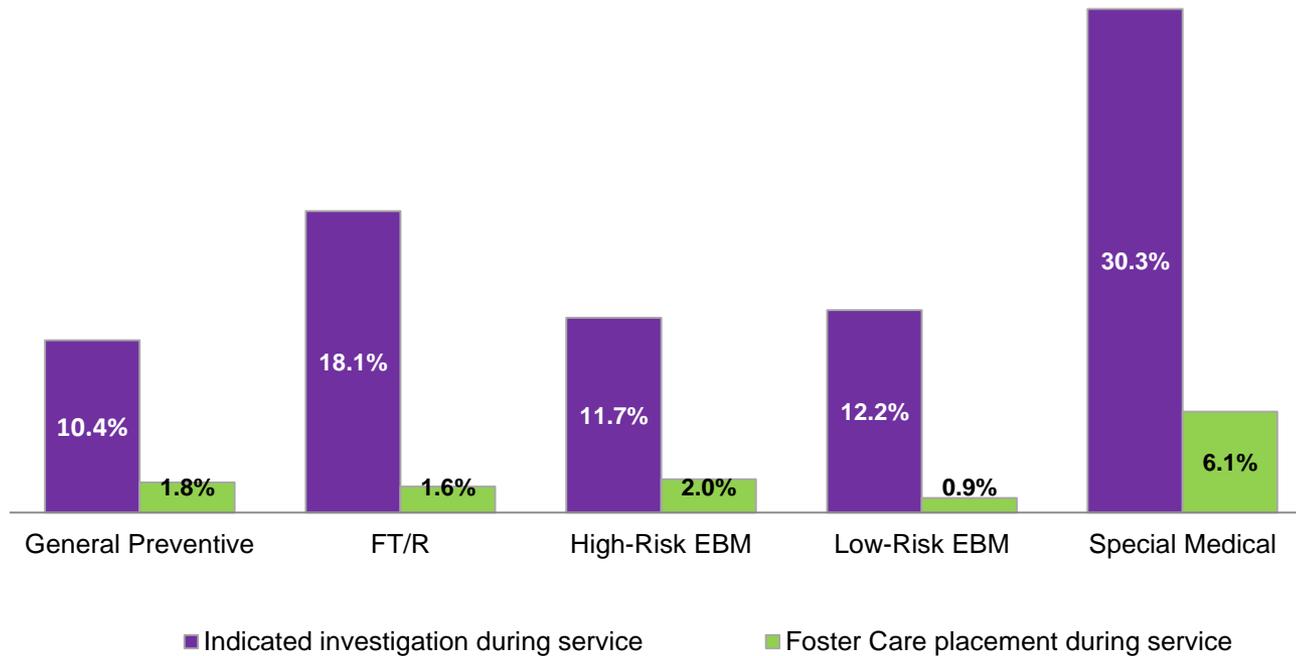


**NYS Target 7%**

Recurrence of maltreatment is the percent of confirmed maltreated children who are confirmed maltreated in another investigation within a year.

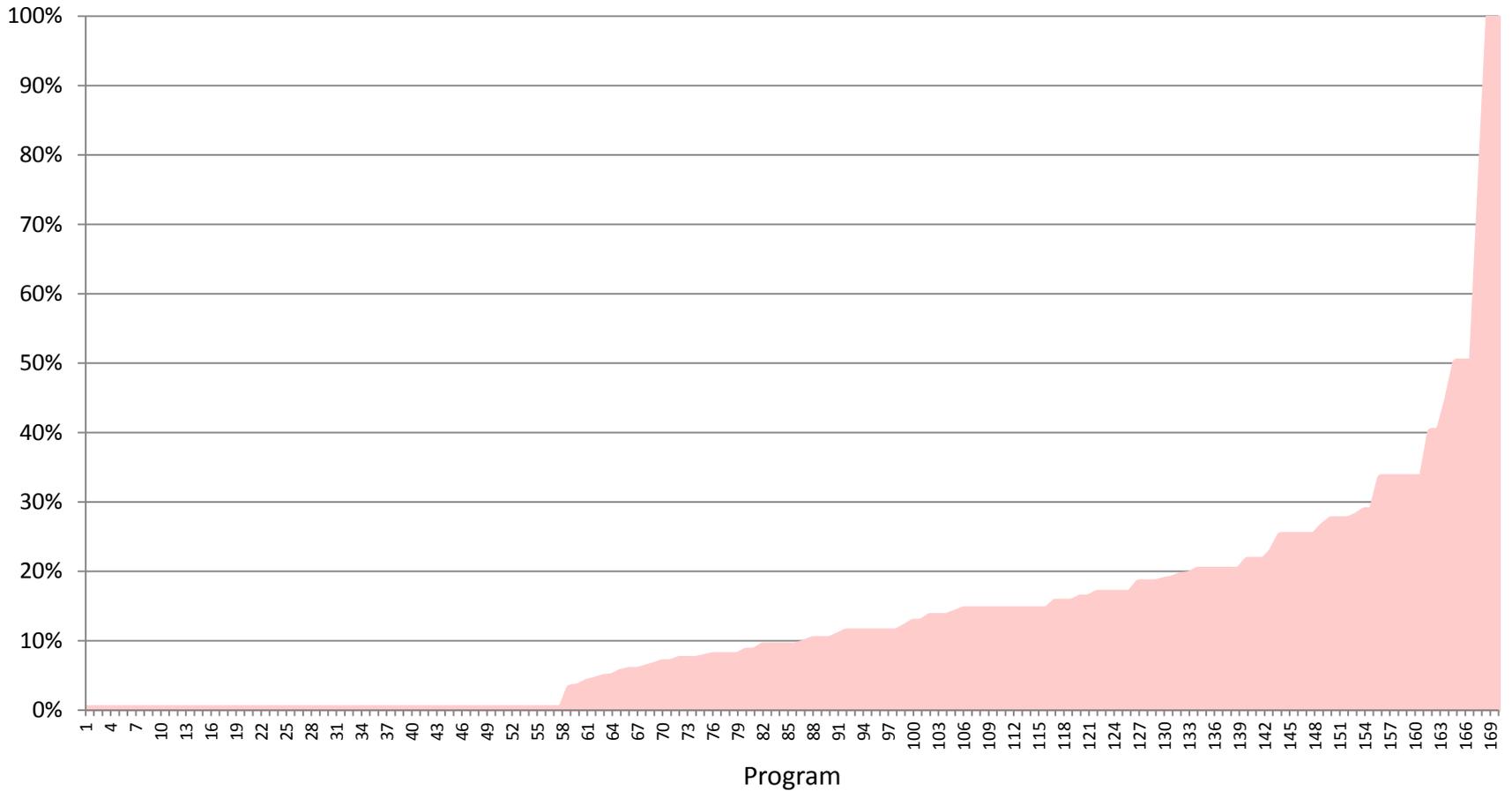
	FY 2012	FY 2013	FY 2014
Number of confirmed maltreated children	33,227	31,121	31,147
Number of confirmed maltreated children with repeat maltreatment	5,208	5,039	4,895
Number of repeat maltreatments that would need to have not occurred in order to meet the NYS target	2,882	2,861	2,715

