

# CHAPTER 1: CONTINUOUS QUALITY IMPROVEMENT (CQI)

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**OUTCOME STATEMENT: CHILDREN AND FAMILY SERVICES WILL MEASURE AND EVALUATE THE QUALITY AND EFFECTIVENESS OF OUR WORK WITH CHILDREN AND FAMILIES.**

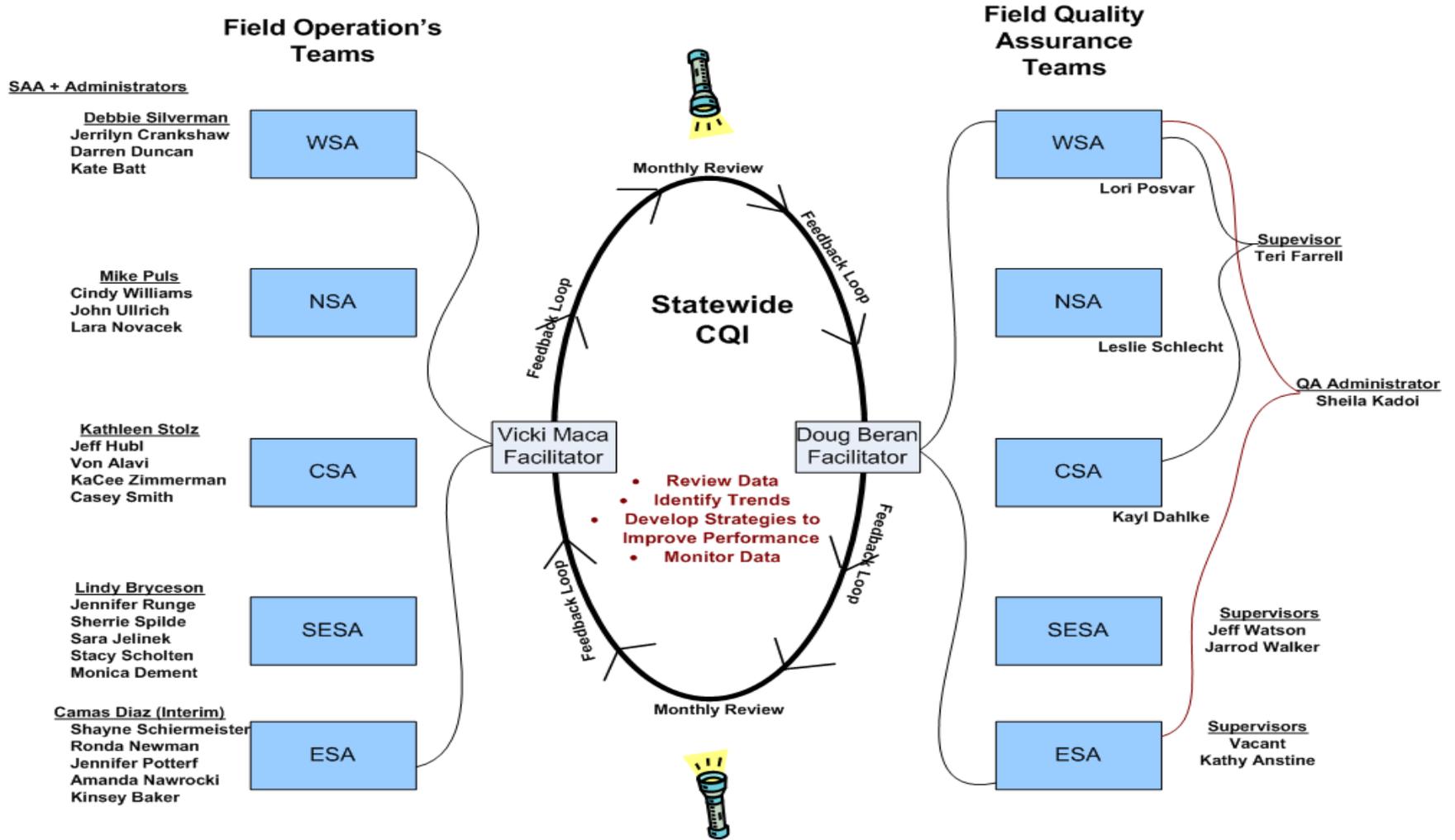
# Schedule of Discussion Subjects 2013

- January
  - Process Measures
  - OperationsData
  - SDM Quality
- February
  - Process Measures
  - SDM Quality
  - Turnover/Vacancy
- March
  - Process Measures
  - SDM Quality
  - COMPASS
- April
  - Process Measures
  - Intake Results
  - OperationsData
  - SDM Quality
  - Denials/Disruptions
- May
  - Process Measures
  - Intake Results
  - SDM Quality
  - Turnover/Vacancy
  - Caseload
  - Denials/Disruptions
- June
  - Process Measures
  - WSA CQI Discussion
  - Intake Results
  - COMPASS
  - SDM Quality
  - Local CQI Update
  - Ward Count Review
- July
  - Process Measures
  - Intake Results
  - OperationsData
  - SDM Quality
  - Intake Results
  - Denials/Disruptions
- August
  - Process Measures
  - Intake Results
  - SDM Quality
  - Turnover/Vacancy
  - Caseload
- September
  - Process Measures
  - Intake Results
  - COMPASS
  - SDM Quality
- October
  - Process Measures
  - Intake Results
  - OperationsData
  - SDM Quality
  - Denials/Disruptions
- November
  - Process Measures
  - Intake Results
  - SDM Quality
  - Local CQI Update
- December
  - Process Measures
  - Intake Results
  - COMPASS
  - SDM Quality
  - Ward Count Review
  - Caseload

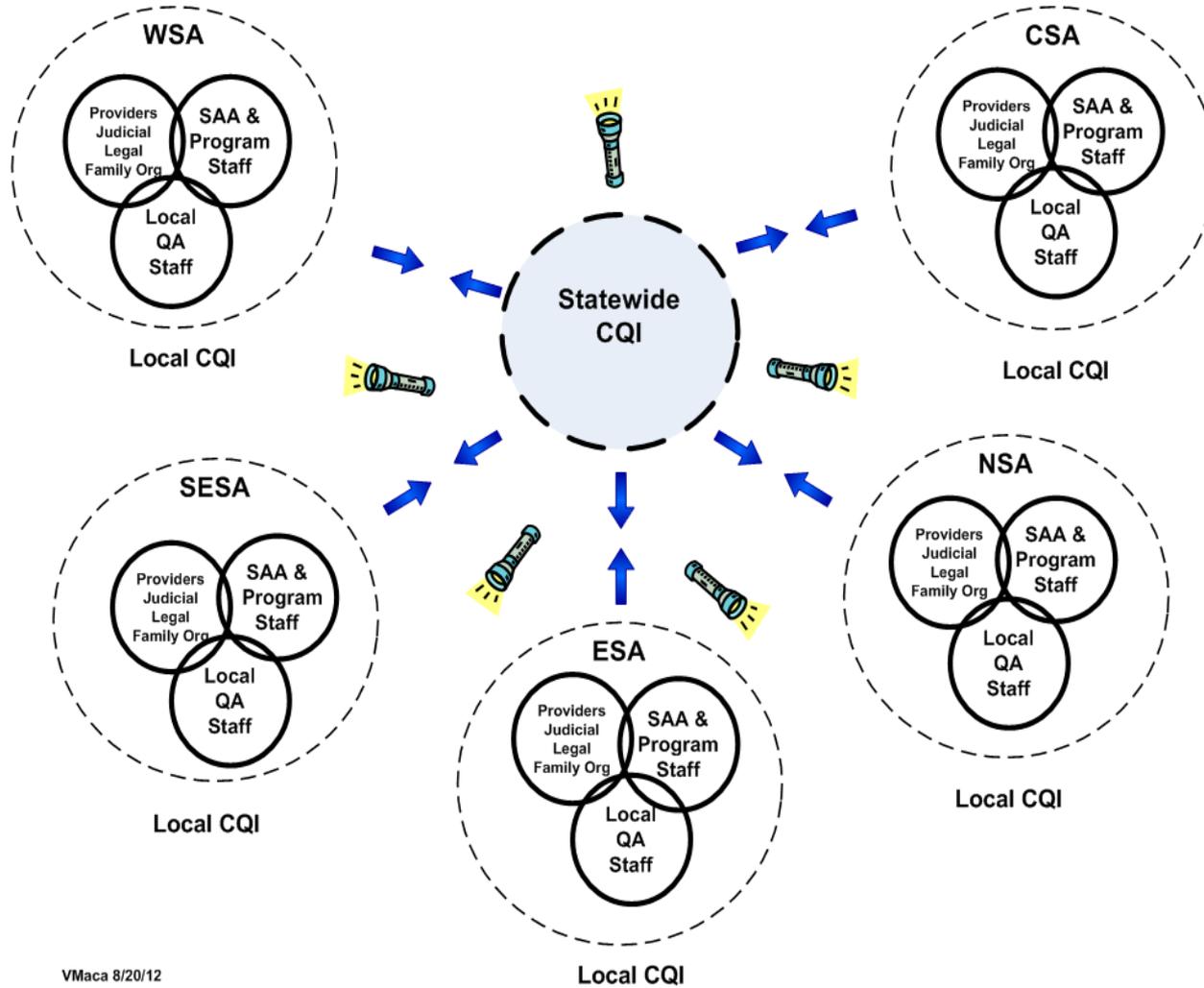
# Federal IM 12-07

- **CQI Structure**
  - Statewide Quality Assurance program with autonomous oversight and dedicated staff
  - Continual training of CQI staff is occurring and QA is collaboratively working with Policy, Training and Administrators to ensure QA's decisions are based upon common policy and to help policy with Administrator's situations
  - Written policies and procedures are being updated and produced where they don't exist
- **Quality Data Collection**
  - Common data collection and measuring process statewide
  - All QA staff are trained and utilize the same QA Tools
  - CFSR reviews are performed by the same staff and reported consistently
  - 2<sup>nd</sup> level reviews occur on all processes to ensure consistent QA and learning opportunities
- **Case Record Review Data and Process**
  - Quality unit is responsible for all case reviews
  - Case review system has been developed to randomly select cases statewide, provide the QA person with correct review questions and stores results in a non-editable location.
  - Case review system has been modified to allow for testing of specific CFSR questions by service area as needed and generate an email to the worker.
  - Inter-rater reliability testing is ongoing to ensure consistent scoring.
- **Analysis and Dissemination of Quality Data**
  - Statewide case review system has been developed to review all cases selected for review
  - Data is reported statewide and by service area
  - An extensive array of performance reports are created and distributed at monthly CQI meeting
- **Feedback to Stakeholders**
  - Results are used to inform training, policy, stakeholders, community partnerships and others as a means to identify and communicate improvement opportunities and areas of strength
  - Supervisors and field staff understand how results link to daily casework practices; results are used by supervisors and field leadership to assess and improve practice.
  - First stage of CQI communications is monthly Statewide CQI meeting. Second stage of CQI communications is local CQI meetings. At the local level 4-6 areas of improvement have been selected and structured teams created to analyze the results and identify improvement opportunities.

# Statewide CQI Process



# Local CQI Process



# CHAPTER 2: PREVENTION AND EARLY INTERVENTION

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**OUTCOME STATEMENT: DELIVER AN EFFECTIVE SYSTEMS RESPONSE THAT IS FLEXIBLE, FAMILY CENTERED AND FOCUSED ON PREVENTING CHILD ABUSE AND NEGLECT**

**Goal Statement: Identify and develop the community-based prevention supports that allow children to safely remain in their home without CFS involvement**

## OUTCOME STATEMENT: Deliver an Effective Systems Response That is Flexible, Family Centered and Focused on Preventing Child Abuse and Neglect

### Safely Decrease the Number of State Wards

#### Strengths/Opportunities:

Nebraska ward count continues to decrease as we safely return youth home and provide additional entry services. OOH ratio Statewide- 69%, W 82% C 67%, N 65%, SE 61%, E 75%

#### Barriers:

#### Action Items:

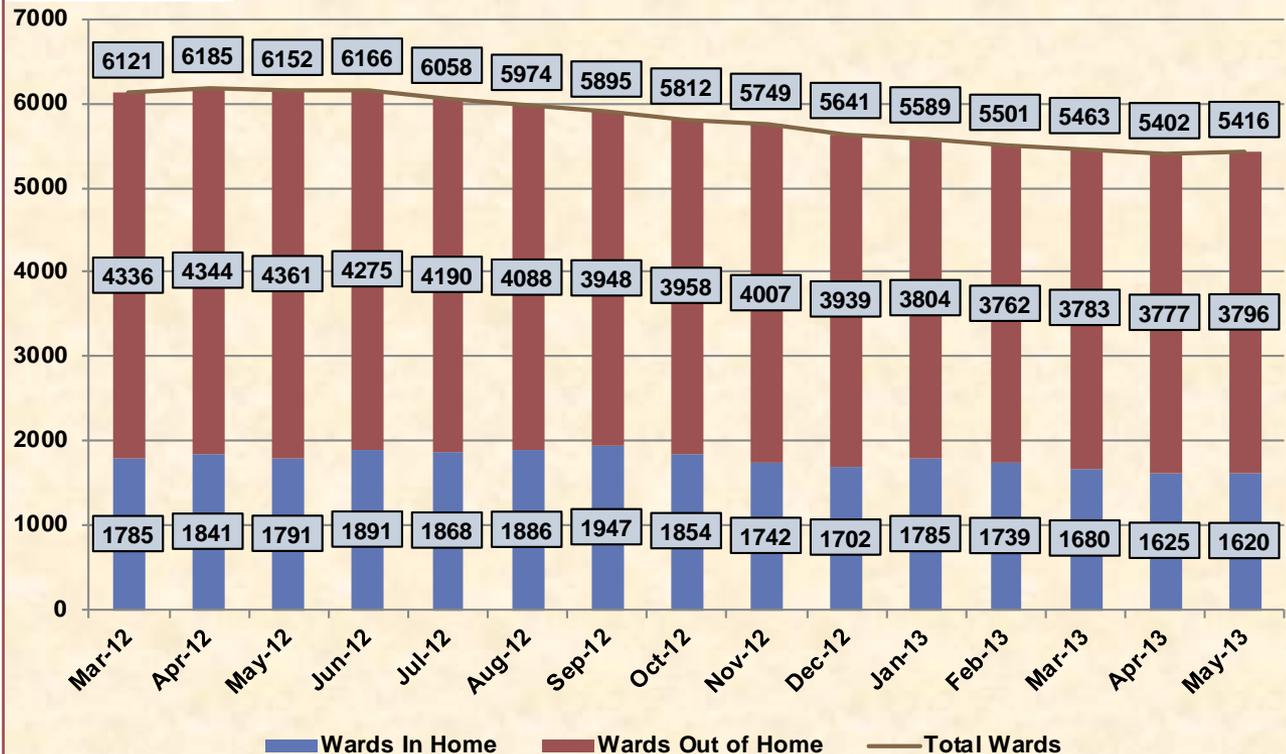
\* OOH 40 Day Focus

#### Local CQI Priority:

\* ESA



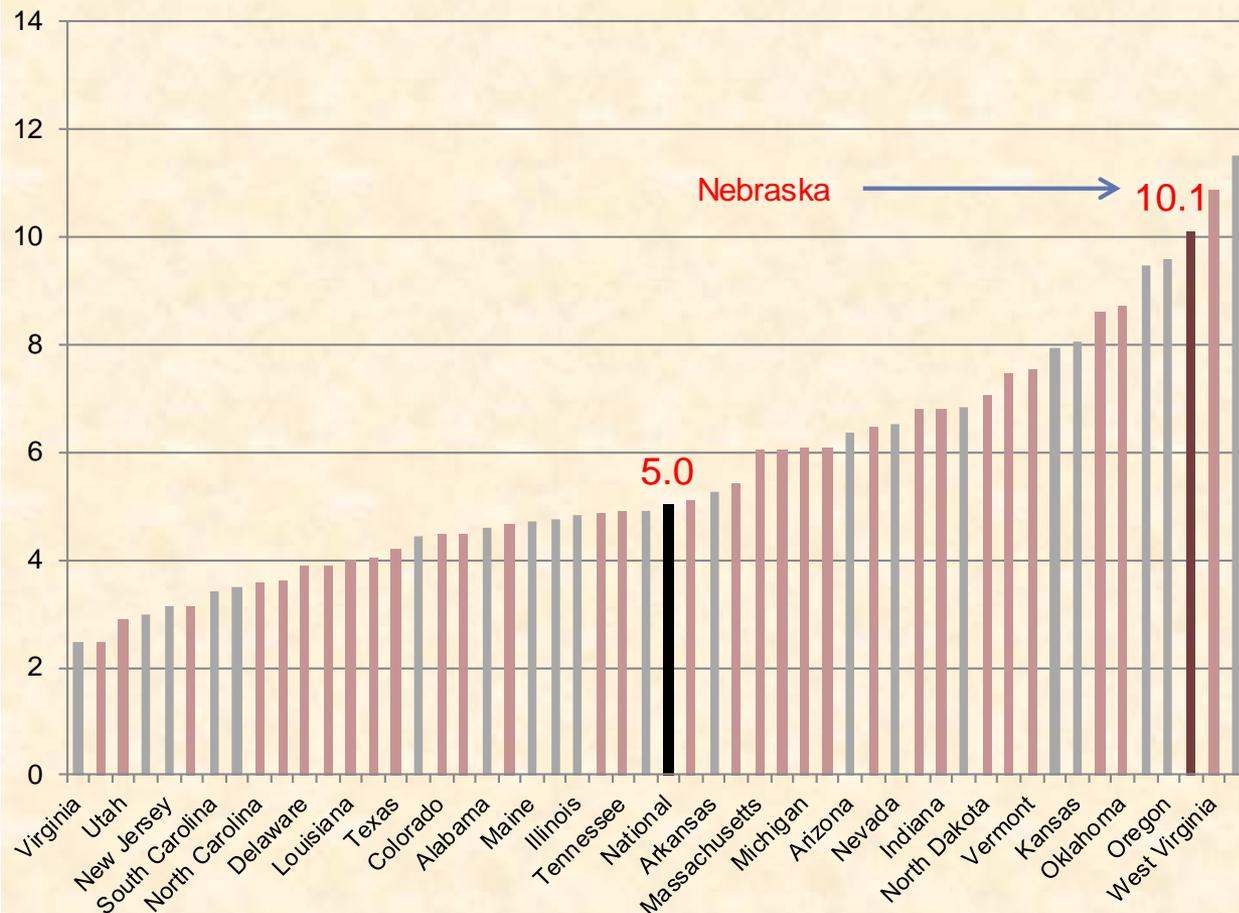
### Statewide: Count of Wards 2012-2013



## OUTCOME STATEMENT: Deliver an Effective Systems Response That is Flexible, Family Centered and Focused on Preventing Child Abuse and Neglect



The in-care rate in Nebraska (10.1 per 1,000 in FY11) is twice the national in-care rate (5.0 in FY11). (Pink shaded states also include some number of Juvenile Justice youth in their AFCARS reporting)



Data source: CASEY - AFCARS – population 0-18 years olds

### Safely Decrease the Number of State Wards

#### Strengths/Opportunities:

\*In 2011 our ward count was 10.1/1000 youth. We are currently at 7.6/1000

#### Barriers:

#### Action Items:

\* OOH 40 day Focus

Below is the website for more information on the source of population information.