# Indicated Investigations and Foster Care Placement During Service, Preventive Cases Closed January – March 2014

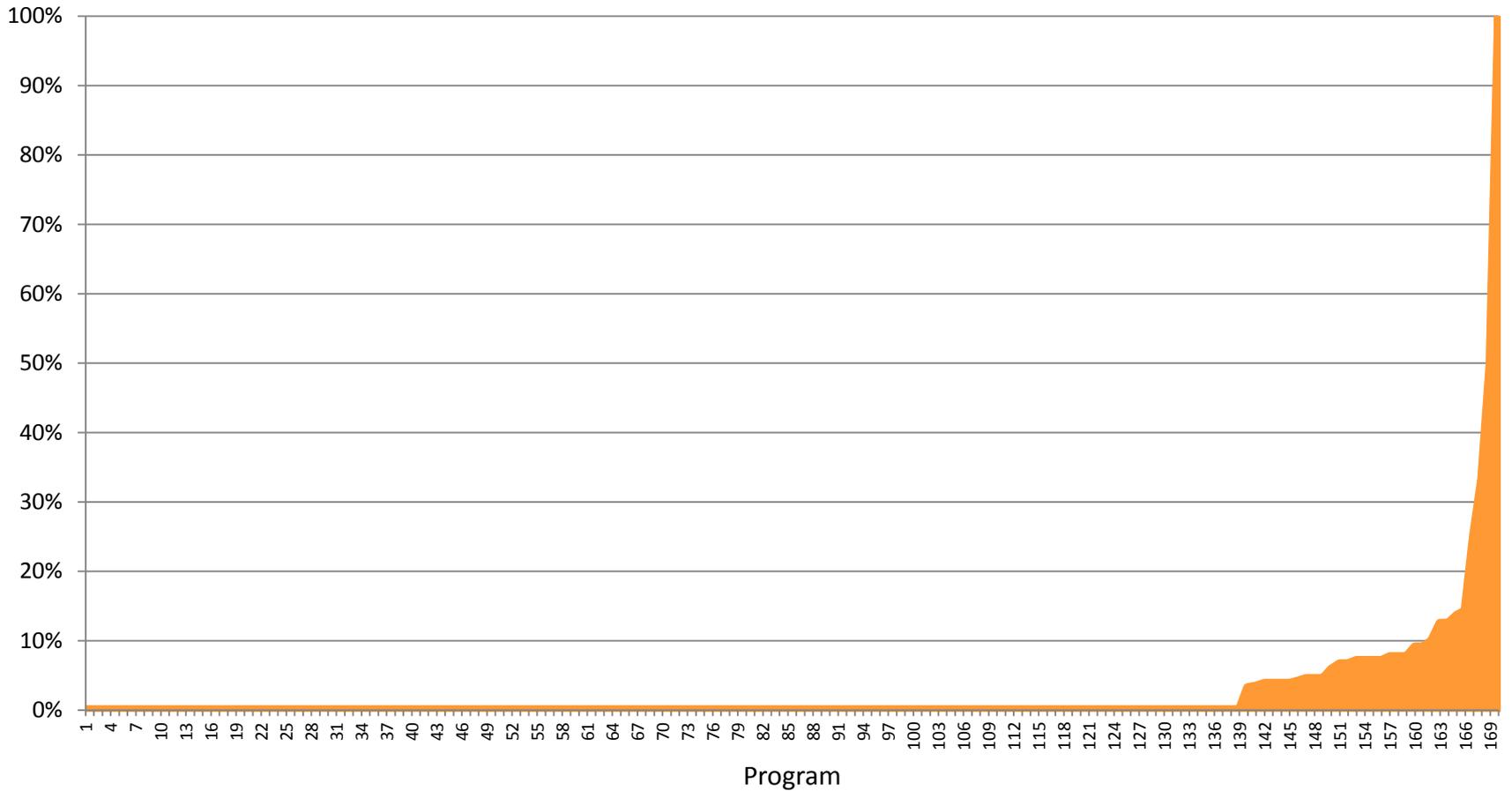


	Cases Closed	Indicated investigation during service	Foster Care placement during service
General Preventive	1,100	114	20
FT/R	193	35	3
High-Risk EBM	401	47	8
Low-Risk EBM	230	28	2
Special Medical	33	10	2

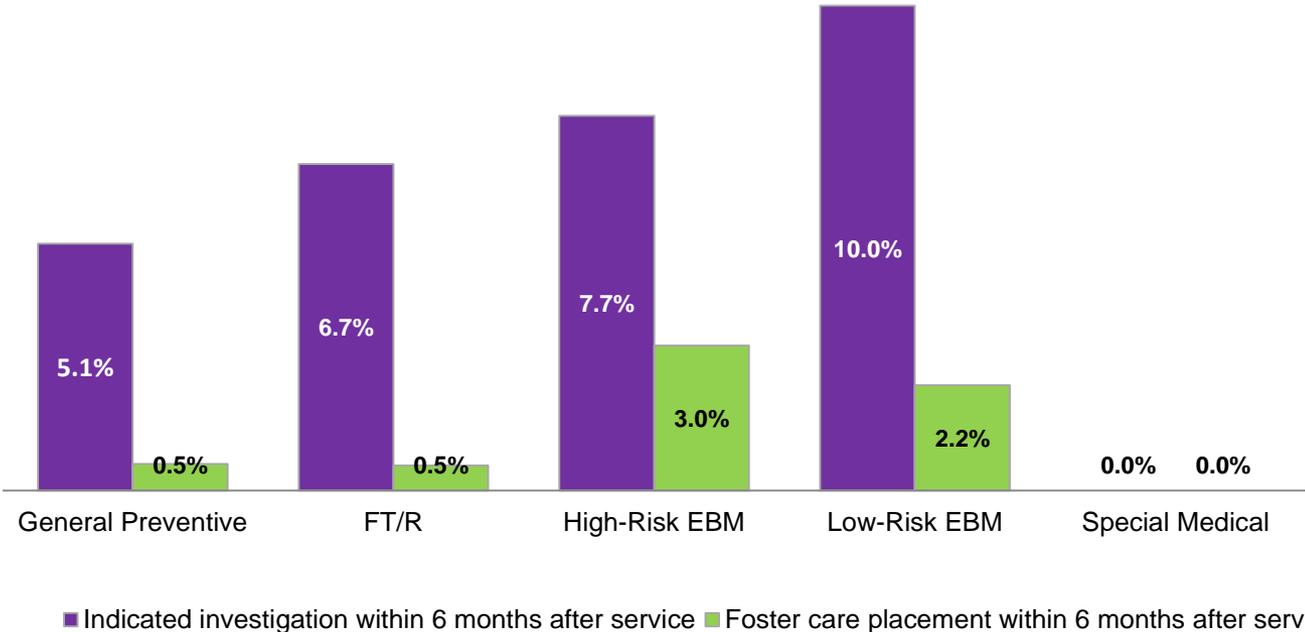
# Indicated Investigations During Service, Preventive Program Performance, Preventive Cases Closed January – March 2014