<http://www.claritas.com/sitereports/default.jsp>

## OUTCOME STATEMENT: Deliver an Effective Systems Response That is Flexible, Family Centered and Focused on Preventing Child Abuse and Neglect

Safely Decrease the Number of State Wards

**Strengths/Opportunities:**  
NSA is currently below 5.2/1000

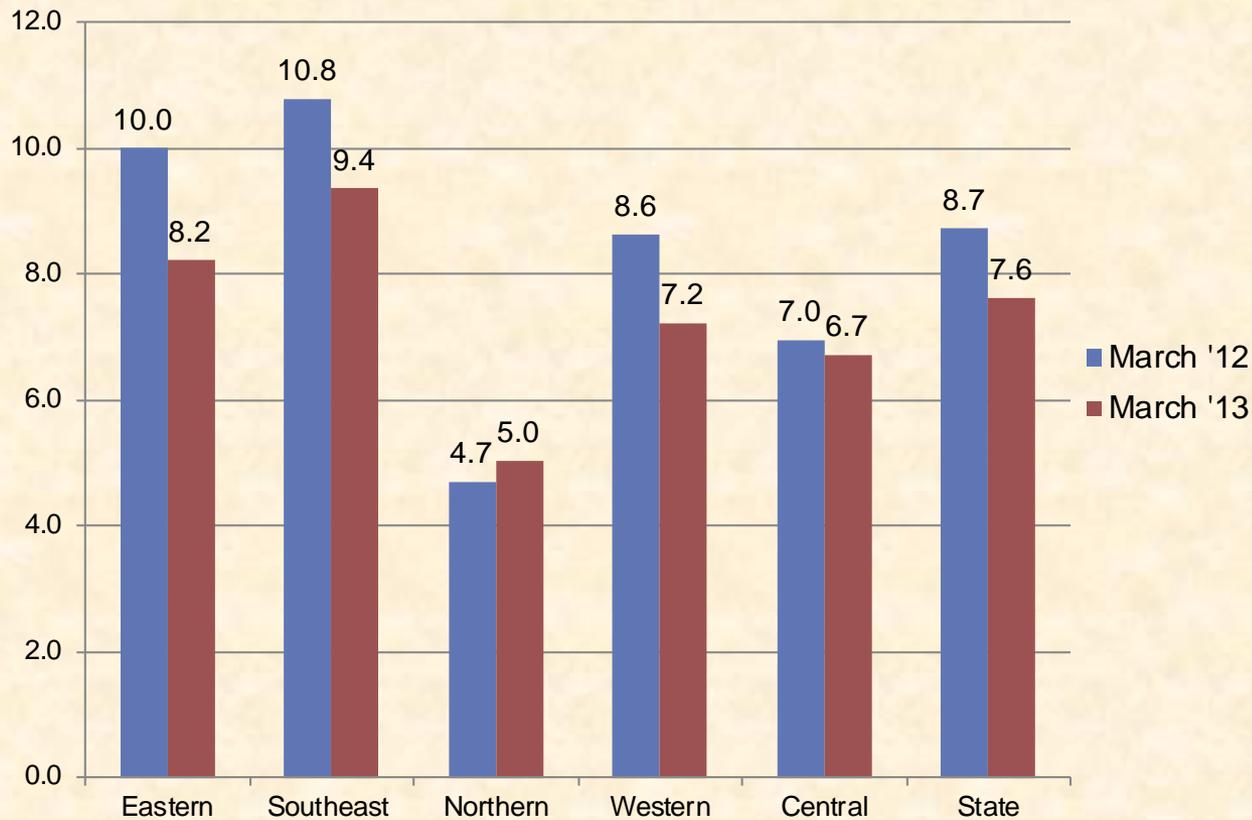
**Barriers:**

**Action Items:**  
\* OOH 40 Day Focus



### OOH Wards per 1000 population by Service Area. March 2012 and March 2013

Source: Point In Time



Point in time report 3/4/2013 OOH court wards using 2012 Claritas youth population < 19

**Data Review Frequency: Quarterly**

Out of Home Wards Only. Excludes In-Home and youth living with adoptive families

**OUTCOME STATEMENT: Deliver an Effective Systems Response That is Flexible, Family Centered and Focused on Preventing Child Abuse and Neglect**

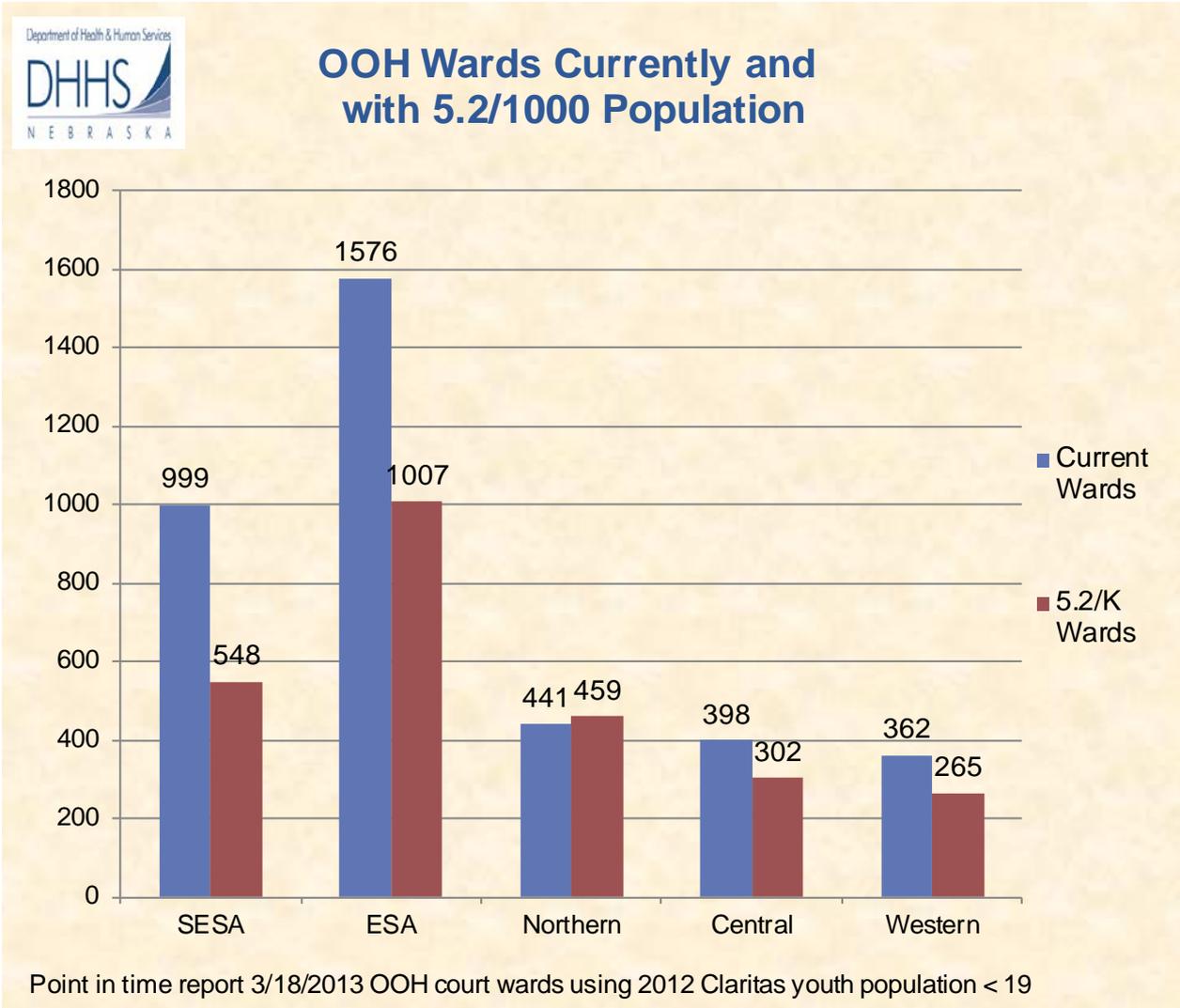
**Safely Decrease the Number of State Wards**

**Strengths/Opportunities:**

\* Count by county report now available.

**Barriers:**

**Action Items:**



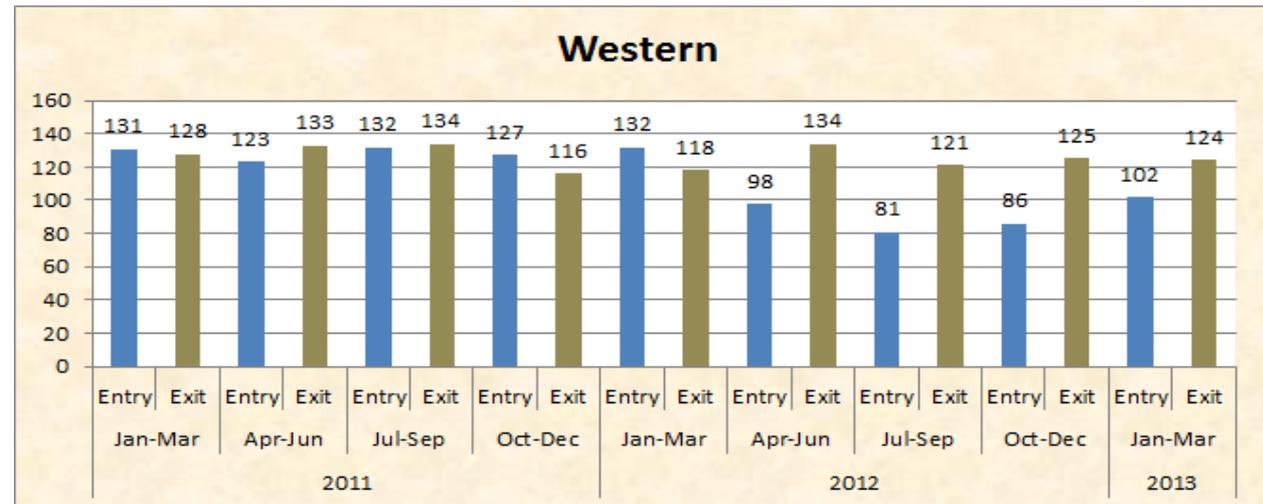
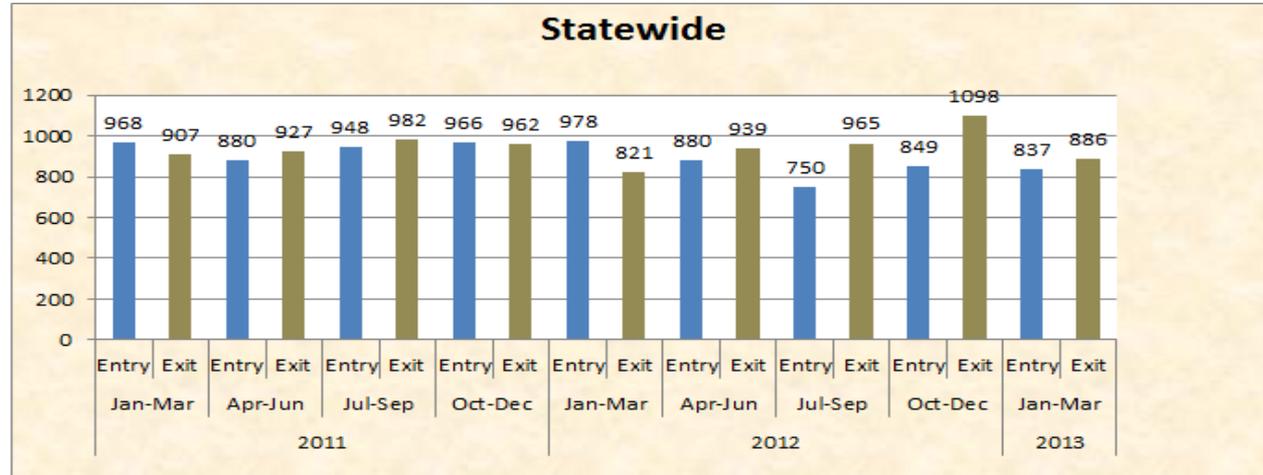
## OUTCOME STATEMENT: Deliver an Effective Systems Response That is Flexible, Family Centered and Focused on Preventing Child Abuse and Neglect

Safely Decrease the Number of State Wards

Strengths/Opportunities:

Barriers:

Action Items:



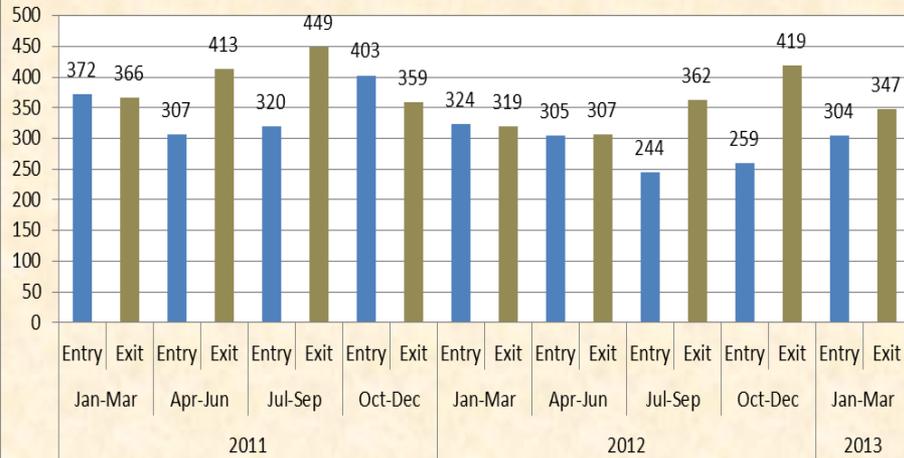
N-Focus Legal Status field. An entry occurs when a child is made a state ward. An exit occurs when the Legal Status changes to non-ward- not when it is entered into NFocus. Entries include youth that go from non-court to court or court to non-court. Counts based on date of action, not entry date into NFocus

Data Review Frequency: Quarterly

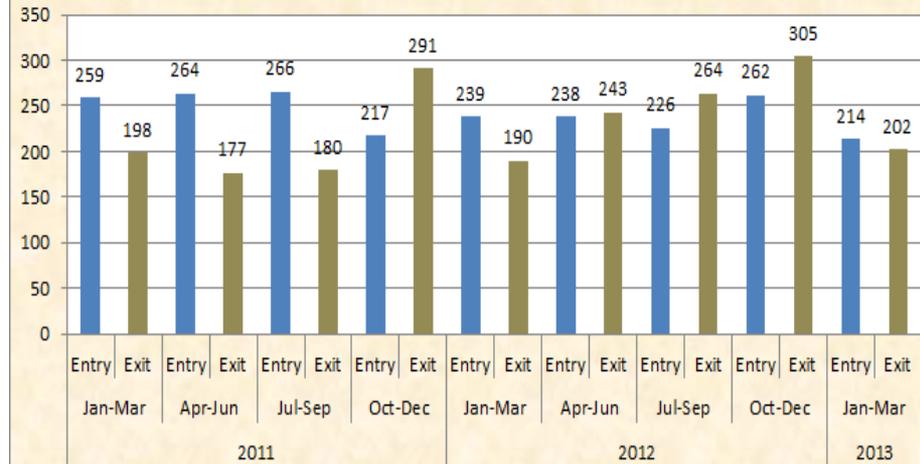
**Safely Decrease the Number of State Wards**

**OUTCOME STATEMENT: Deliver an Effective Systems Response That is Flexible, Family Centered and Focused on Preventing Child Abuse and Neglect**

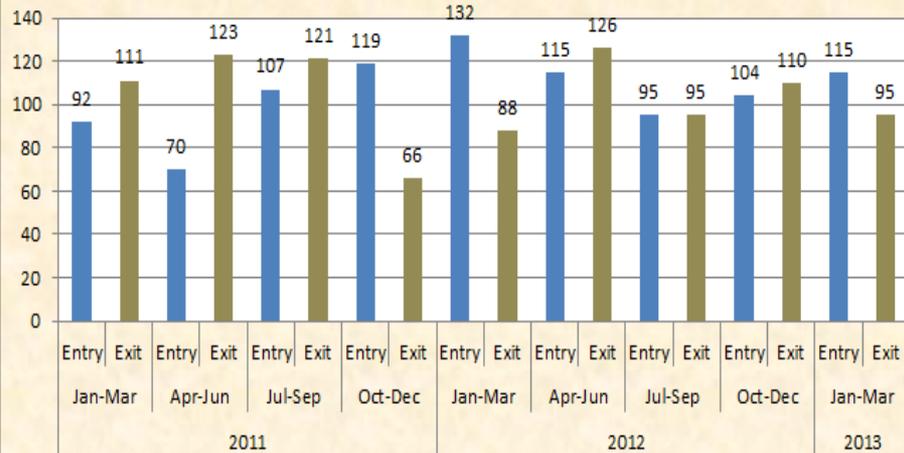
**NFC**



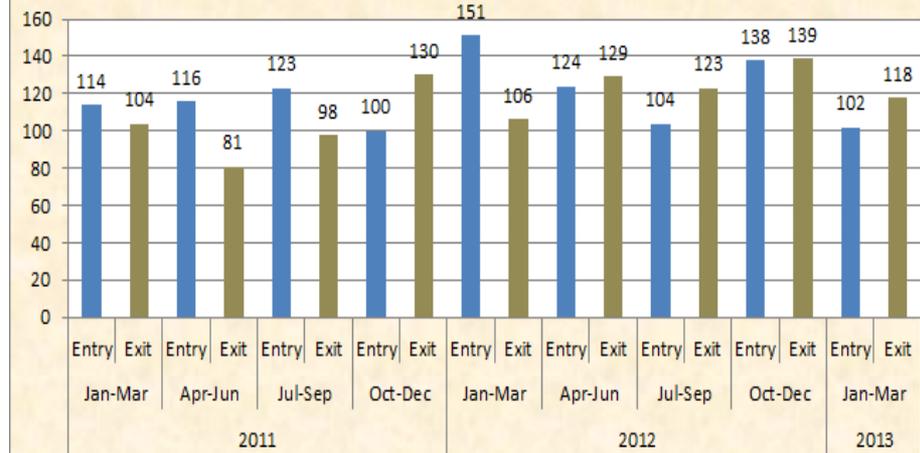
**Southeast**



**Central**



**Northern**



# CHAPTER 3: PERFORMANCE AND ACCOUNTABILITY

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**OUTCOME STATEMENT: CHILDREN  
ARE SAFELY MAINTAINED IN THEIR  
HOMES WHENEVER POSSIBLE AND  
APPROPRIATE**

**Goal Statement: Measure youth's Safety,  
Permanency and Well-being.**

## OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

In-home versus out-of-home placements

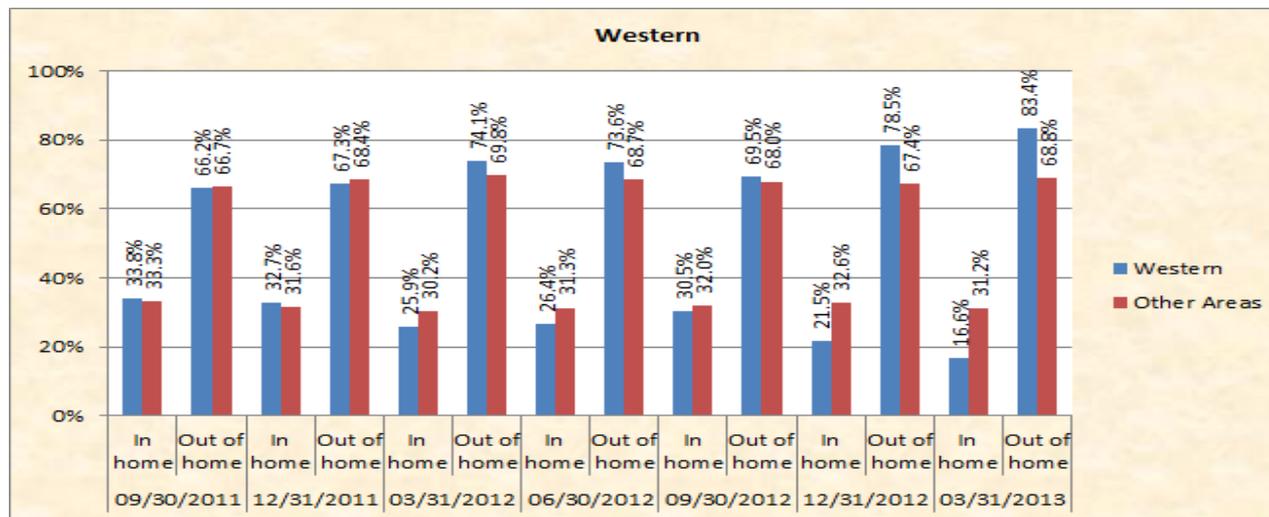
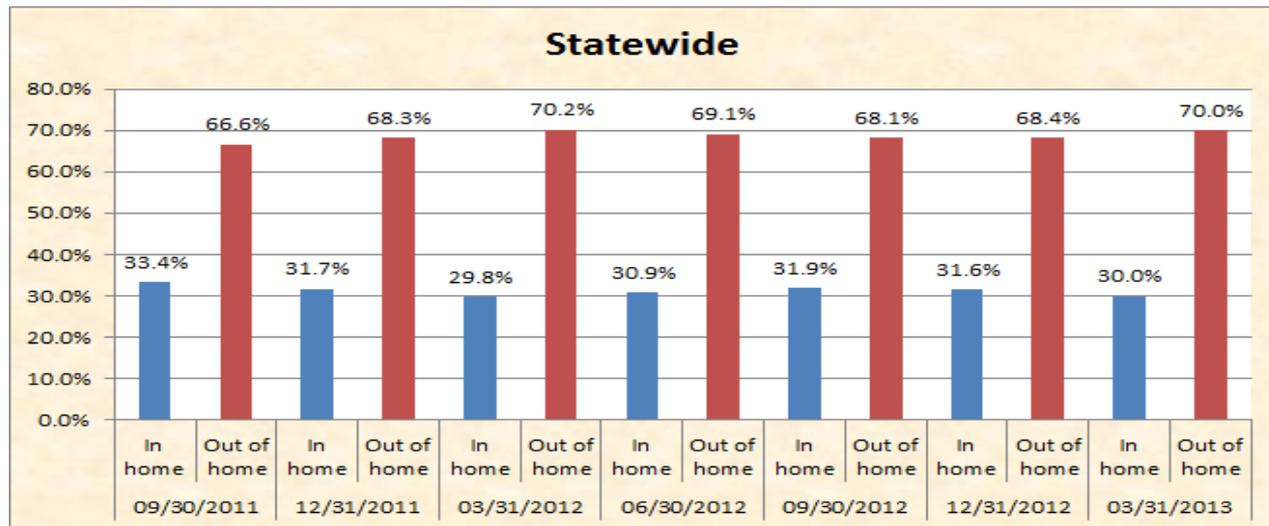
Strengths/Opportunities:

Barriers:

Action Items:

- \* Need to identify barriers (assessments not completed? Lack of family engagement etc.)

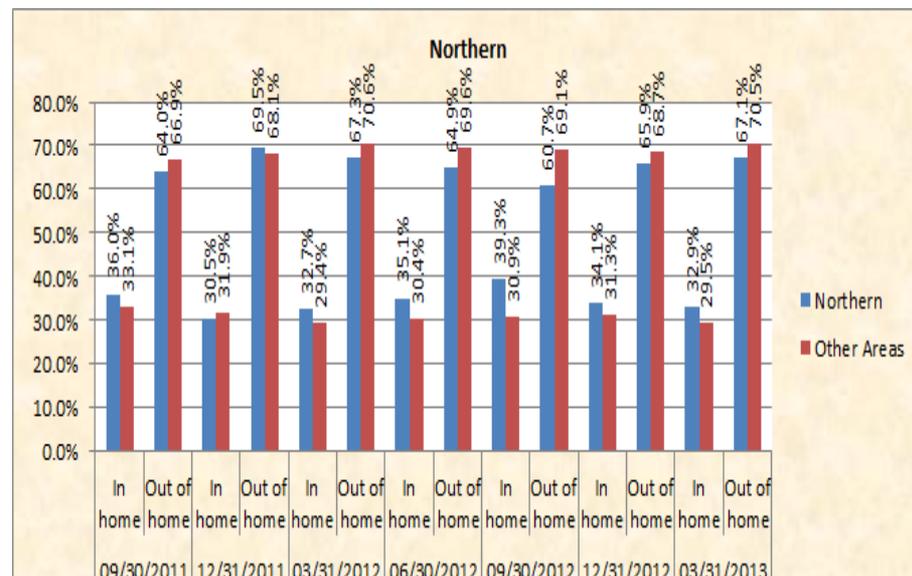
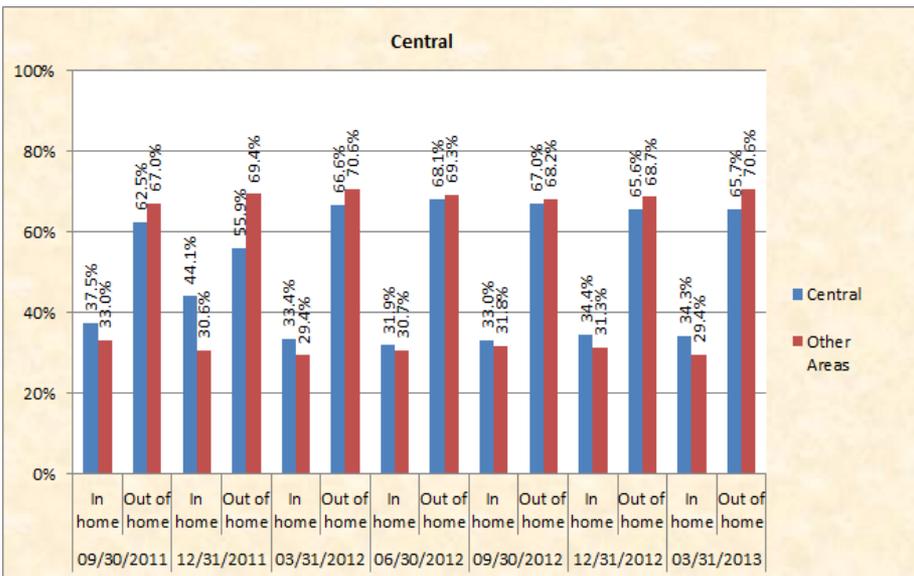
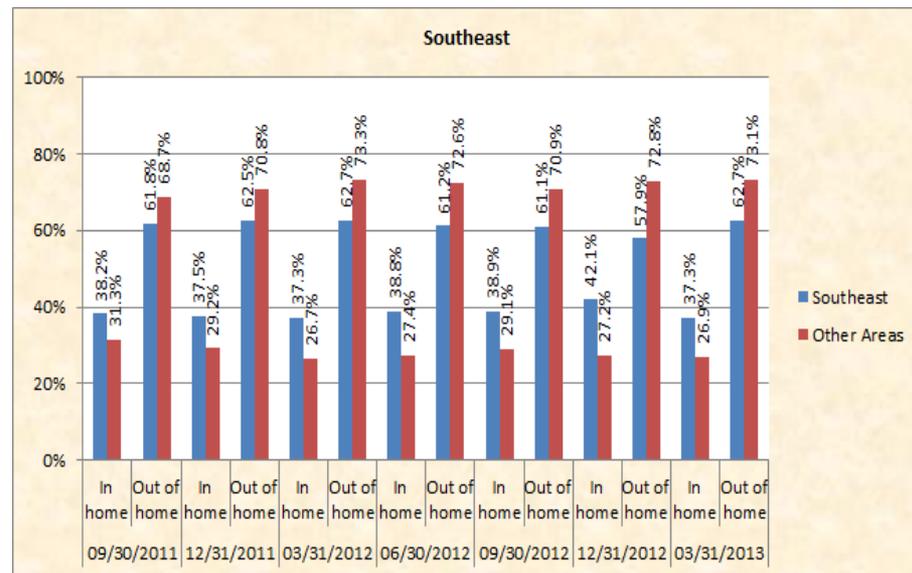
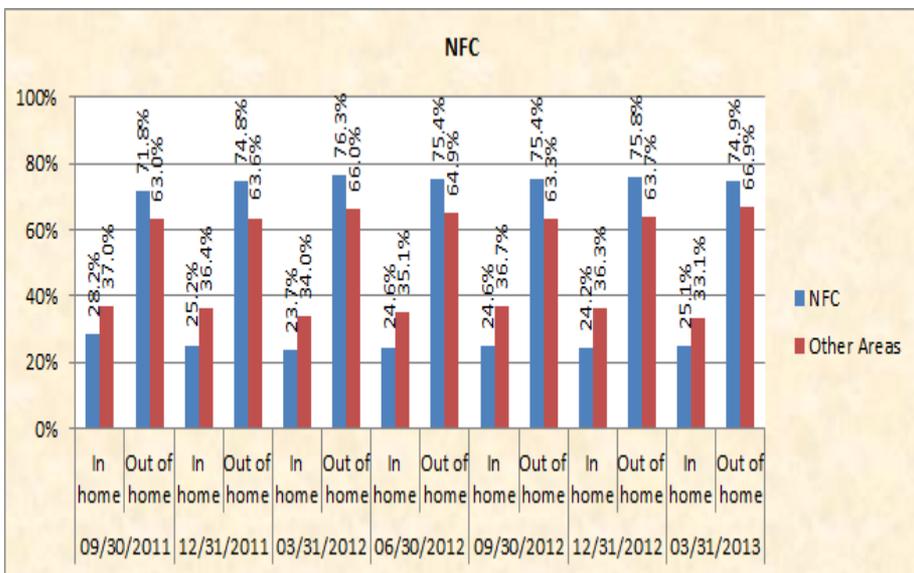
- \* OOH 40 Day Focus



N-Focus Placement field. The In Home category includes state wards living with a parent, guardian or independently. The Out of Home category includes state wards in all types of out of home placements and those on runaway status.

In-home versus out-of-home placements

OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.



## OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

### Intake Worker Decisions & Timeframes

#### Strengths/Opportunities:

\* Over 95% achieved on intake worker decisions and timeframe measures.

#### Barriers:

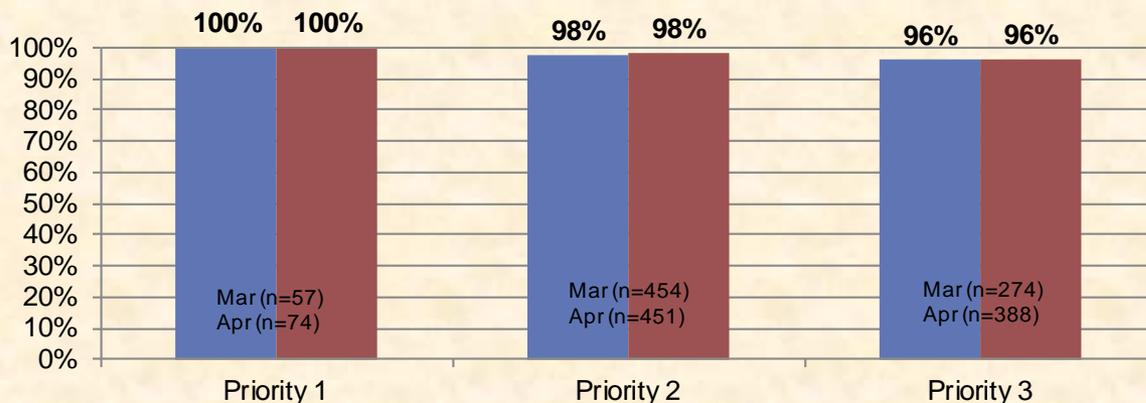
#### Action Items:

\* Amanda Nawrocki will provide data from previous QA reviews to Sheila: May report will include a chart with previous QA data including quality of monitoring and customer service by intake staff.

**Data Review Frequency: Monthly**



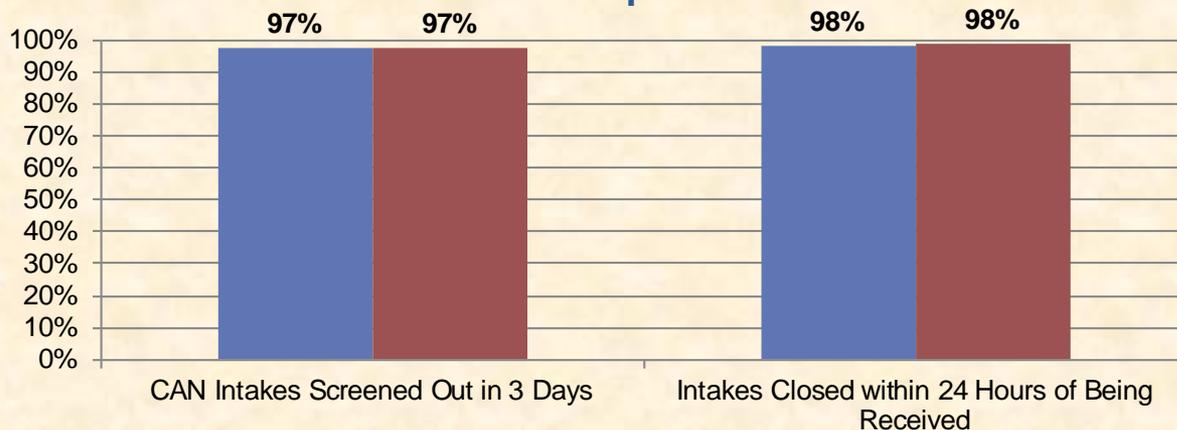
### Intakes Appropriately Accepted March-April 2013



\* Appropriately Accepted: Intake worker made the correct screening and priority decision and no further changes were necessary after the intake closure status.



### Intake Worker Timeframes March-April 2013



**OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.**

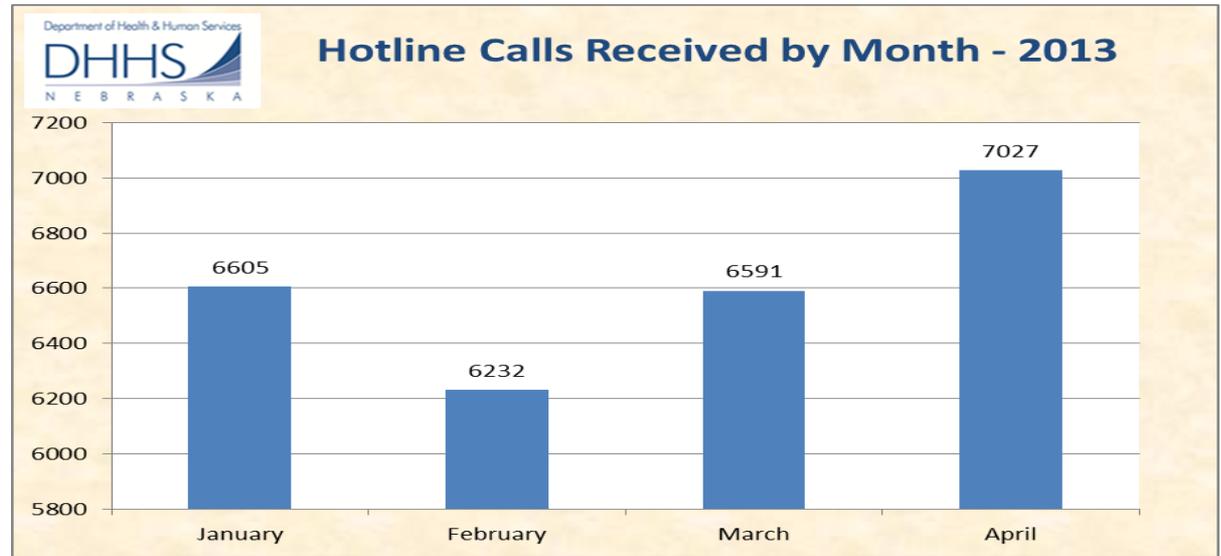
**Intake Calls/Responses**

**Strengths/Opportunities:**

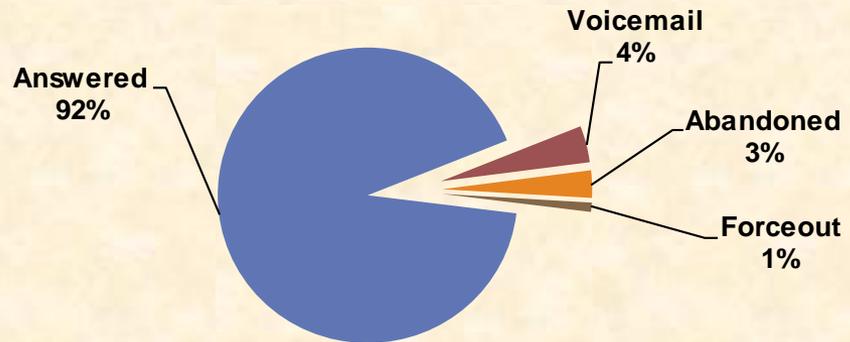
\* In April 2013, 92% of the all calls to the hotline were answered.