# Foster Care Placement During Service, Preventive Program Performance, Preventive Cases Closed January – March 2014



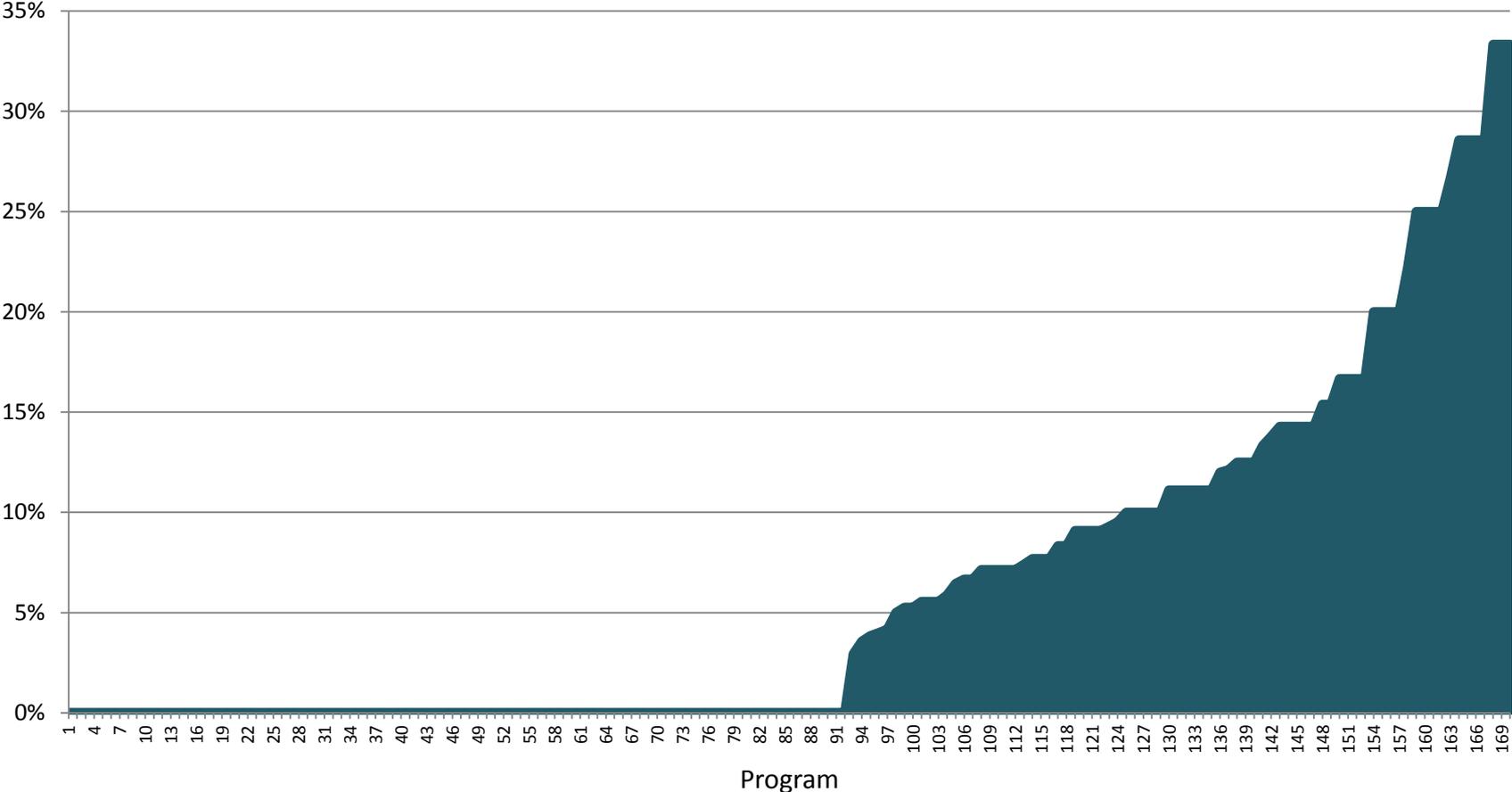
# Indicated Investigations and Foster Care Placement within Six Months After Preventive Service, Preventive Cases Closed January – March 2014



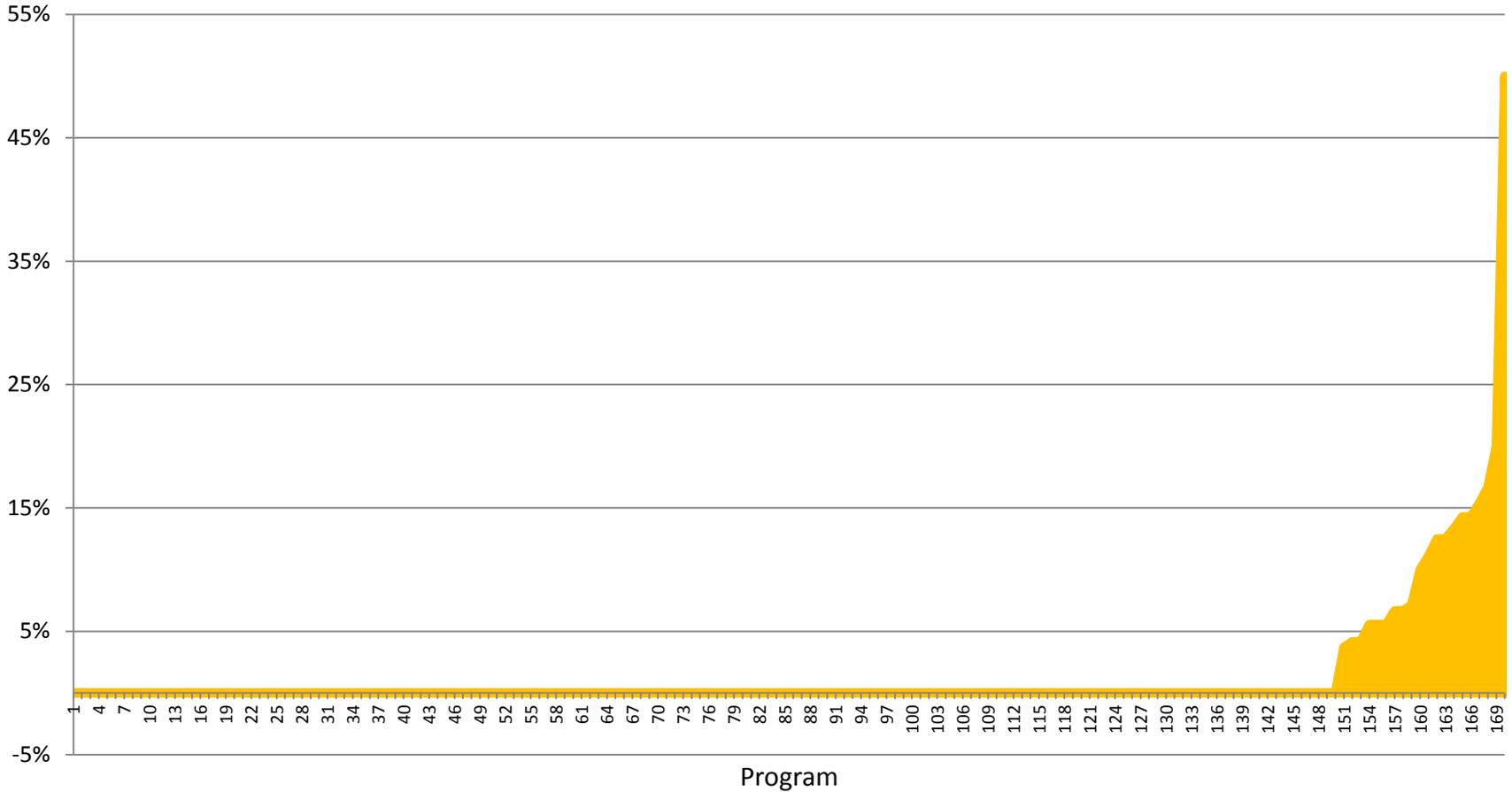
	Cases Closed	Cases with Indicated investigation within 6 months after preventive service	with Foster care placement within 6 months after preventive service
General Preventive	1,100	56	6
FT/R	193	13	1
High-Risk EBM	401	31	12
Low-Risk EBM	230	23	5
Special Medical	33	0	0

Data source: Connections, CCRS, PROMIS

# Indicated Investigations within Six Months After Preventive Service, Preventive Program Performance, Preventive Cases Closed January – March 2014



# Foster Care Placement within Six Months After Preventive Service, Preventive Program Performance, Preventive Cases Closed January – March 2014