**Barriers:**

**Action Items:**



**April 2013 Call Breakout**  
Total Calls = 7,027



## OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

### IA – Contact Timeframes

#### Strengths/Opportunities:

- Need to address the following:
  - Intakes not tied to Assessments
  - ARP ID # errors
  - Remind staff that P1 time is based on 24 hours from call, so 8:00 am means we must respond by 8:00 am following day.

#### Barriers:

- Contact Lori Koenig if you need assistance with this report. This report is in the in the Performance Accountability file on Infoview

#### Action Items:

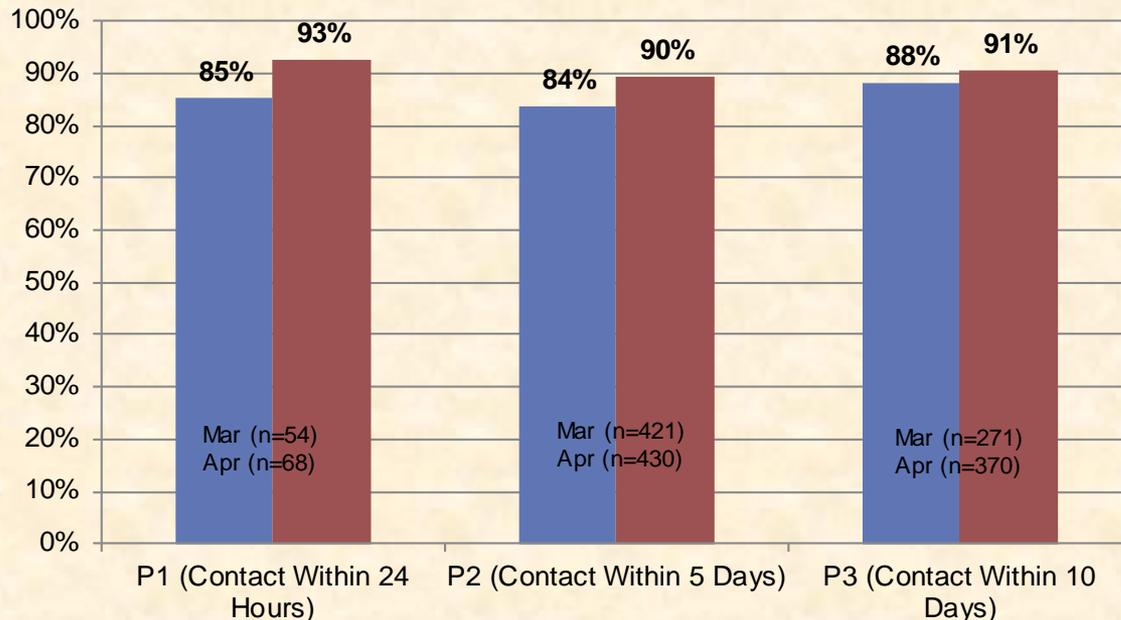
- All hotline staff must restart N-Focus at midnight in order to reset their clock.
- 4/30/13 Doug emailed document to all CFS Admin/Supervisors providing guidance accessing the report to identify items not tied. Not tied includes instances where the ARP ID on Assessment does not match ARP ID on Intake.



Initial Assessment - Contacts made according to Priority Timeframes Statewide

■ Mar-13  
■ Apr-13

*\*Data excludes Refusals, Unable to Locate, and Law Enforcement Holds – includes Tribes*



**\*Note: A total 60 (1-P1; 32-P2 and 27-P3) accepted intakes did NOT meet the timeframe on this report, even when the worker made the contact with the child victim in a timely manner. The timeframes show as not being met due to the following reasons: The Intake was not tied to the Safety Assessment and/or there were issues with the person ID (ARP#) on the intake and the safety assessment (i.e. same person name with different ARP ID #'s on the intake and the safety assessment).**

## OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

### IA – Contact Timeframes

#### Strengths/Opportunities:

- Need to address the following:
  - Intakes not tied to Assessments
  - ARP ID # errors
  - Remind staff that P1 time is based on 24 hours from call, so 8:00 am means we must respond by 8:00 am following day.

#### Barriers:

#### Action Items:

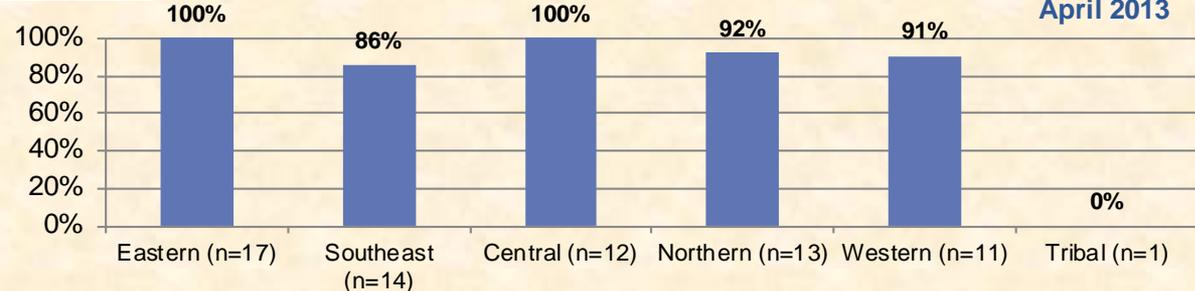
- All hotline staff must reboot their system at midnight in order to reset their clock.
- Modify chart to show recent data in addition to current month
- Data excludes Refusals, Unable to Locate and Law Enforcement Holds.

**Data Review Frequency: Monthly**



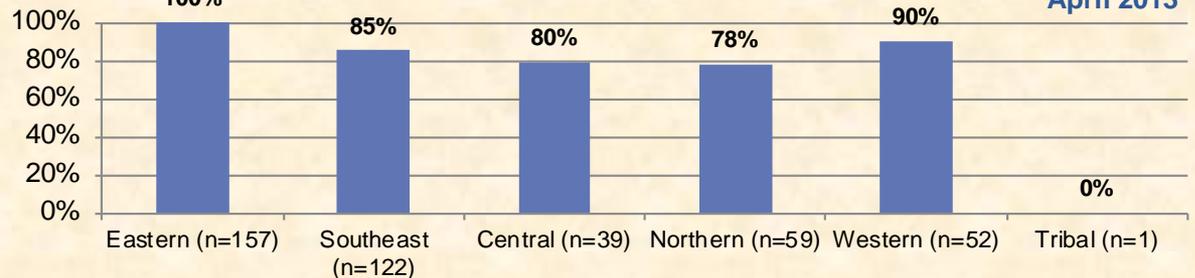
Initial Assessment - Accepted P1 Intakes - Contact Made within 24 Hours

April 2013



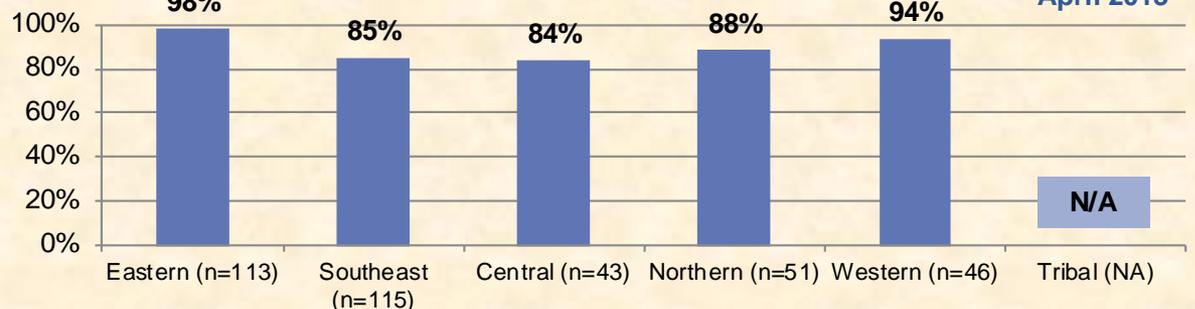
Initial Assessment - Accepted P2 Intakes - Contact Made within 5 Days

April 2013



Initial Assessment - Accepted P3 Intakes - Contact Made within 10 Days

April 2013



## OUTCOME STATEMENT #3: Children Will Experience Stability and Permanency In Their Lives

### Initial Assessments Not Finalized in 30 days

#### Strengths/Opportunities:

\*Decrease in number of IA's not finalized. Total as of 5/21/2013 is -

- ESA - 278
- CSA - 146
- NSA - 422
- SESA - 160
- WSA - 493
- State - 1775

#### Barriers:

- This chart illustrates cases that have one of the following errors.
  - Safety Assessment not tied to intake
  - Risk Assessment needs to be in Final Status
  - Finding must be entered (this is the biggest issue)

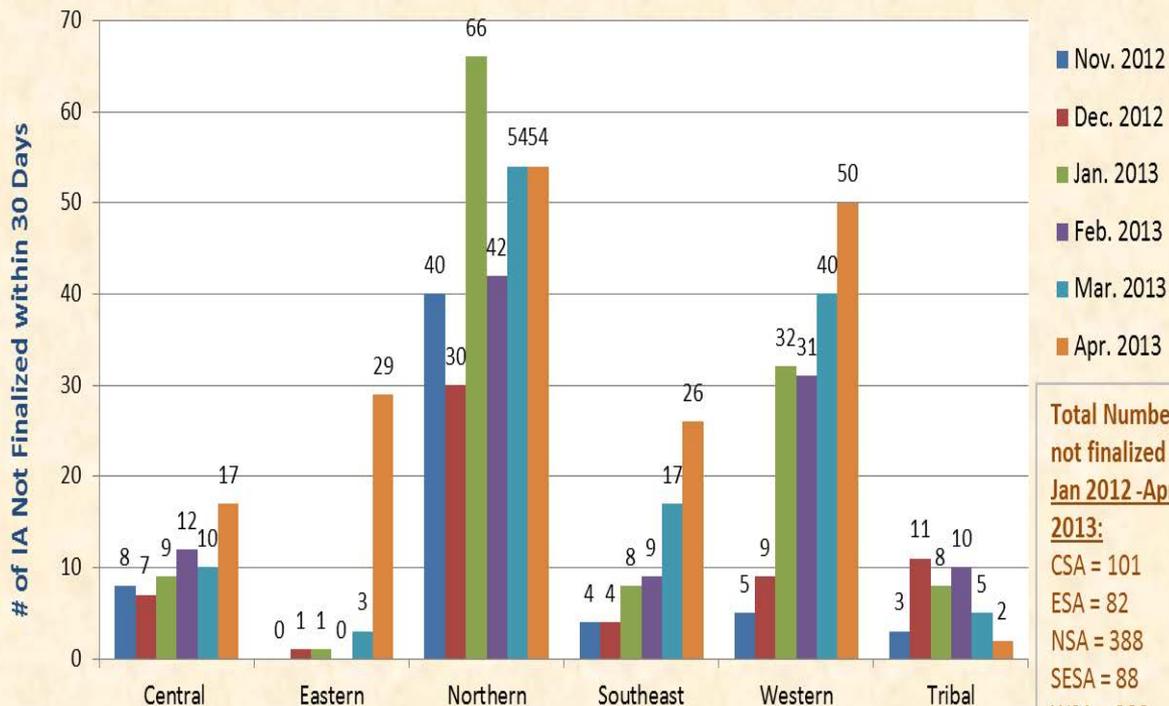
#### Action Items:

1. New/Improved SDM Intake and Assessment Reports are now posted on InfoView.
2. Upcoming Quick Tip
3. Greg Brockmeier will begin working with Supervisors & CQI staff
4. There are 2,098 IA's not finalized according to the InfoView report on 4/23/2013.
  1. Doug will send a note to Admin with a link to address assessments that need to be finalized. Distributed 4/30/2013
  2. Sherri Haber will brainstorm action strategies with the Intake/IA systems team to address these intakes not finalized.



### Initial Assessment Not Finalized Within 30 Days (2012-2013)

\* Risk assessments not finalized within 30 days from the date the intake closed as of May 21st, 2013



**Total Number not finalized Jan 2012 - Apr 2013:**  
 CSA = 101  
 ESA = 82  
 NSA = 388  
 SESA = 88  
 WSA = 208  
 Tribal = 97  
 State = 964

Chart shows # of assessments not finalized that were due each month from Nov 2012 - Apr 2013. The box to the right shows the total number of IA not finalized within 30 days from Jan 2012 - Apr 2013.

## OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

### Absence of Maltreatment in Six Months

**Strengths/Opportunities:**

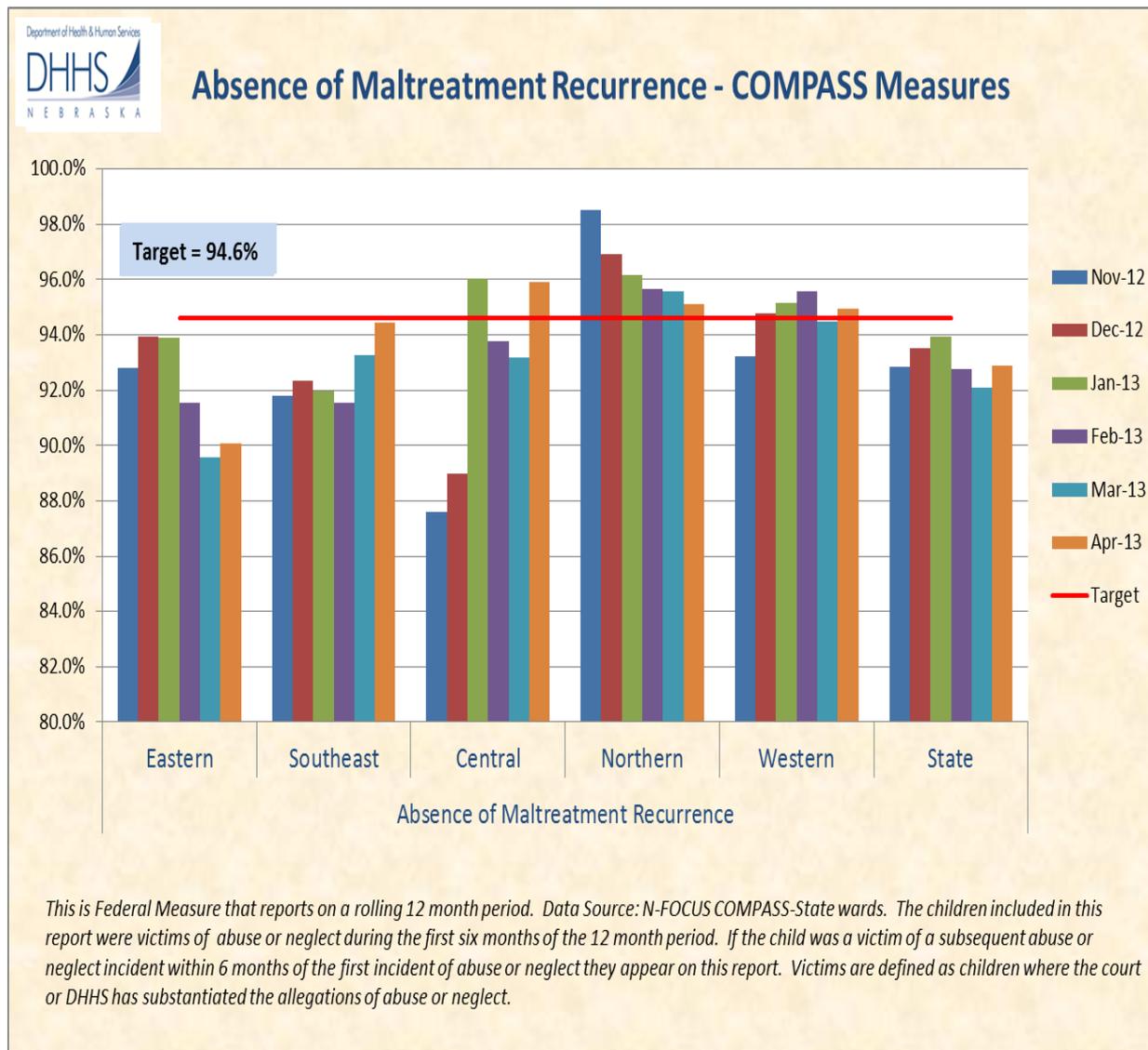
- NSA trending lower but still meeting target goal.

**Barriers:**

**Action Items:**

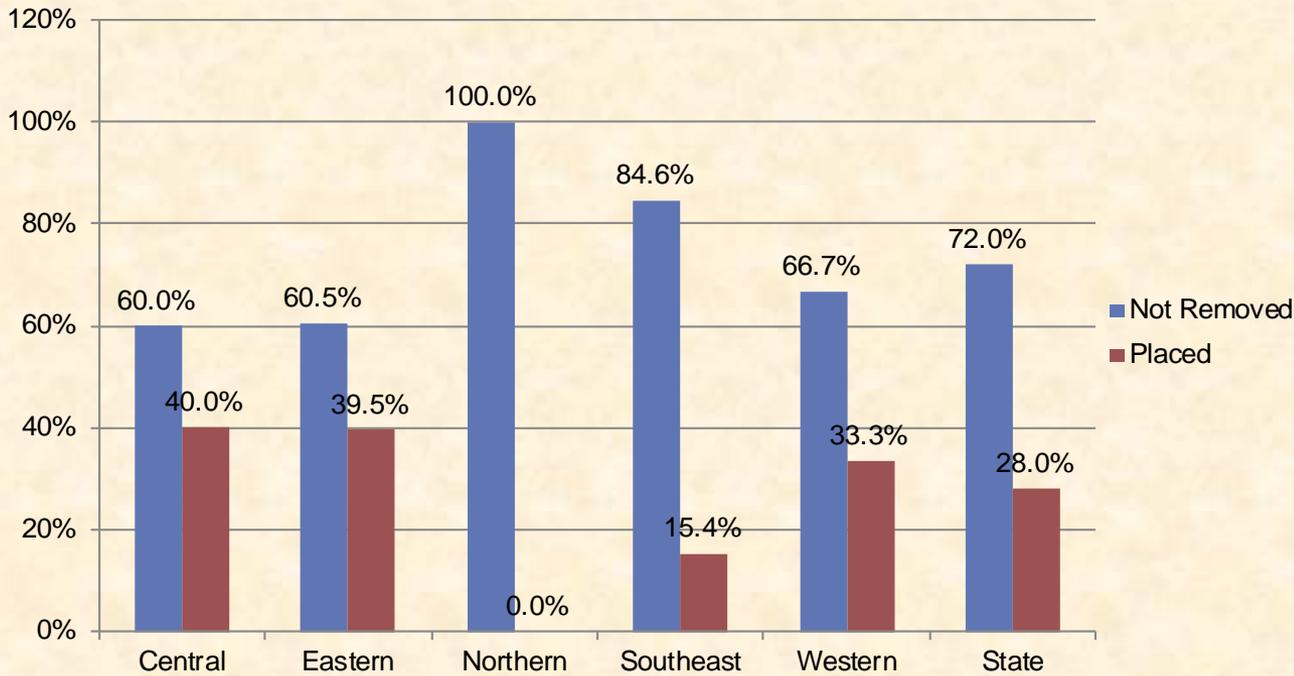
- Need to drill down into this data and stratify by IH/OOH, OJS/HHS and type of maltreatment. Can we identify services provided?
- Lindy Bryceson and Kim Hawekotte will meet to discuss how FCRO can help with reviews and gathering of information regarding barriers/issues related to repeat maltreatment.
- Sheila Kadoi -will discuss with Doug and see if we can pull a report or drill down and only look at repeat maltreatment from January 2013 forward to eliminate those cases that may have resulted in a 2<sup>nd</sup> substantiation for the same intake circumstances received within 30 days.
- Sheila Kadoi -will discuss with Doug and add the following details as possible to the charts: How many were open/closed cases? If open, how many were court or non court involved.
- Sherri Haber – Double check the language in the most recent Program Update and send a reminder to staff about regarding changes to intakes within 6 months.

Local CQI Priority:  
\* WSA, SESA and ESA





### February 2013 Youth with Recurrent Maltreatment by Whether Placed Out of the Home

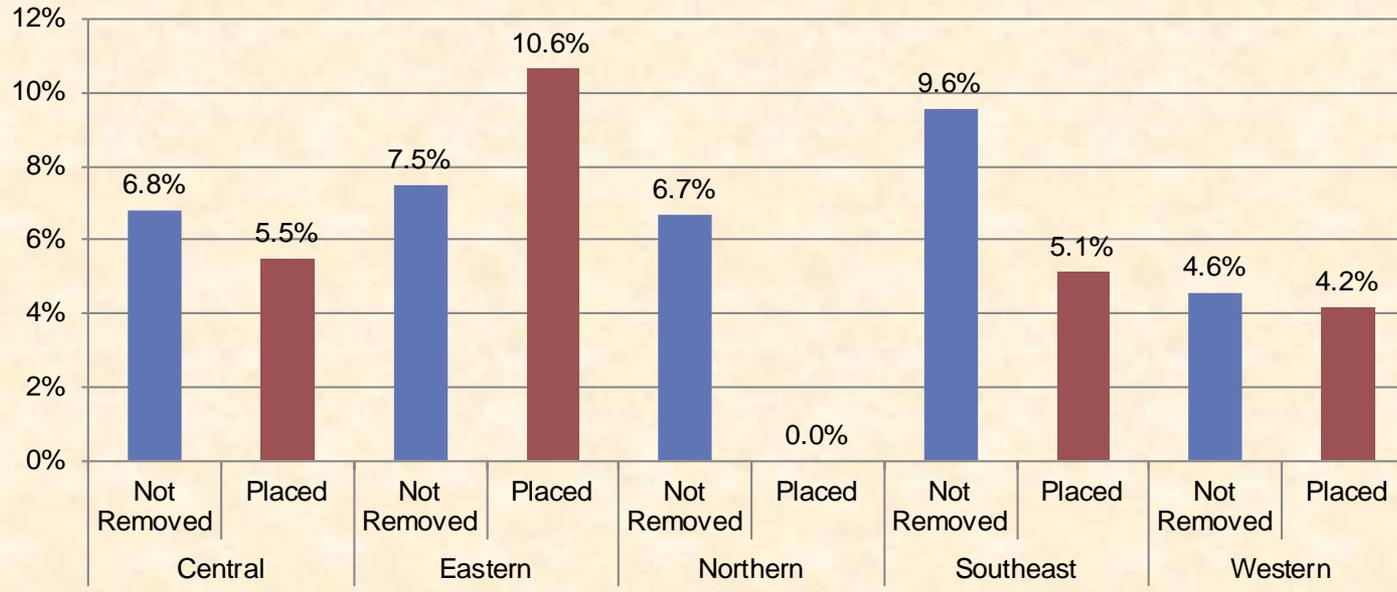


Data drill-down into Slide 21. 107 instances of repeat maltreatment within 6 months of initial substantiation during a 12 month period.

	Central			Eastern			Northern			Southeast			Western		
	Not Removed	Removed	Total												
Recurrence	6	4	10	26	17	43	6	0	6	33	6	39	6	3	9
% Recurrence	60.0%	40.0%		60.5%	39.5%		100.0%	0.0%		84.6%	15.4%		66.7%	33.3%	



### Recurrence Percent by Whether the Child Was Placed Out of Home After the First Maltreatment February 2013



Data drill-down into Slide 21. 107 instances of repeat maltreatment within 6 months of initial substantiation during a 12 month period.

	Central			Eastern			Northern			Southeast			Western		
	Not Removed	Removed	Total												
Recurrence	6	4	10	26	17	43	6	0	6	33	6	39	6	3	9
No Recurrence	82	69	151	322	143	465	84	48	132	312	111	423	125	69	194
% Recurrence	6.8%	5.5%	6.2%	7.5%	10.6%	8.5%	6.7%	0.0%	4.3%	9.6%	5.1%	8.4%	4.6%	4.2%	4.4%
Total Substantiations	88	73	161	348	160	508	90	48	138	345	117	462	131	72	203

## OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

### Absence of Maltreatment in Foster Care

#### Strengths/Opportunities:

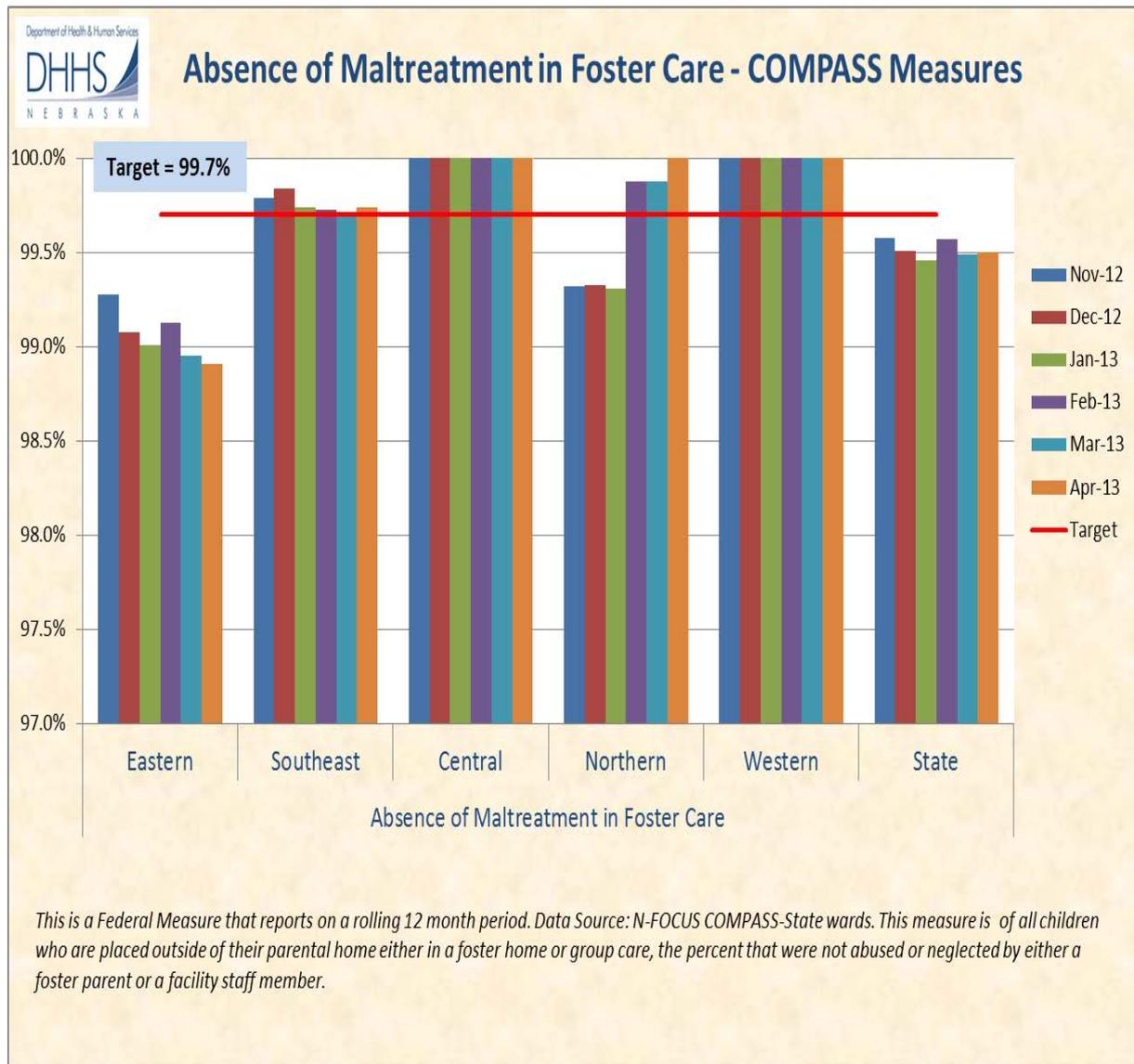
- CSA & WSA at 100% for several months. NSA exceeded the target goal in Feb & Mar 2013.
- ESA is trending down

#### Barriers:

Hold providers accountable to ensure safety. Lack of attention/awareness?

#### Action Items:

ESA will bring to the June CQI meeting an analysis of their maltreatment findings



## OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

### Permanency for Children in Foster Care

#### Strengths/Opportunities:

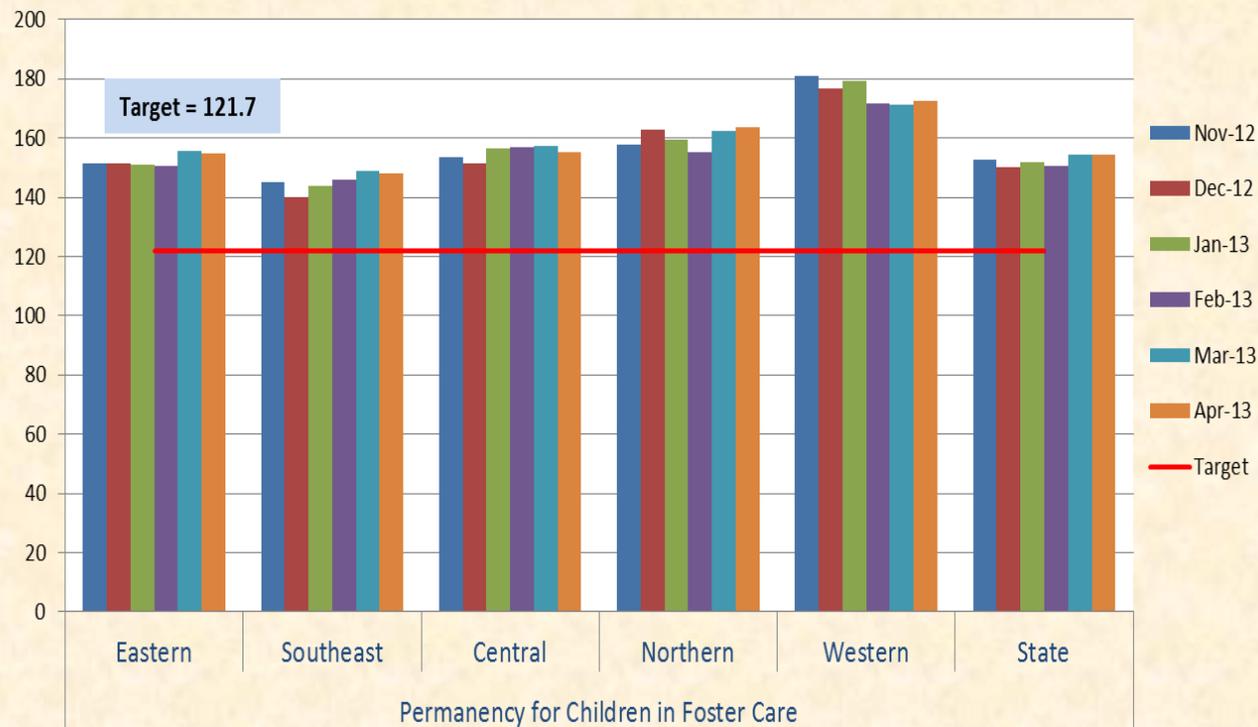
\* All Service Areas continue to exceed target goal.

#### Barriers:

#### Action Items:



### Permanency for Children in Foster Care - COMPASS Measures



*This is a Federal Composite Measure that reports on a rolling 12 month period. Data Source: N-FOCUS COMPASS-State Wards The Permanency Composite measures the frequency that permanency is achieved for children and youth who have been in care for longer periods of time. Permanency is defined as exiting care to reunification, adoption or guardianship. The Composite includes three measures: 1. Exits to Permanency Prior to the Child's 18th Birthday for Children in Care for 24 More Months or More; 2. Exits to Permanency for Children Who are Free for Adoption; and 3. Children Emancipated Who Were in Foster Care for 3 Years or More.*

## OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

### Timeliness of Adoption

**Strengths/Opportunities:**

- \* ESA – slight increase in Mar 2013.
- \* SESA, CSA, NSA and WSA continue to meet the target goal.

**Barriers:**

**Action Items:**

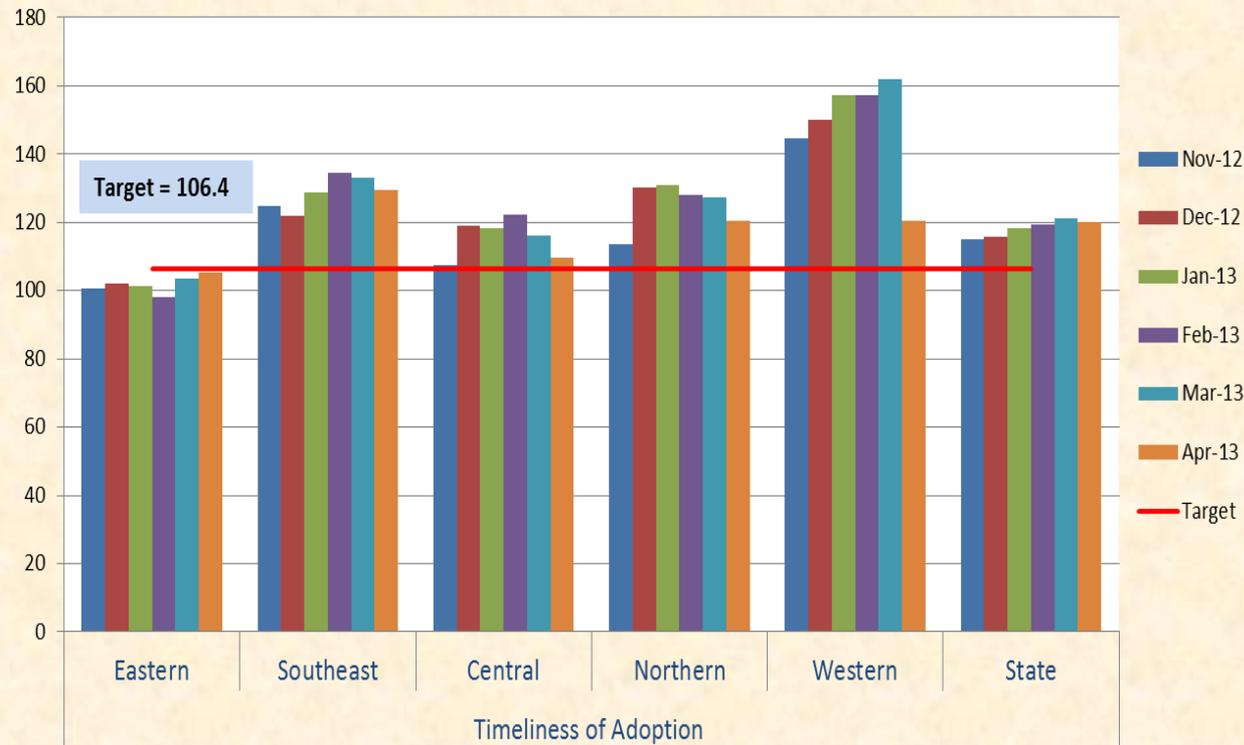
1. Corrected definition of Free For Adoption to no longer include the existence of a TPR hearing.
2. Camas Diaz and Donna Rozell will lead a workgroup to identify barriers in ESA (Look at data for time to adoption by OJS vs. CFS HHS youth, length of TPR filing by judge, review of CA contracts).
3. Doug Beran & Vicky Maca will discuss how to look at adoption data differently and the possibility of pulling a different report for data prior to April 2013 - - NEW CHART ADDED – PAGE 26
4. Donna Rozell: Can NFC look at the 119 youth –  
 Was the concurrent planning established and what efforts were made to meet the concurrent goal.  
 Are the courts asking about efforts towards concurrent planning during the hearings?  
 How many of the cases included pre hearing conferences or staffing on relinquishments.
5. Donna Rozell- Bring concerns for discussion to ESA Court Collaboration Meeting

**Local CQI Priority:**

- \* ESA



### Timeliness of Adoption - COMPASS Measures



*This is a Federal Composite Measure: Data Source: N-FOCUS COMPASS-State wards. This is a Federal measure that reports on a rolling 12 month period. The Adoption Composite measures the timeliness of adoptions and includes the following five measures: Adoption in less than 24 Months, Median Time to Adoption, Children in care for 17 Months or Longer Who Are Adopted by the End of the Year, Children in Care for 17 Months or Longer Who Are Legally Free for Adoption within 6 Months, and Children Who Are Legally Free for Adoption Who Are Adopted within 12 Months.*