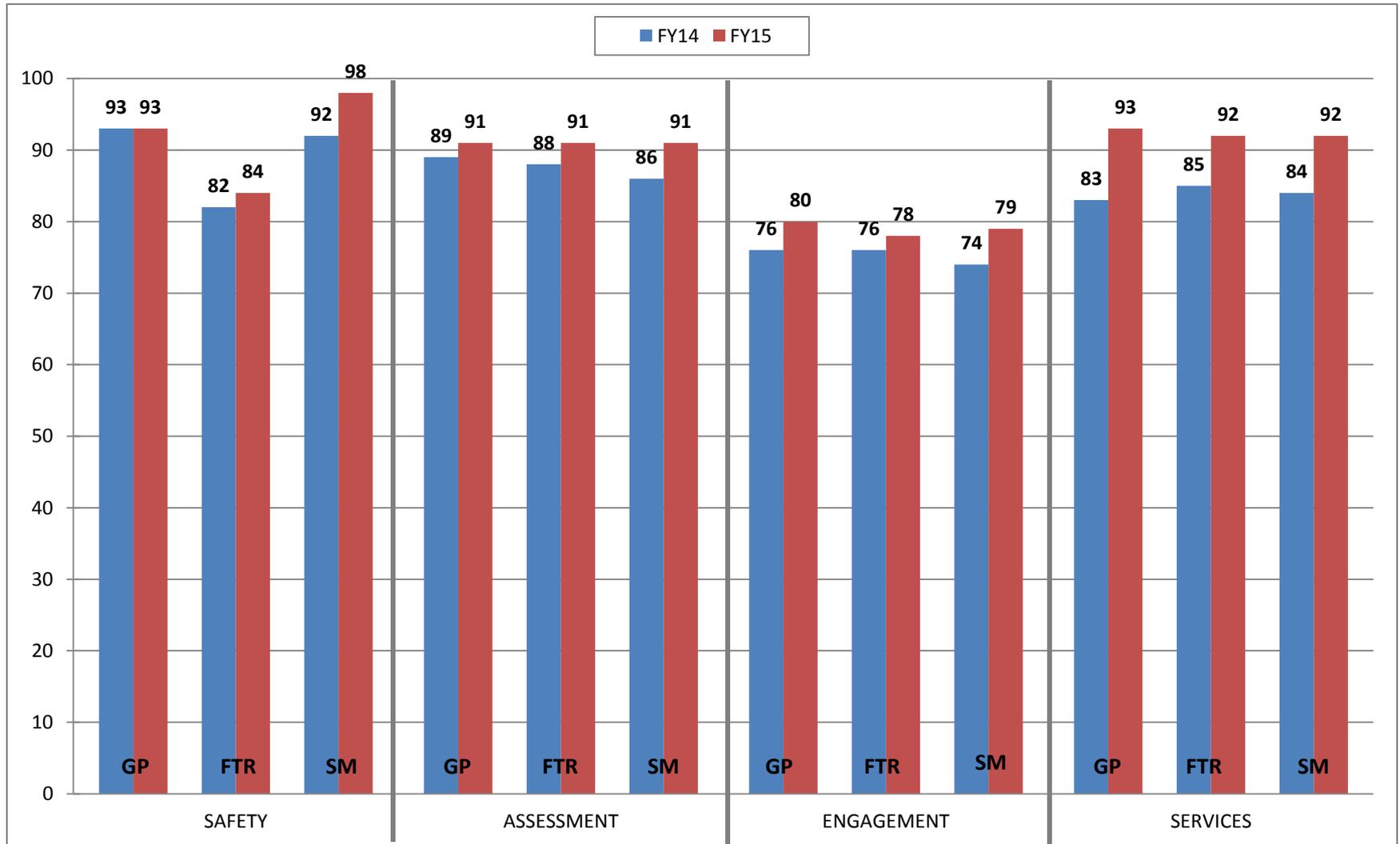
# Using Practice Data to Understand Outcomes

Kerri Smith

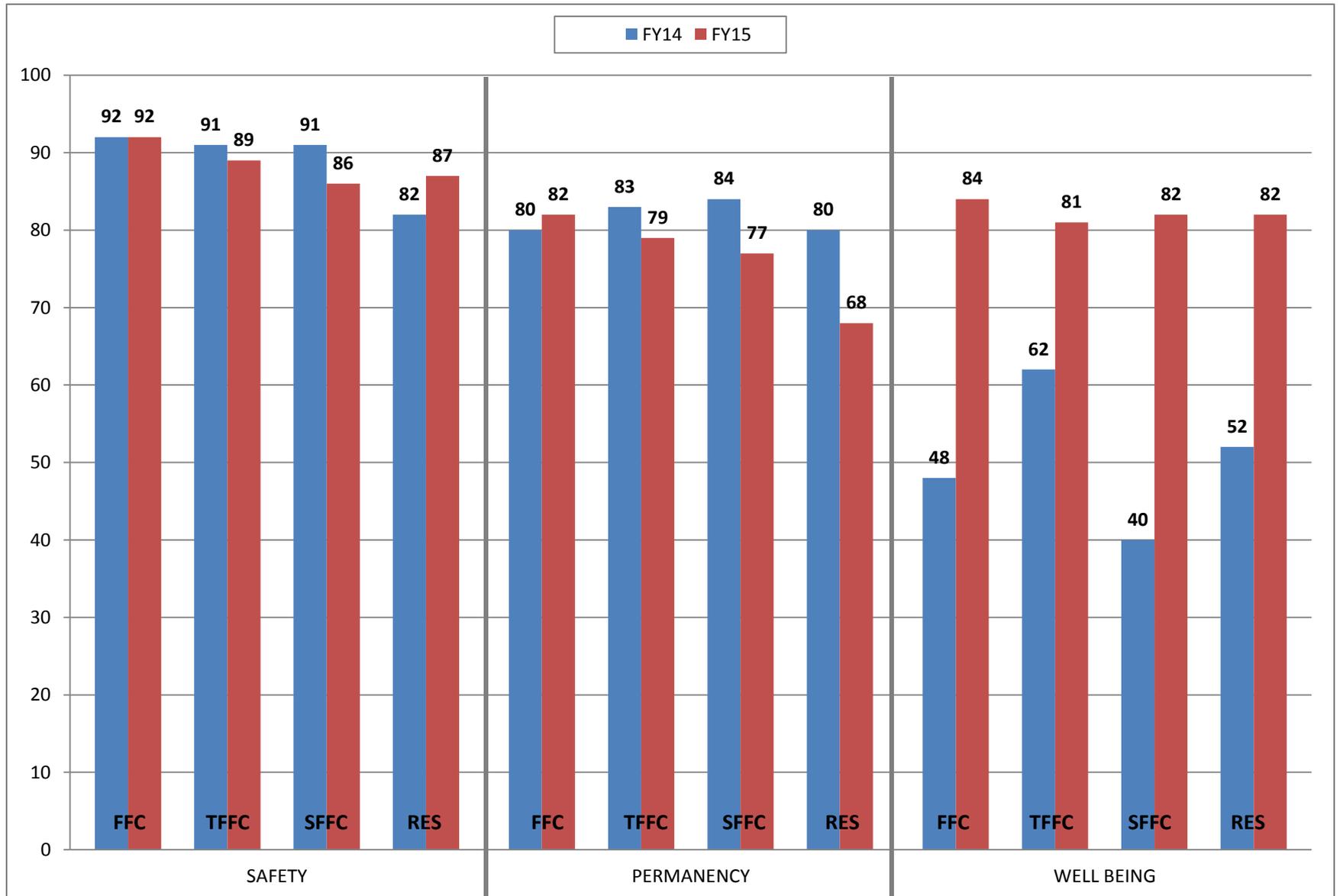
Associate Commissioner

Policy, Planning & Measurement

# PREVENTIVE PAMS OVERVIEW: FY14 and FY15 COMPARISON



# FOSTER CARE PAMS OVERVIEW: FY14 and FY15 COMPARISON



# FY15 PAMS Trends Reflect Two Priority Challenges

## **Engagement:**

- Using Family Team Conferencing to engage families in services
- Overcoming barriers to family engagement in services
- Engaging families through birth parent contacts and through visitation to further permanency

## **Supervisory Practice:**

- Using supervision to discuss progress towards permanency and achievement of goals
- Using Supervisory Case Reviews to identify gaps in practice and provide timely guidance to caseworkers