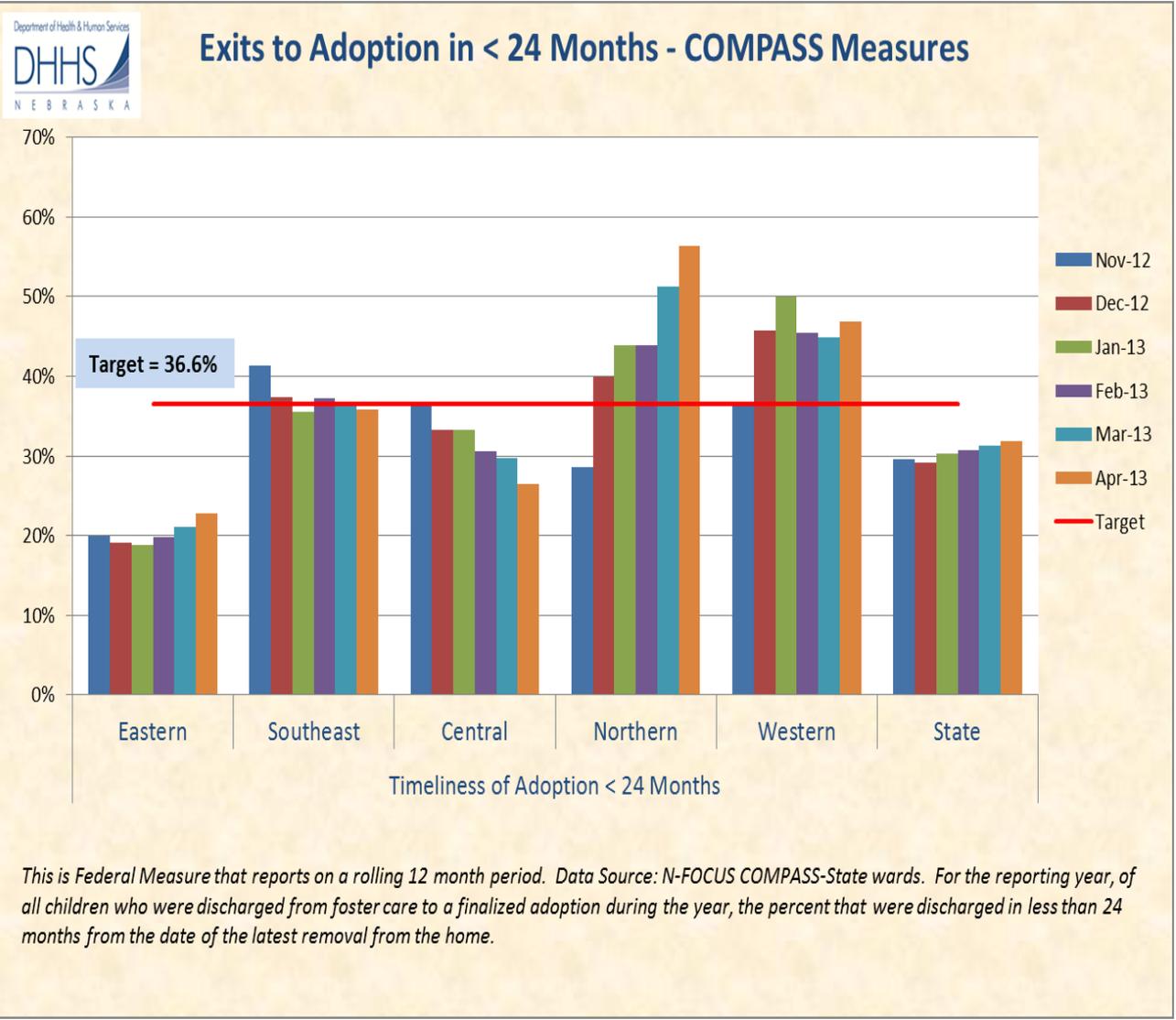
**OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.**

**Timeliness of Adoption**

Strengths/Opportunities:  
\*

Barriers:

Action Items:  
New chart added to provide a clearer image of timeliness of adoption.



**OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.**

**Timeliness & Permanency of Reunification**

**Strengths/Opportunities:**

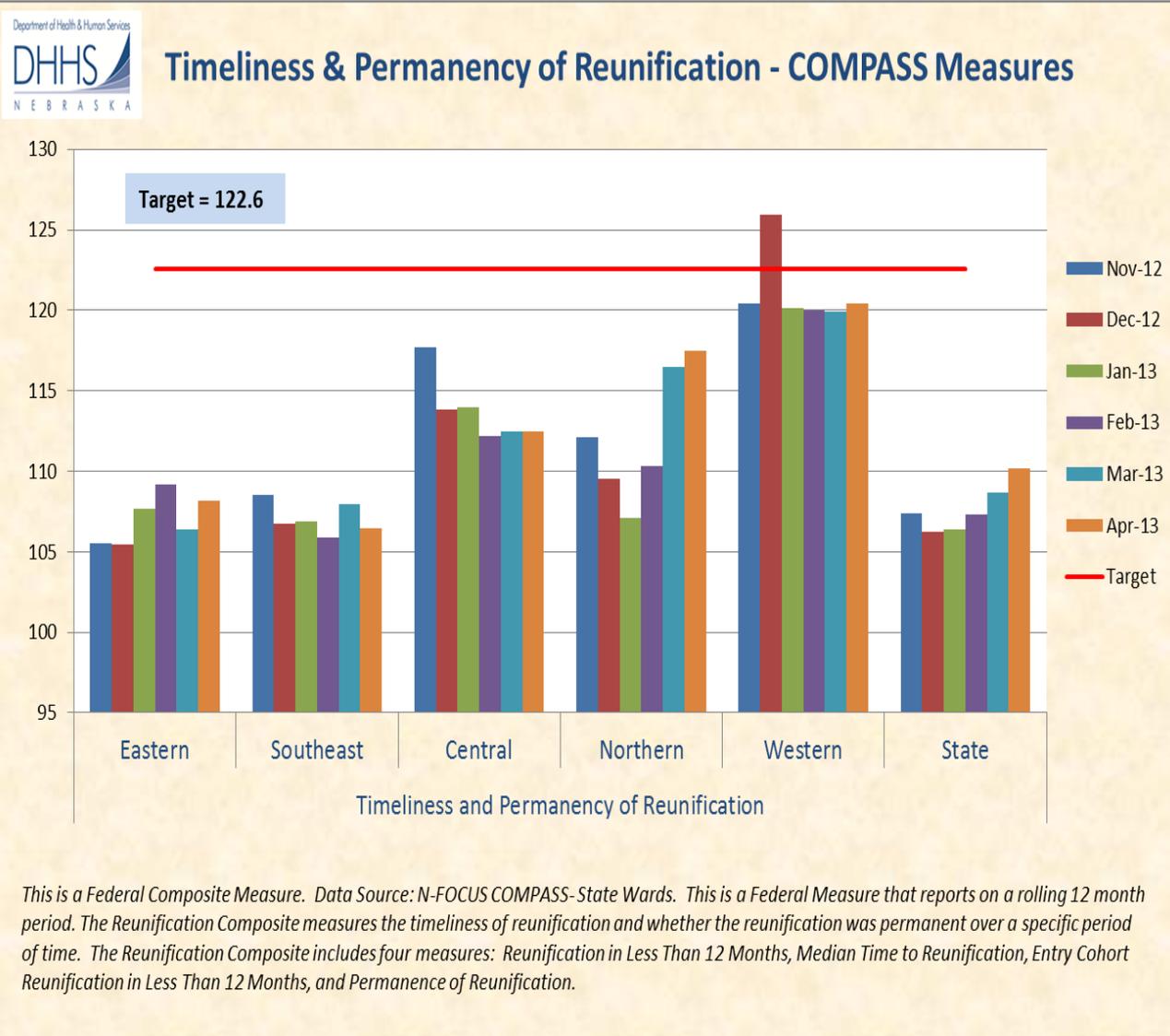
- None of the service areas are meeting the target goal at this time. WSA met the goal in Dec 2012 but has seen a decrease since then.
- Increase in performance for SESA, CSA, NSA.
- Decrease in performance for ESA.
- Performance remained the same for WSA.

**Barriers:**

**Action Items:**

**Local CQI Priority:**

\* WSA, SESA and ESA



## OUTCOME STATEMENT: Children Will Experience Stability and Permanency In Their Lives

### Placement Stability

#### Strengths/Opportunities:

- \* NSA met the target goal in Feb 2013! Another significant increase in performance for NSA in March 2013.
- \* All other service areas are trending higher.

#### Barriers:

#### Action Items:

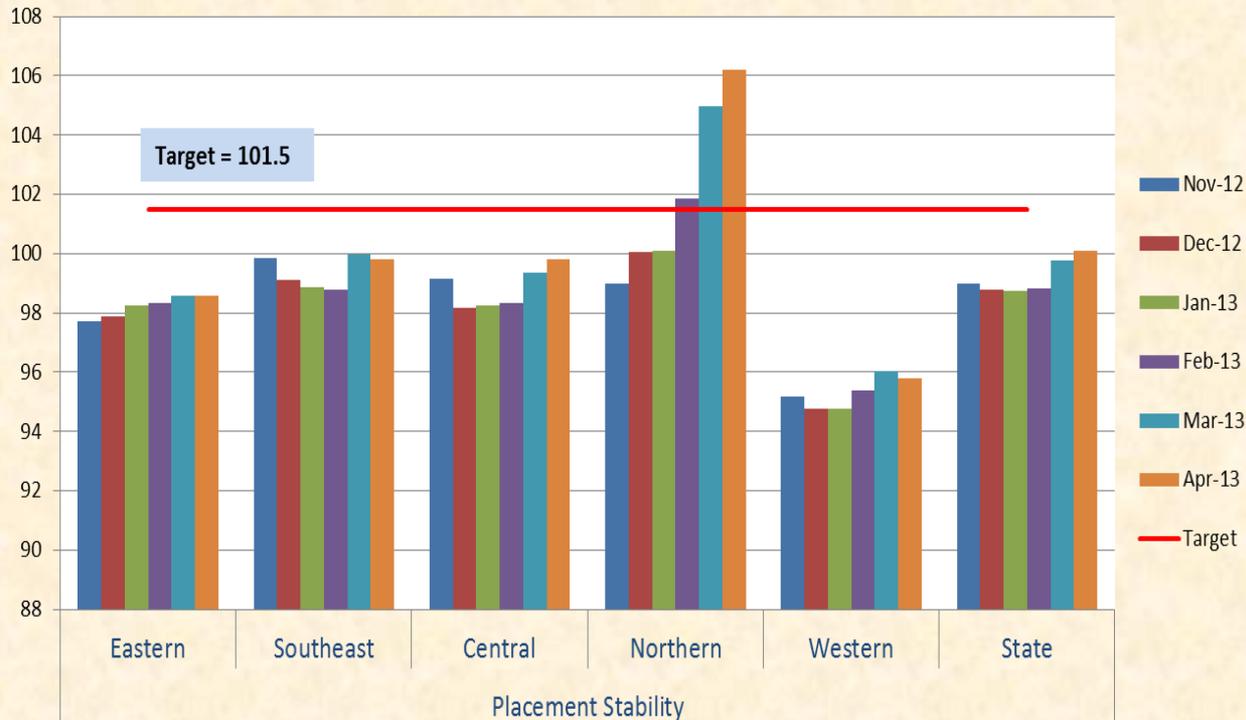
- When the facility type changes, we must add a new placement and this must be done within 72 hours. This does not count as a placement change but if not completed in 72 hours from placement will result in an error on the 72 hour report.
- Doug Beran has access to placement information and specific data that can be provided to local CQI teams to identify specific barriers.

#### Local CQI Priority:

- \* NSA, SESA, WSA and ESA



### Placement Stability - COMPASS Measures



This is the Federal Composite Measure on Placement Stability. This is a Federal Measure that reports on a rolling 12 month period. Data Source: N-FOCUS COMPASS-State wards. The national standard is 2 or fewer placements over specific periods of time. Placements are not counted for children who experience a brief hospitalization or for children who are on runaway status.

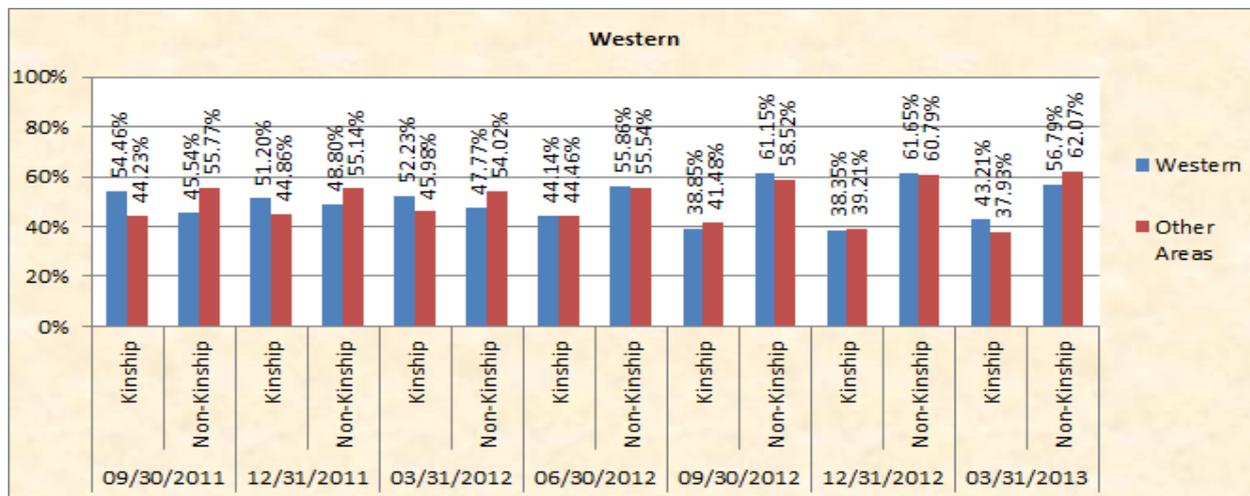
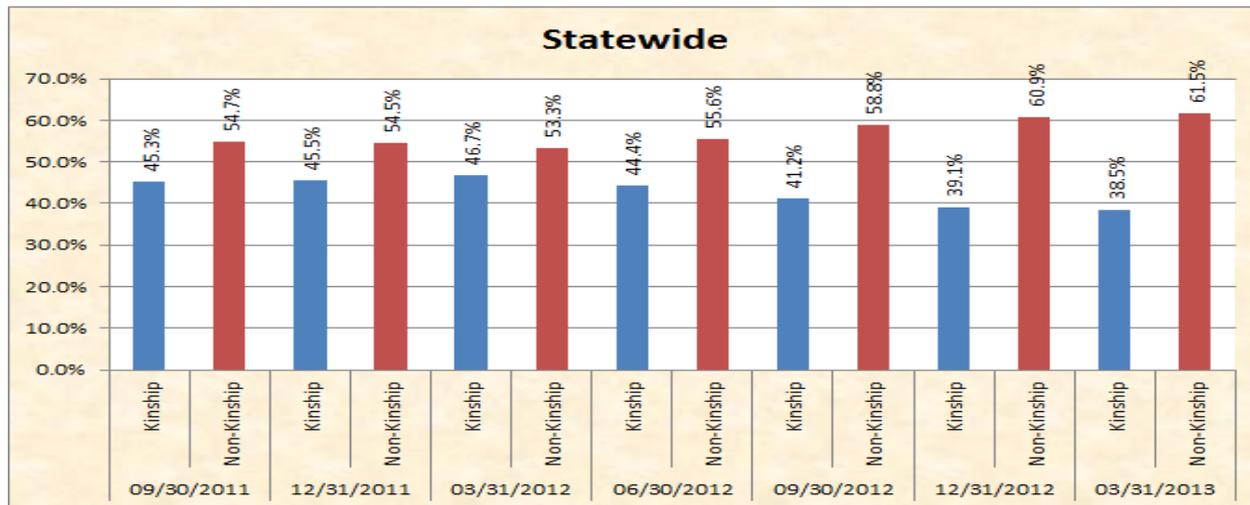
## OUTCOME STATEMENT: Children Will Experience Stability and Permanency In Their Lives

Kinship Care for Out of Home Wards

Strengths/Opportunities:

Barriers:

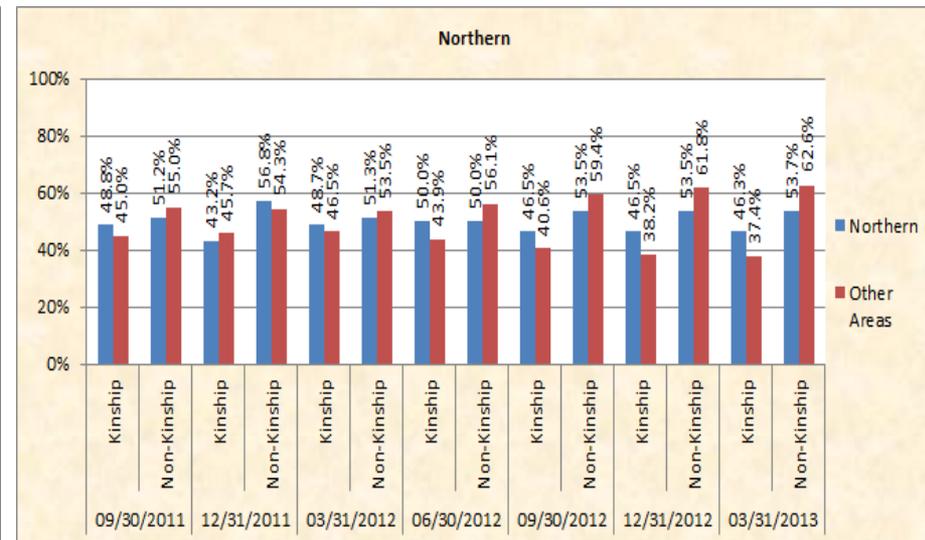
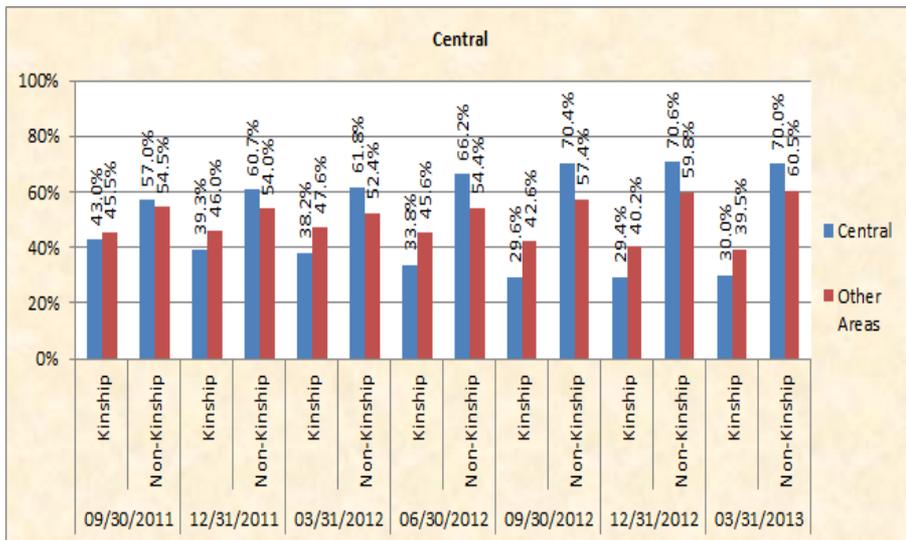
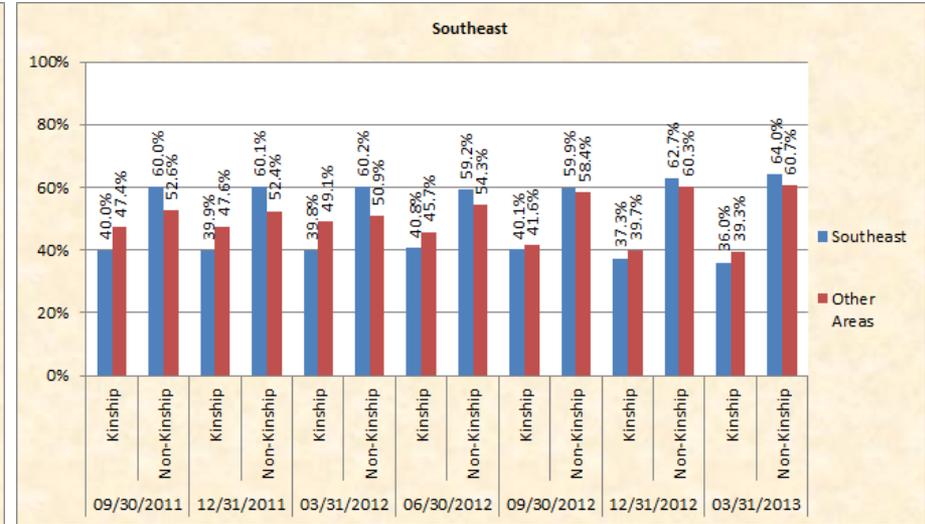
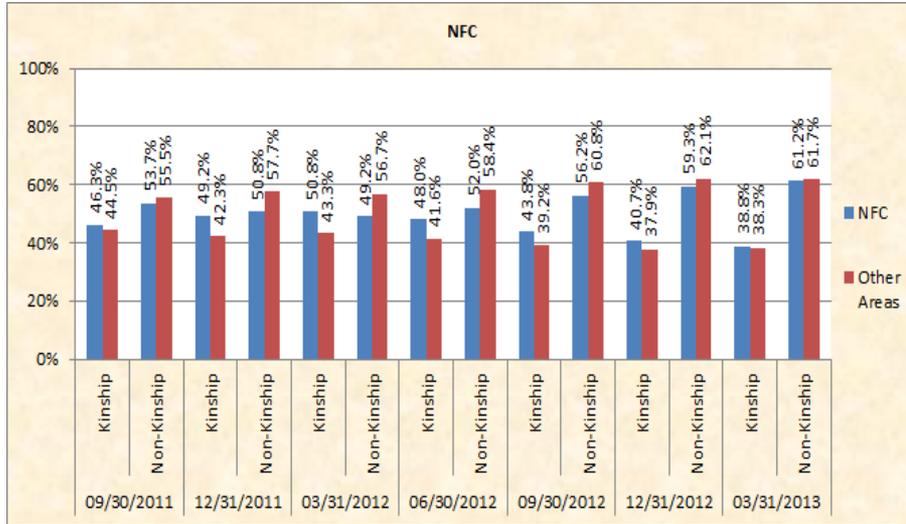
Action Items:



Kinship care includes relative foster care or foster care with a family that was previously known to the child prior to the placement such as a neighbor or friend of the family prior to July 2012.

**Kinship Care for Out of Home Wards**

**OUTCOME STATEMENT: Children Will Experience Stability and Permanency In Their Lives**



## OUTCOME STATEMENT: Children Will Experience Stability and Permanency In Their Lives

Action required within 24 hours of non-licensed placement

### Strengths/Opportunities:

\*NSA at 100% in Mar 2013

### Barriers:

\* RD staff needed to have a better understanding of how to enter the information into tracking spreadsheet.

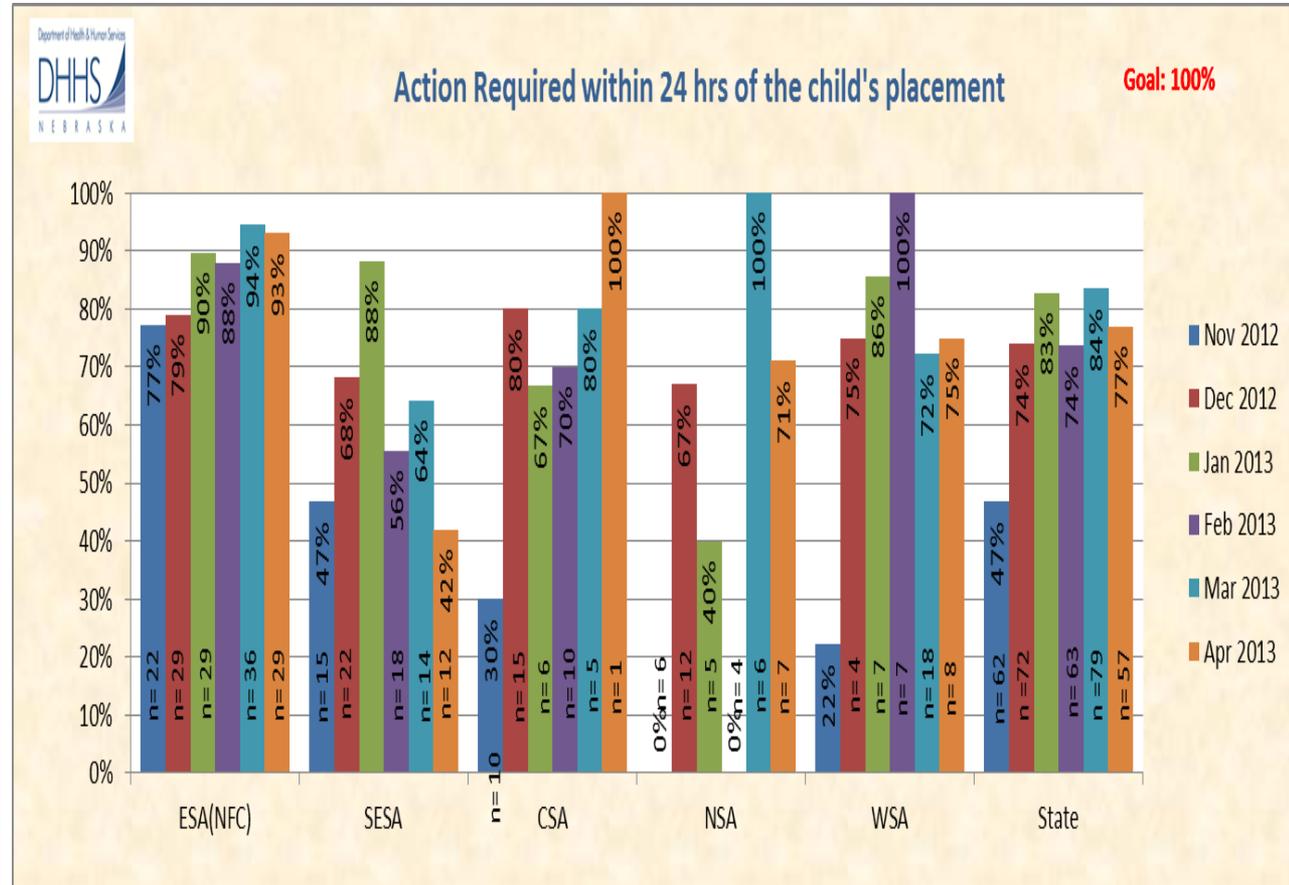
### Action Items:

This measure will be eliminated from State CQI June 2013. Adherence to policy will be the responsibility of the local CQI unit.

### Local CQI Priority:

\* WSA and ESA

Data Review Frequency: Monthly



**Action required within 24 hours of the child's placement:** The following documents must be submitted to DHHS Resource Development within 24 hours of the child being placed in out of home care: IRS W-9, Background Check Request Form, Home Study Referral/Request to Load to NFOCUS, and placement documented in Narrative Section on NFOCUS. The data below represents the percentage of placements in which the actions required within 24 hours were completed and submitted (Data Source: Resource Development Tracking Spreadsheet). Data includes OJS Wards. Tracking of this measure was implemented in CSA, NSA and WSA on September 1st, 2012.

Action required within 7 days of non-licensed placement

**Strengths/Opportunities:**

\* Increase in performance from Feb to Mar 2013 for SESA and NSA.

**Barriers:**

**Action Items:**

This measure will be eliminated from State CQI June 2013. Adherence to policy will be the responsibility of the local CQI unit.

**Local CQI Priority:**

\* WSA and ESA

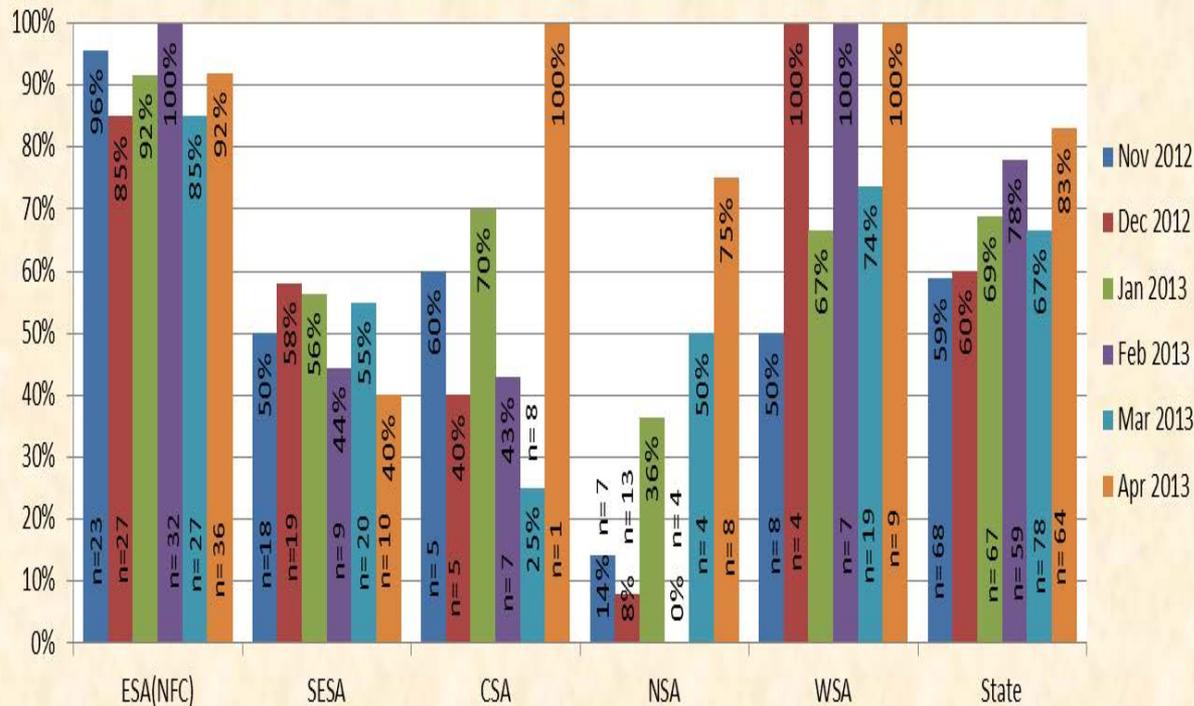
**Data Review Frequency: Monthly**

**OUTCOME STATEMENT: Children Will Experience Stability and Permanency In Their Lives**



**Action Required within 7 days of child's placement**

Goal: 100%



**Action required within 7 days of the child's placement:** The potential caregivers must complete fingerprint process for the State and National Criminal History Checks within 7 days of the child being placed in out of home care. (Data Source: Resource Development Tracking Spreadsheet). Data includes OJS Wards. Tracking of this measure was implemented in all Service Areas on September 1st, 2012.

Action required within 30 days of non-licensed placement

**Strengths/Opportunities:**

\* ESA continues to see performance over 95%

**Barriers:**

**Action Items:**

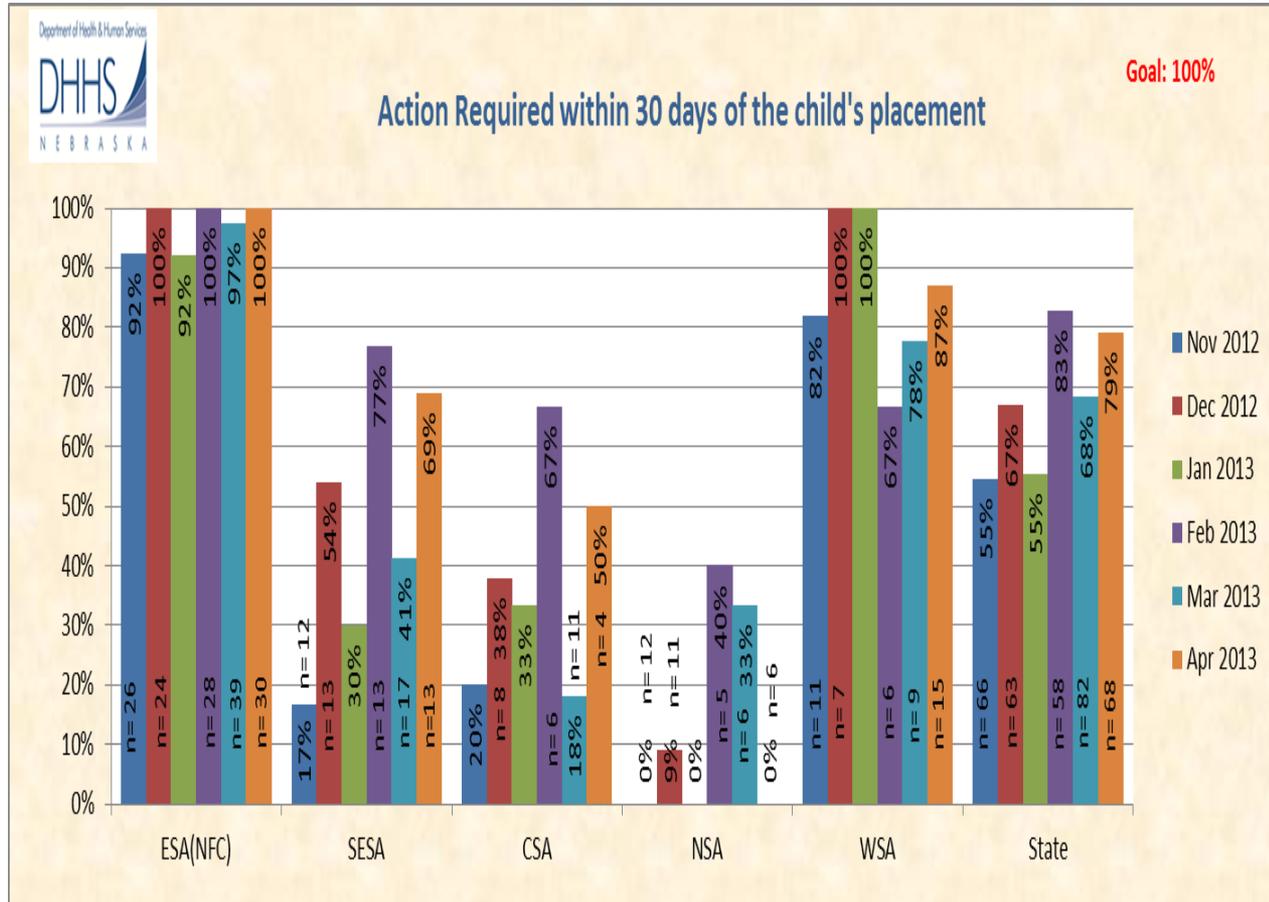
This measure will be eliminated from State CQI June 2013. Adherence to policy will be the responsibility of the local CQI unit.

**Local CQI Priority:**

\* WSA and ESA

**Data Review Frequency: Monthly**

**OUTCOME STATEMENT: Children Will Experience Stability and Permanency In Their Lives**



**Action required within 30 calendar days of the child's placement:** The required home study must be completed and submitted to DHHS Resource Development within 30 days of the child being placed in out of home care. The data represents the percentage of placement in which the home study was completed and submitted to DHHS Resource Development within 30 calendar days.

## OUTCOME STATEMENT: Children Will Experience Stability and Permanency In Their Lives

Action required within 60 days of non-licensed placement

### Strengths/Opportunities:

\* WSA at 100% in Feb and March 2013

### Barriers:

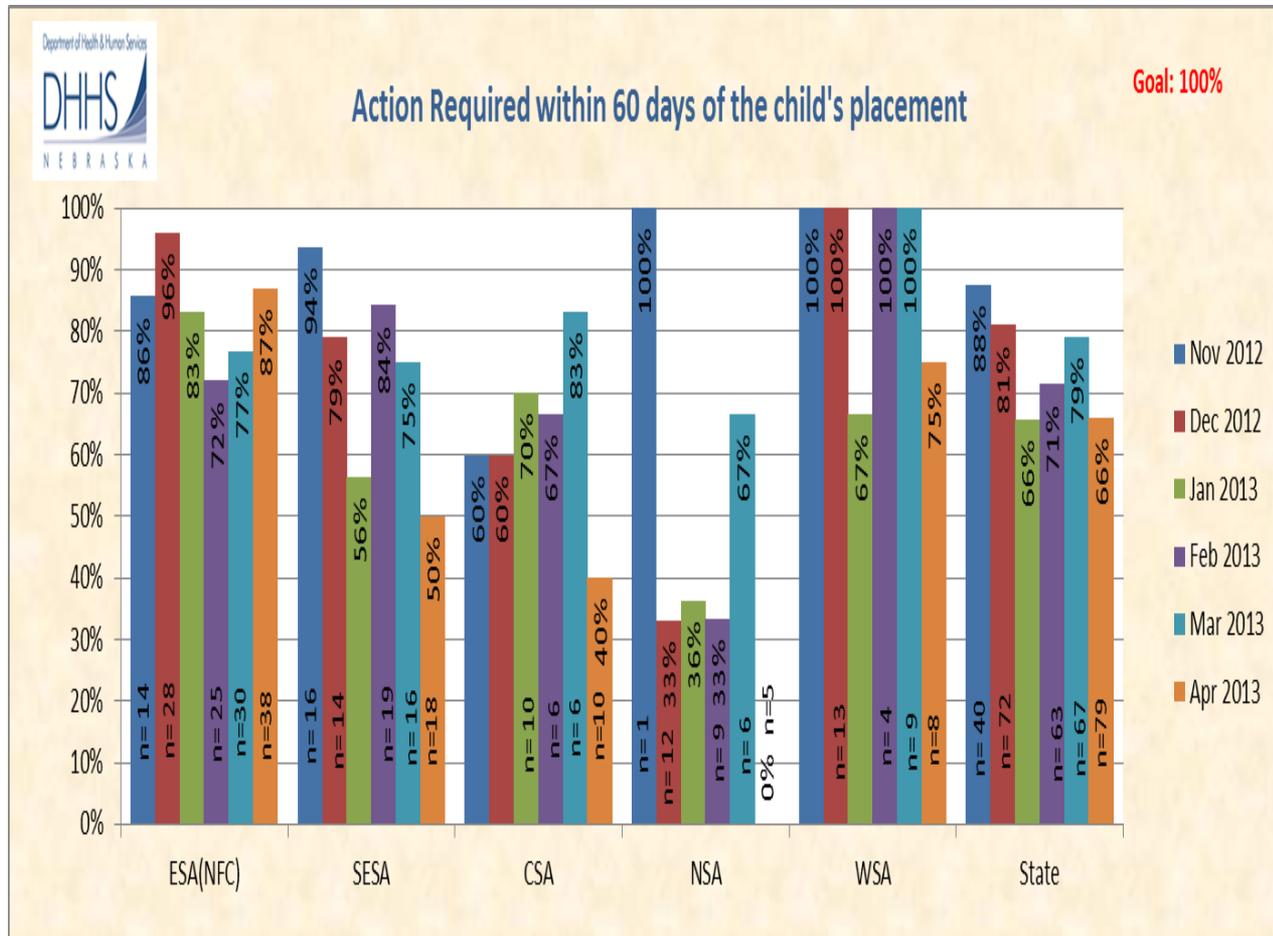
### Action Items:

This measure will be eliminated from State CQI June 2013. Adherence to policy will be the responsibility of the local CQI unit.