# Strengthening Engagement with Families

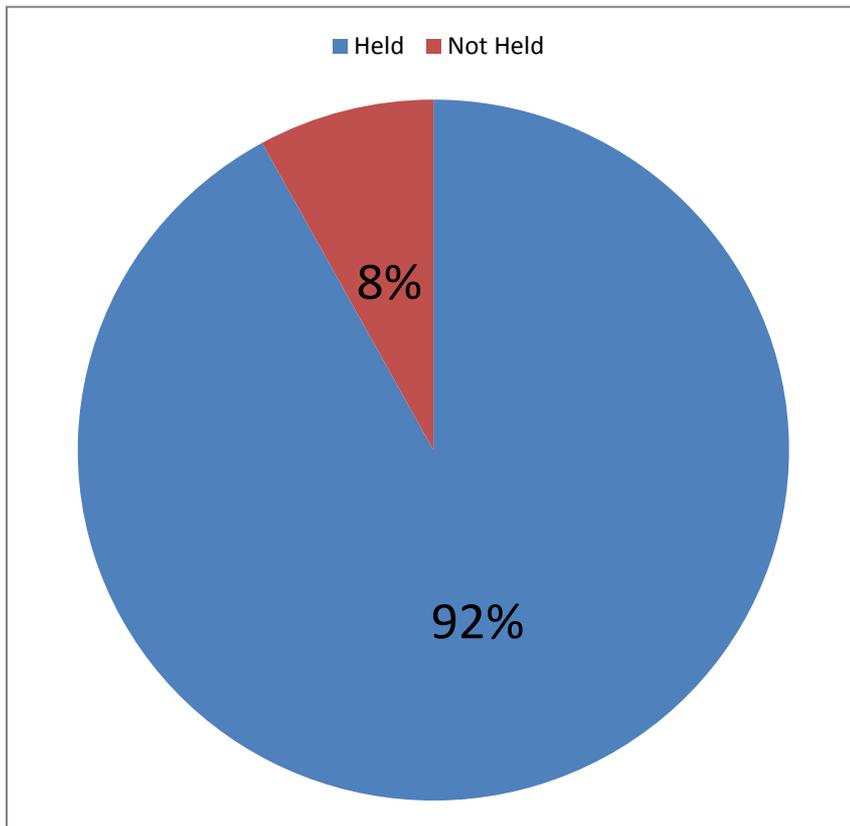
## Key Questions:

- How are FTC's used to engage families and strengthen service plans?
- How are caseworkers engaging families to overcome barriers to participation in services?
- How are caseworkers engaging birth parents during contacts and visitation to further permanency?

# Strength: Providers are holding Family Team Conferences (FY15 PAMS Data)

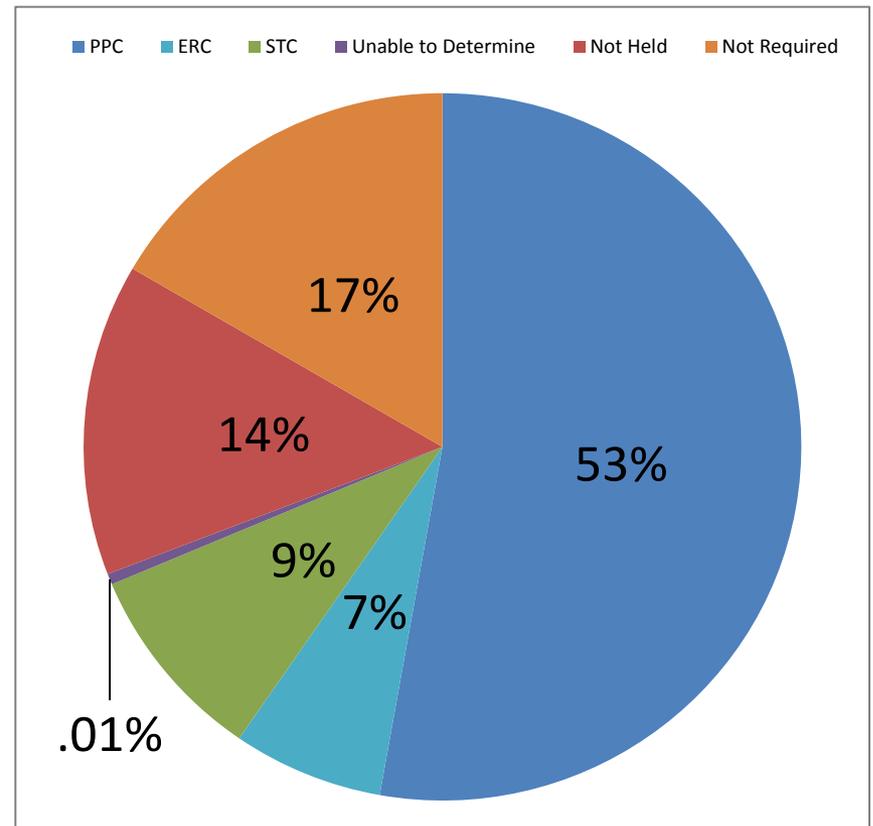
## FOSTER CARE

(N=2064)



## PREVENTIVE

(N=2019)

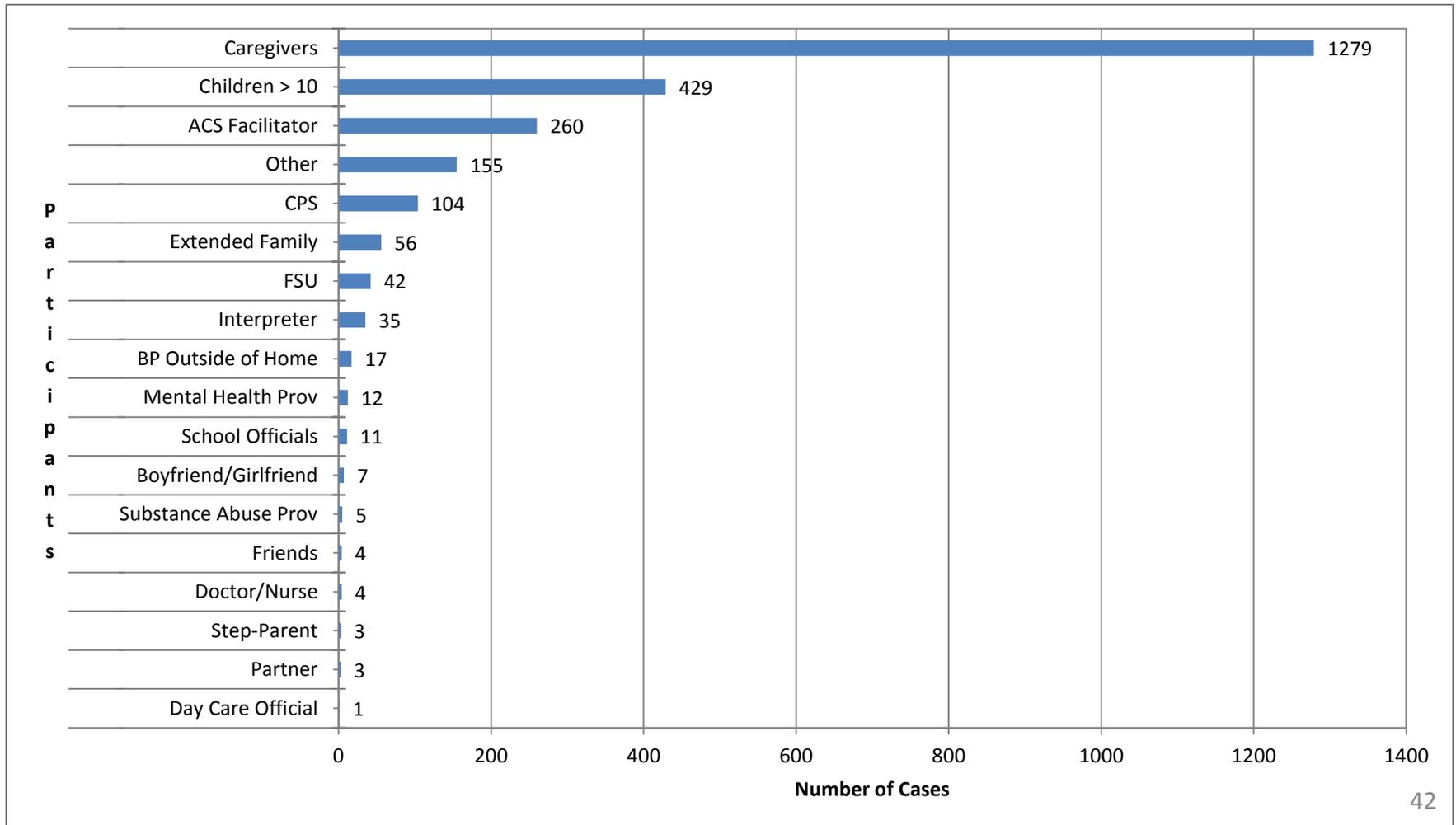


# Challenge: Engaging Family in the FTC Process

Are caseworkers having conversations with families about inviting others to FTCs?

Foster Care: Only 4% of the time Preventive: Only 20% of the time

Are Support Systems Engaged and Participating? Preventive FY15 Data Below Illustrates:



# Connecting FTCs to Work with Families

**System Strength: FTC's are responsive to issues of families.**

- Where FTC's were held, FTC plans align with issues in the record in 93% of Preventive and 86% of Foster Care cases (FY15 PAMS)

**System Challenge: Timely follow up on FTC plans by caseworkers.**

- Timely follow up on FTC plans was seen in only 29% of Preventive cases and 50% of Foster Care cases (FY15 PAMS)

## Challenges to Overcoming Barriers to Family Participation in Preventive Services (FY15 PAMS)

**Strength: Caseworkers are documenting their efforts to overcome barriers to family participation in services. Top three most frequent:**

- Providing positive reinforcement/express commitment to helping family
- Exploring family's reservation/concerns and discuss benefits to services
- Clarifying goals/services/referrals to enhance family's understanding

**Challenge: Efforts may not be effective.**

- Even with these efforts made, families still received services specific to referrals made by caseworkers only 41% of the time.

**Challenge: Caseworker engagement of collaterals to support service referrals and service completion**

- Caseworkers coordinated services with other providers involved with the family only 63% of the time.

## FOSTER CARE CHALLENGE: PARENT ENGAGEMENT

Comparison of System Performance FY14 and FY15 PAMS Data

	FY14	FY15
Frequency of Casework Contacts with Birth Parent/Discharge Resource	54%	58%
Frequency of Parent/Child Visits	44%	44%

# Supervisory Practice Challenges

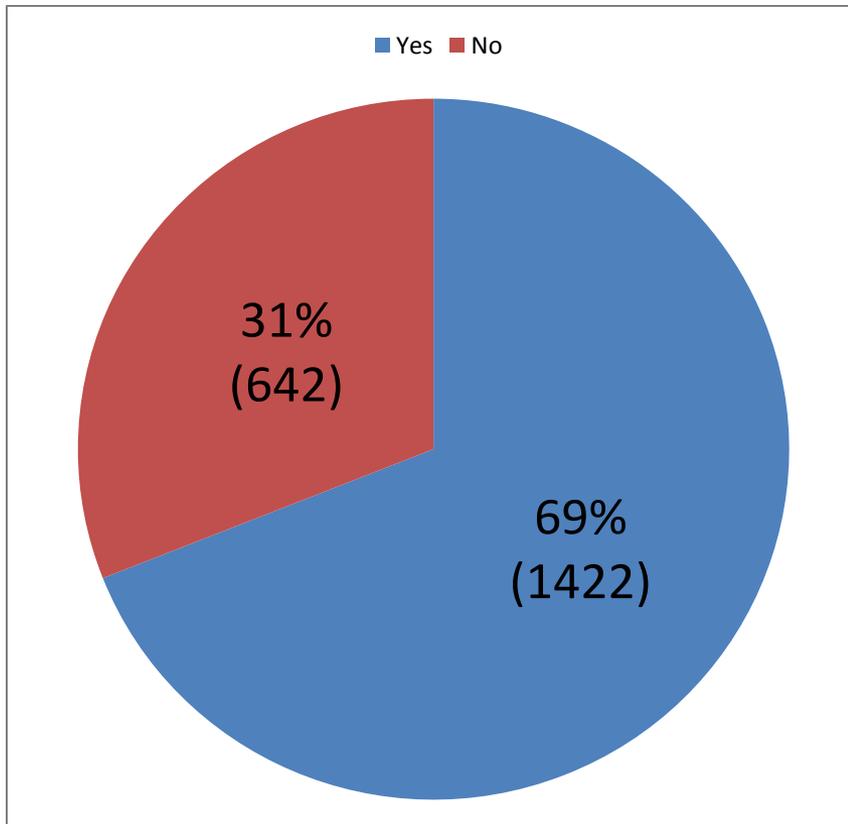
## Key Questions:

- Is it regularly occurring?
- Is guidance being provided to caseworkers?
- Is progress towards achieving goals for case closure and achieving permanency discussed regularly?

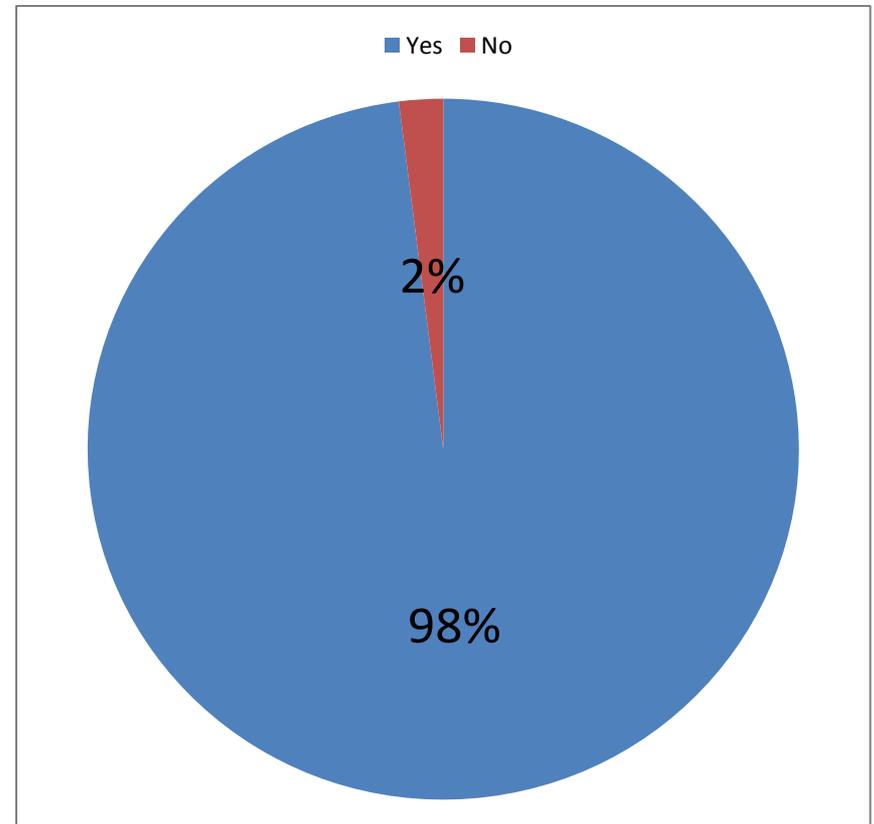
# Supervisory Case Reviews – Are they occurring?

FY15 PAMS: Blue reflects % of case records with at least one documented supervisory case review during the PAMS Review Period

## FOSTER CARE



## PREVENTIVE

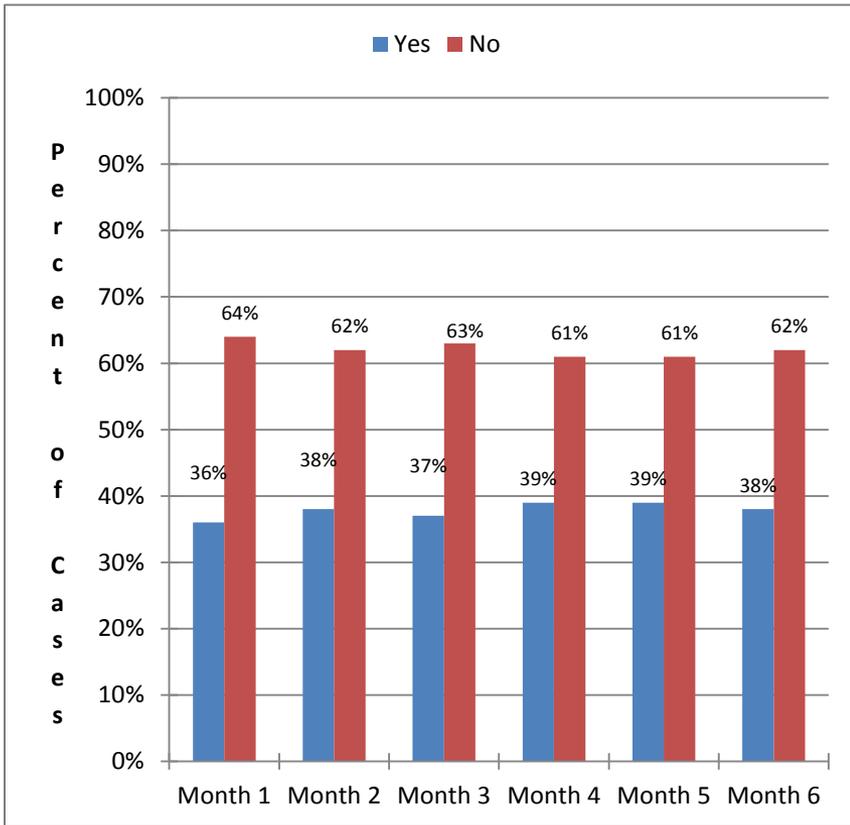


**When supervision was documented, did it include guidance to the caseworker?  
- It did 96% of the time in Preventive, but only 58% of the time in Foster Care**

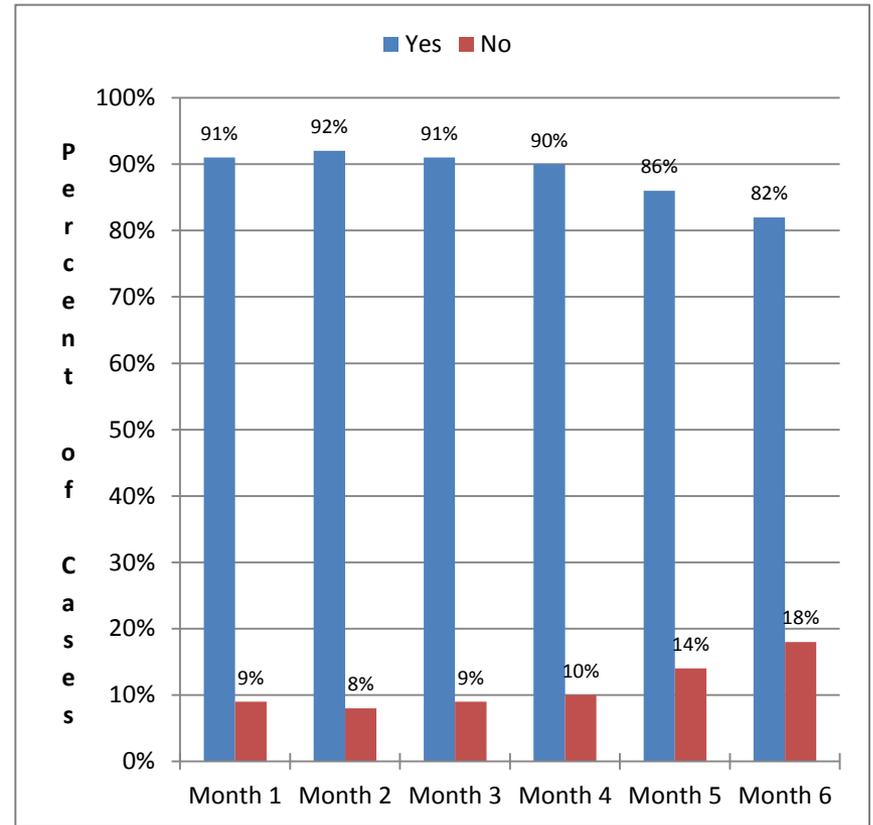
# FREQUENCY OF SUPERVISION – How Often Is It Occurring?

## FY15 PAMS: Monthly Breakout of Documented Supervisory Case Reviews

### FOSTER CARE



### PREVENTIVE



## **Are Supervisors Discussing Case Progress with Caseworkers? (FY15 PAMS)**

**Preventive:** Only **62%** of supervisory case reviews documented the supervisor's discussion with the case planner about what would be needed for successful achievement of goals and case closure.

**Foster Care:** Only **12%** of the total number of supervisory case reviews documented (69%) contained monthly discussions of permanency.

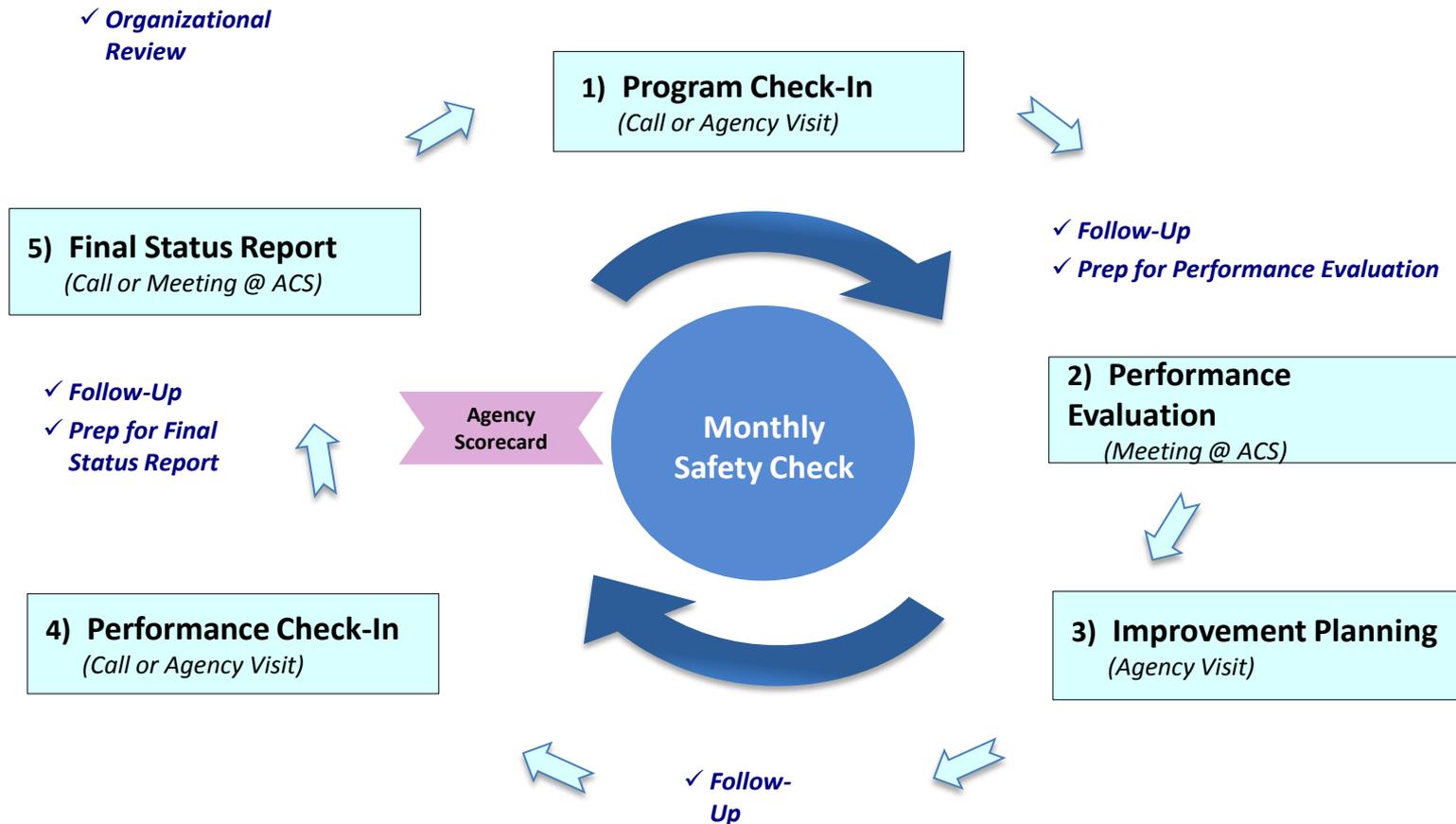
# How Do System Trends Relate to CoQI?

- CoQI uses comprehensive data analysis to inform individual provider improvement efforts.
- Trends in improvement priorities selected during CoQI meetings correlate to the areas of challenge reflected in the data.



# Collaborative Quality Improvement

(Annual Cycle)



# Overview of CoQI Initial Implementation

- Starting in June 2015, CoQI was launched and implemented at all 63 foster care and preventive providers across NYC.
- Monthly Safety Checks have been occurring since July 2015 – The number of casework contacts has increased (Missed contacts in Preventive have declined by 50% from July to December 2015, NYC met the 95% contact target in Foster Care).
- Program Check Ins took place from June through November, all producing short-term program-specific improvement plans.
- Mid-way through Performance Evaluation Meetings and successfully collaborating with ACS leadership and provider executive leadership.
- Agency Improvement Planning Sessions occurring now. So far about 12% have been completed.

# Top 3 CoQI Priorities Selected at Program Check Ins

Foster Care	%	Preventive	%
Permanency - focusing on improving frequency of birth parent contacts	31%	Engagement – focusing on improving FTC practice	53 %
Permanency – improving FTC practice	10%	Assessment – improving supervisory focus	12%
Improving Documentation to better capture practice occurring	10%	Safety – improving frequency of case work contacts	8%

# Trends Seen in CoQI Priorities Selected During Performance Evaluation Meetings

- Provider executive leadership, in collaboration with ACS leadership, have selected strategic priorities for improvement in all 25 of the PEMs held to date
- Early trends can be seen in the priorities selected:
  - Preventive Priorities – 20 % focused on overall staff development, 20% on improving documentation
  - Foster care Priorities – 75 % focused on improving engagement

## Top Trends in Feedback Collected From Programs on Areas for ACS Improvement

Issue for ACS Improvement	Number of times programs provided feedback on this issue
Need for Improved Communication between DCP and Providers, both during transitions and for cases with court involvement	78
Continued Need for Alignment of EBMs with Child Welfare Expectations	36
Need for quick access to technical assistance on challenging cases	32
Request to review funding, incentive structures and caseworker salaries	15

# Child Welfare Programs

## Overview of System Improvement Efforts

Executive Deputy Commissioner,  
Dr. Jacqueline McKnight

DCP Deputy Commissioner, William Fletcher

DPS Deputy Commissioner, Dr. Jackie Martin

FPS Deputy Commissioner, Julie Farber

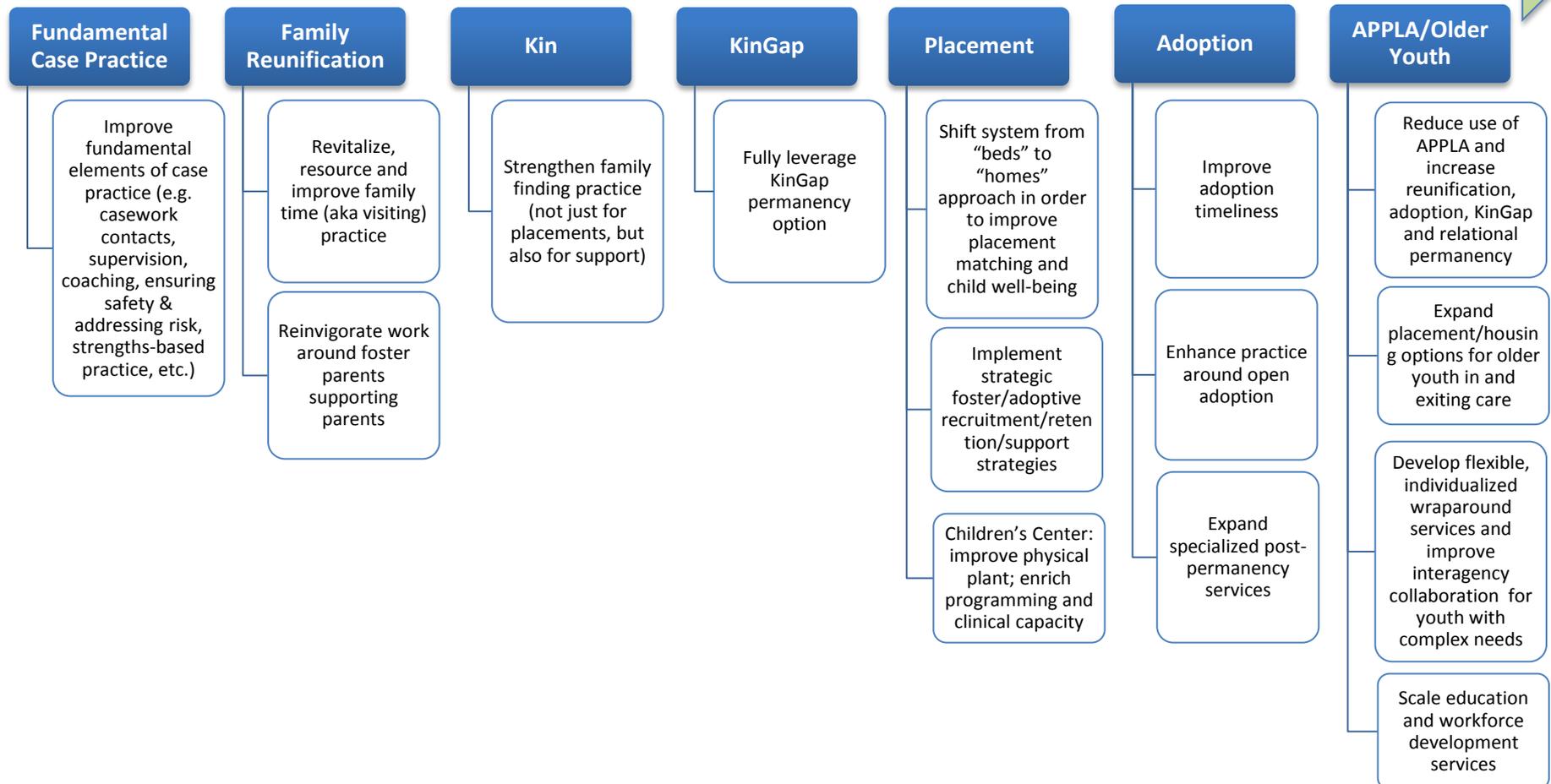
# Improving Outcomes for NYC Children in Foster Care Strategic Blueprint 2016-2018

*New York City  
Administration for Children's Services*

*Division of Family Permanency Services*

# Strategic blueprint: Permanency Practice Priorities

Deliver interventions that are trauma-informed and that help children, parents & families recover from and cope with trauma



# Strategic blueprint: Systemic Priorities



- Improve case transitions from DCP to foster care agencies
- Support enhanced collaboration between foster care agencies and ACS Family Court Legal Services (FCLS)
- Strengthen use of Family Team Conferencing
- Significantly increase utilization of Preventive Services at discharge from foster care
- Enhance resources of Child Welfare Support Services Division to be able to serve foster care agencies (MH/DV/SA/Education Experts)
- Increase collaboration for children involved in both foster care & juvenile justice systems
- Enhance collaboration with other public agencies (HRA, DHS, NYCHA, DOHMH, DYCD, HHC, OMH and OPWDD)

## **New Supports for foster care providers to help improve practice and accelerate permanency**

### **Case Consultation Pilot**

- Senior Practice Consultants (SPCs) out-stationed at selected foster care agencies
  - Consultation
  - Support
  - Bureaucracy-busting
  - Reactive and Proactive

### **Technical Assistance**

- Program-Level Technical Assistance
- Advance blueprint/Co-QI Priorities
- E.g., KinGap Coaching Sessions

# Today's Workshops

- **Bringing Data to Practice** – Identifying the relationships between data elements, system trends, and practice with children and families.
- **Supervisory Practice - Coaching for Results**- Understanding coaching as an important part of supporting staff to transfer learning to practice.
- **Engaging Families** - Exploring the importance of engagement and Motivational Interviewing as an integral part of providing support to the children and families we serve.
- **Improving Case Handoff From DCP to Providers** – Convening provider and ACS leadership to discuss challenges in the existing case handoff process and identify specific priority areas for improvement.  
Session 1: Preventive and Session 2: Foster Care

# Closing Remarks

Deputy Commissioner Andrew White