### Local CQI Priority:

\* WSA and ESA

Data Review Frequency: Monthly



**Action required within 60 calendar days of the child's placement:** Fingerprint results must be submitted to the DHHS Resource Development within 60 calendar days of the child being placed in out of home care. The data represents the percentage of placement in which the fingerprint results were submitted to the DHHS Resource Development within 60 calendar days.

## OUTCOME STATEMENT: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

### Placement Change Documentation w/in 72 hours

**Strengths/Opportunities:**

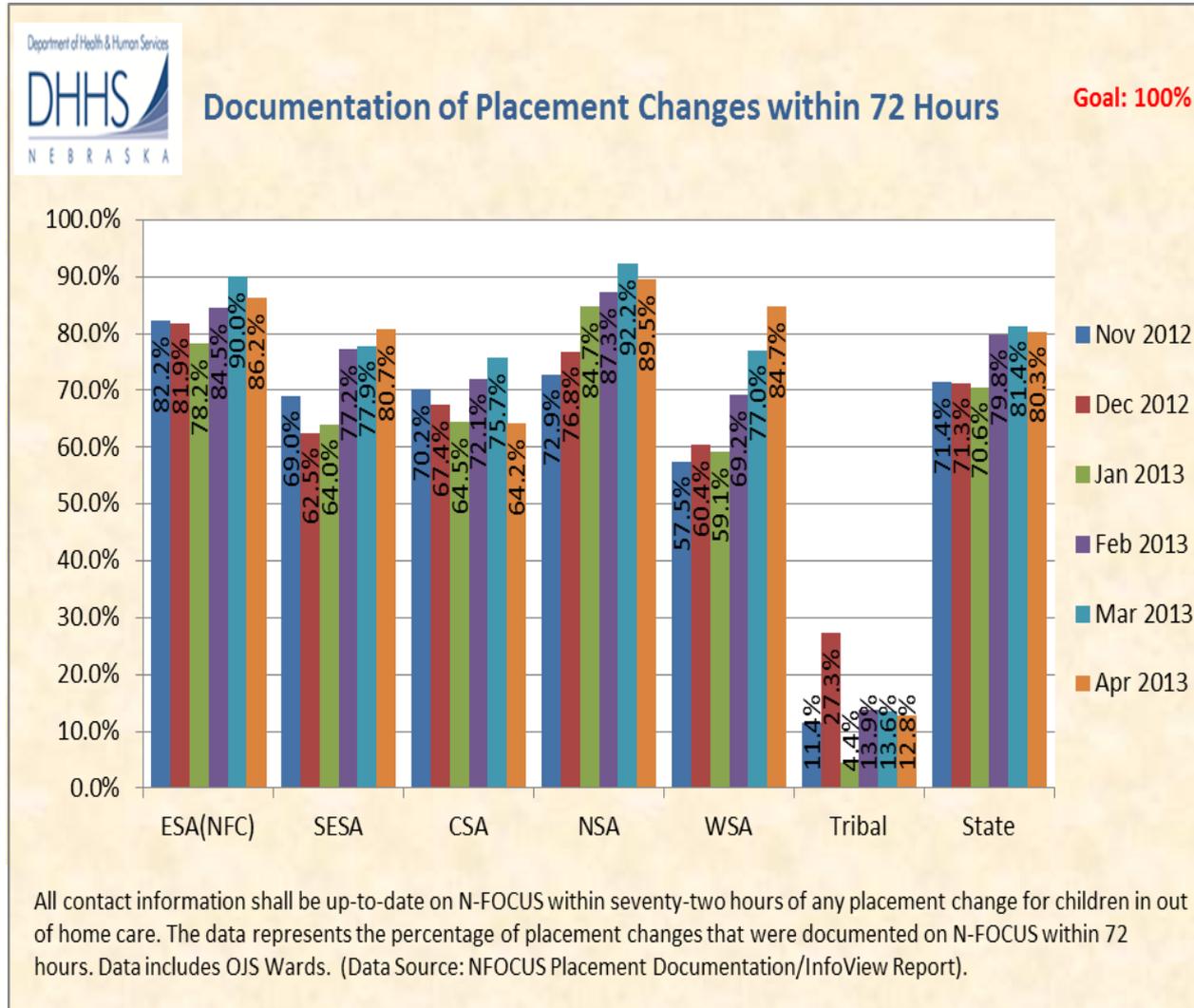
\*The State hit a record high!! NSA is trending very positively while the others hit new highs.

**Barriers:**

**Action Items:**

1. July 2013 release will include the ability for Admins/Supps to make corrections to placement changes in N-FOCUS.
2. When the facility type changes, a new placement is required. However, if the address is the same, this does not count as a placement change. If the placement change is loaded beyond the 3 days, even though the placement didn't change, it will count as an error.
3. Stacy Scholten will lead a workgroup to discuss definition and documentation expectations for REMOVALS.
4. Sheila Kadoi and/or Stacy Scholten will follow up with training to update materials with definitions:
  1. Add AFCARS definitions of removal instructions.
  2. Add Instructions for Police Holds
  3. Add Instructions for Hospitalization
  4. Add Instructions regarding Court Ordered Removal from one parent to the other.

Local CQI Priority:  
 \* CSA, NSA, SESA, WSA and ESA



## OUTCOME STATEMENT: Children Will Experience Stability and Permanency In Their Lives

### Family Team Meeting

#### Strengths/Opportunities:

- WSA and NSA continue to trend higher.
- SESA and Tribal saw slight increase in performance in March.
- ESA performance remained the same.

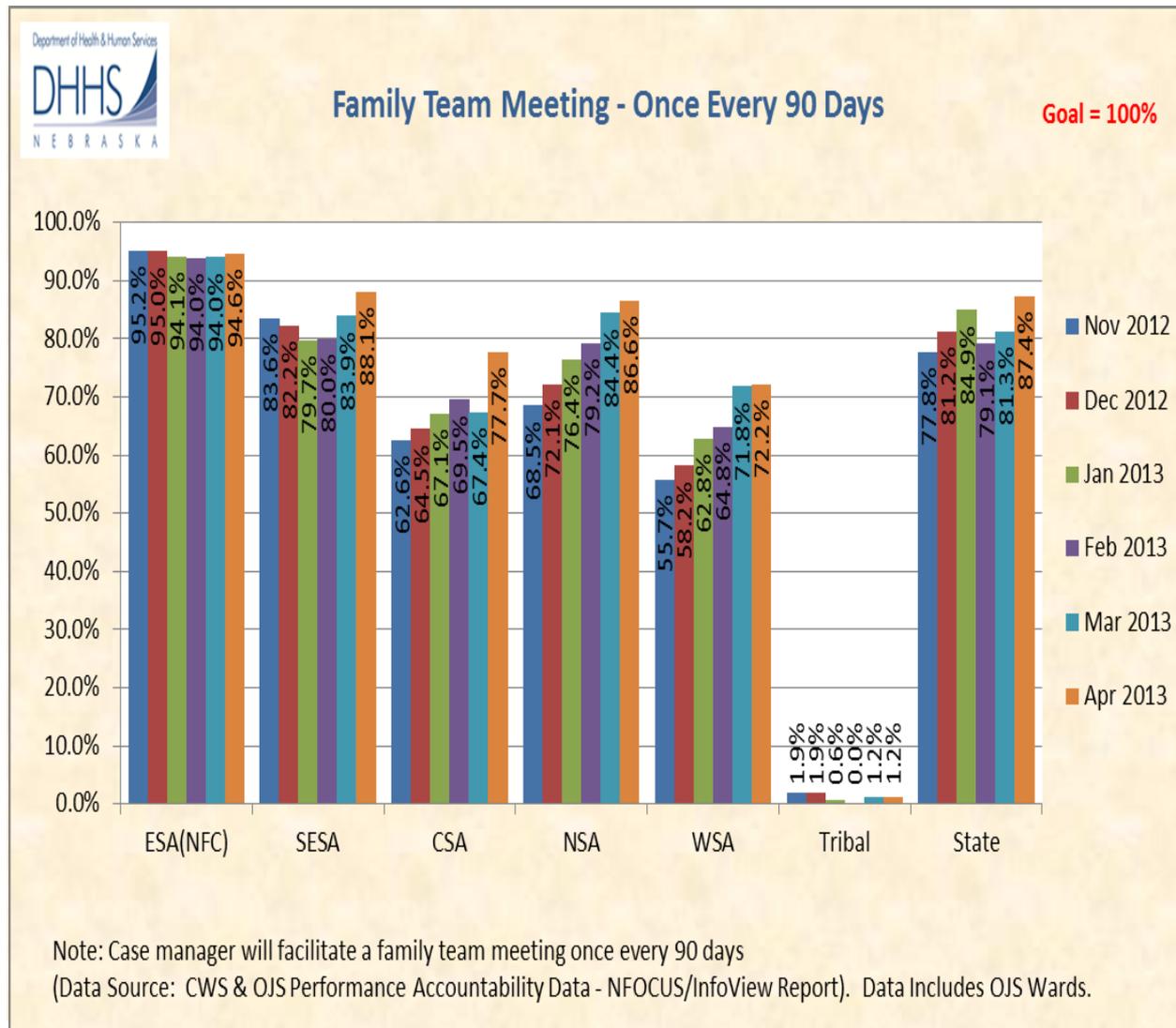
#### Barriers:

#### Action Items:

- 1.) Service Area Admin/Staff – Send FTM templates to S.Johnson, Training Administrator, to put together a common guide/template for new worker and current worker training.
- 2.) Case Management Due Date Report is now available on InfoView.
- 3.) Procedure Update #15-2013 regarding Family Team Meetings was issued on 4/19/13.

#### Local CQI Priority:

\* CSA, NSA, and WSA



## OUTCOME STATEMENT: Children Will Experience Stability and Permanency In Their Lives

### Family Team Meeting

#### Strengths/Opportunities:

\*CSA is the only area with a higher performance in Non-OJS cases.

#### Barriers:

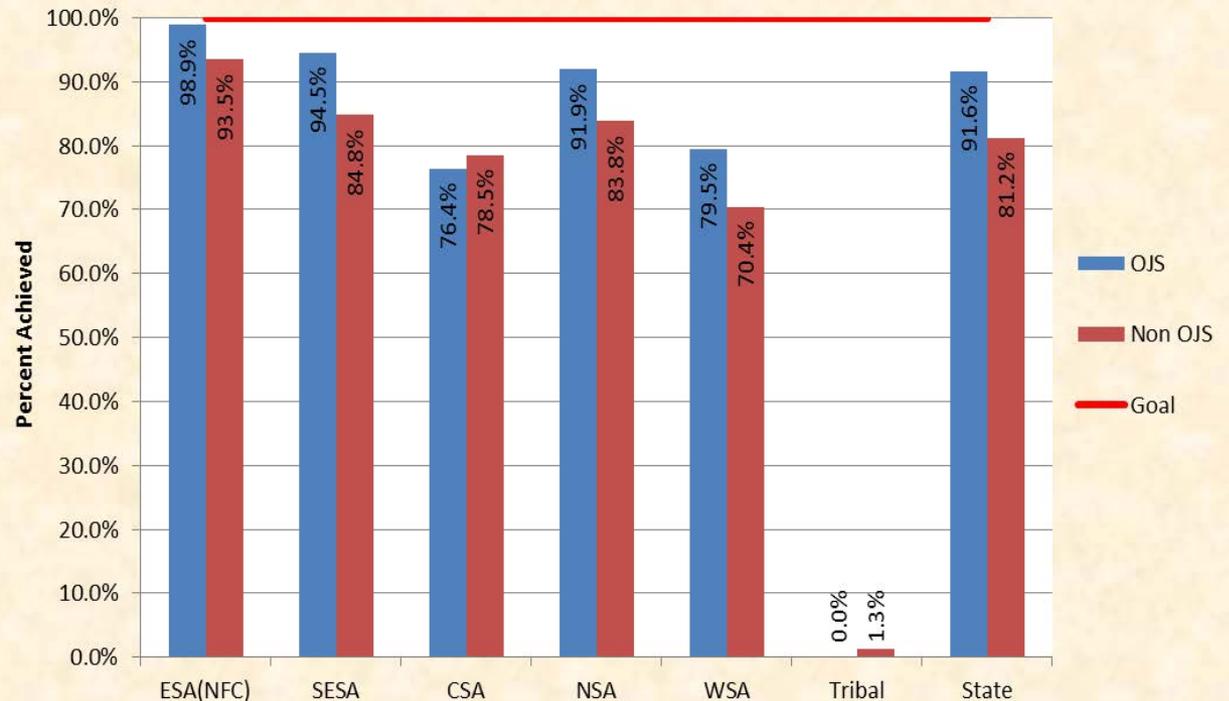
#### Action Items:

- SESA Added FTM to Service Area Priority Action Plans
- This measure will be eliminated from State CQI June 2013. Adherence to policy will be the responsibility of the local CQI unit.



Family Team Meeting - Once every 90 Days  
OJS vs. NON-OJS  
April 2013

Goal = 100%



## OUTCOME STATEMENT: Children Will Experience Stability and Permanency In Their Lives

### Court Report Timeliness

#### Strengths/Opportunities:

\*Slight increase in performance in SESA. All other service areas saw a decrease in performance.

#### Barriers:

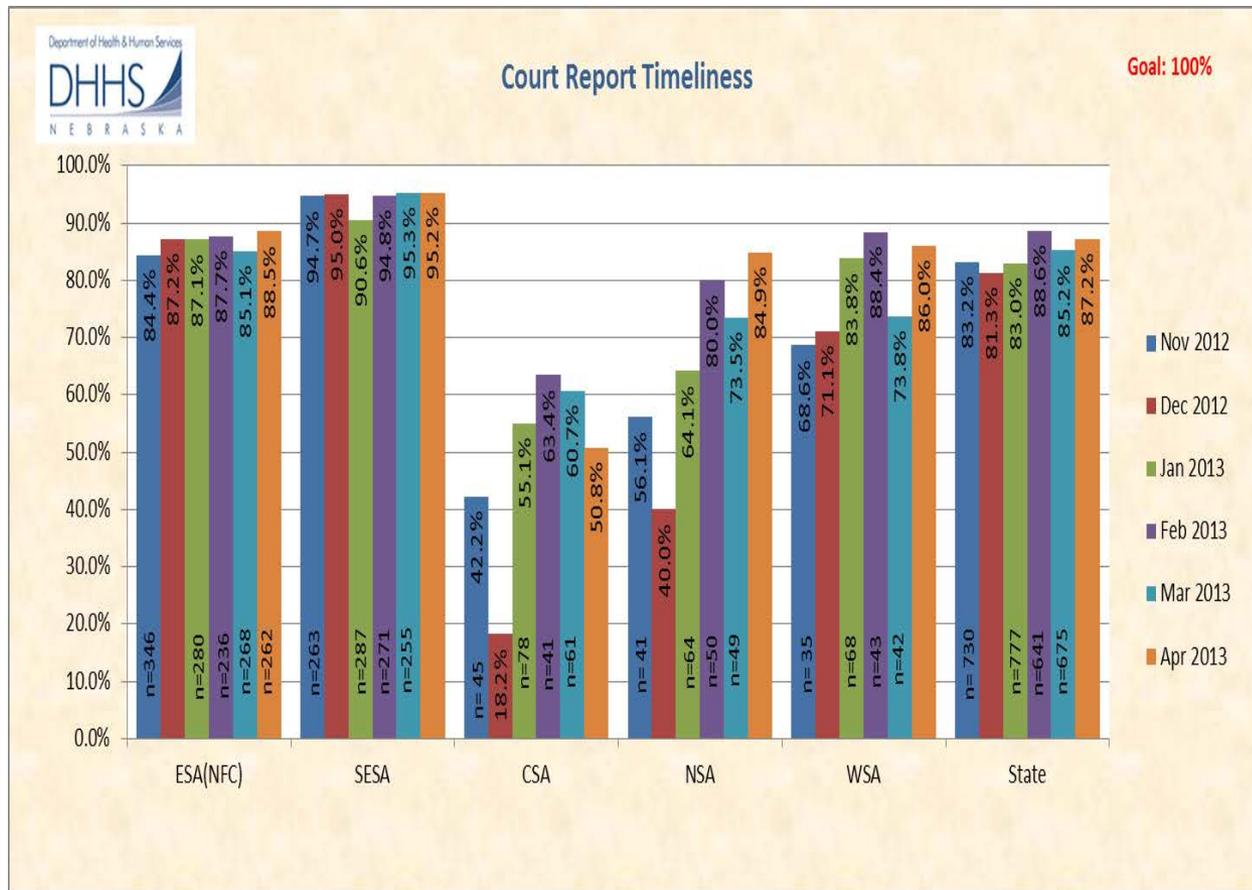
#### Action Items:

\* This manual measure will be eliminated from State CQI June 2013. Adherence to policy and measuring will be by the automated report summer of 2013.

#### Local CQI Priority:

\* CSA and ESA

Data Review Frequency: Monthly



The data represents the percentage of court reports/case plans that were submitted to the judge/court room in accordance with each judicial timeframe (Data Source: ESA - Tracking form completed by the Court CFOM; NSA, WSA, CSA, and SESA - Tracking form completed by the CFSS and CFS Supervisor). Data includes OJS Wards. Tracking of Court Report Timeliness was implemented in CSA, NSA and WSA on September 1st, 2012.

## OUTCOME STATEMENT: Children Will Experience Stability and Permanency In Their Lives

### Federal Visitation with State Wards

#### Strengths/Opportunities:

\* All Service Areas continue to exceed the goal of 95%

#### Barriers:

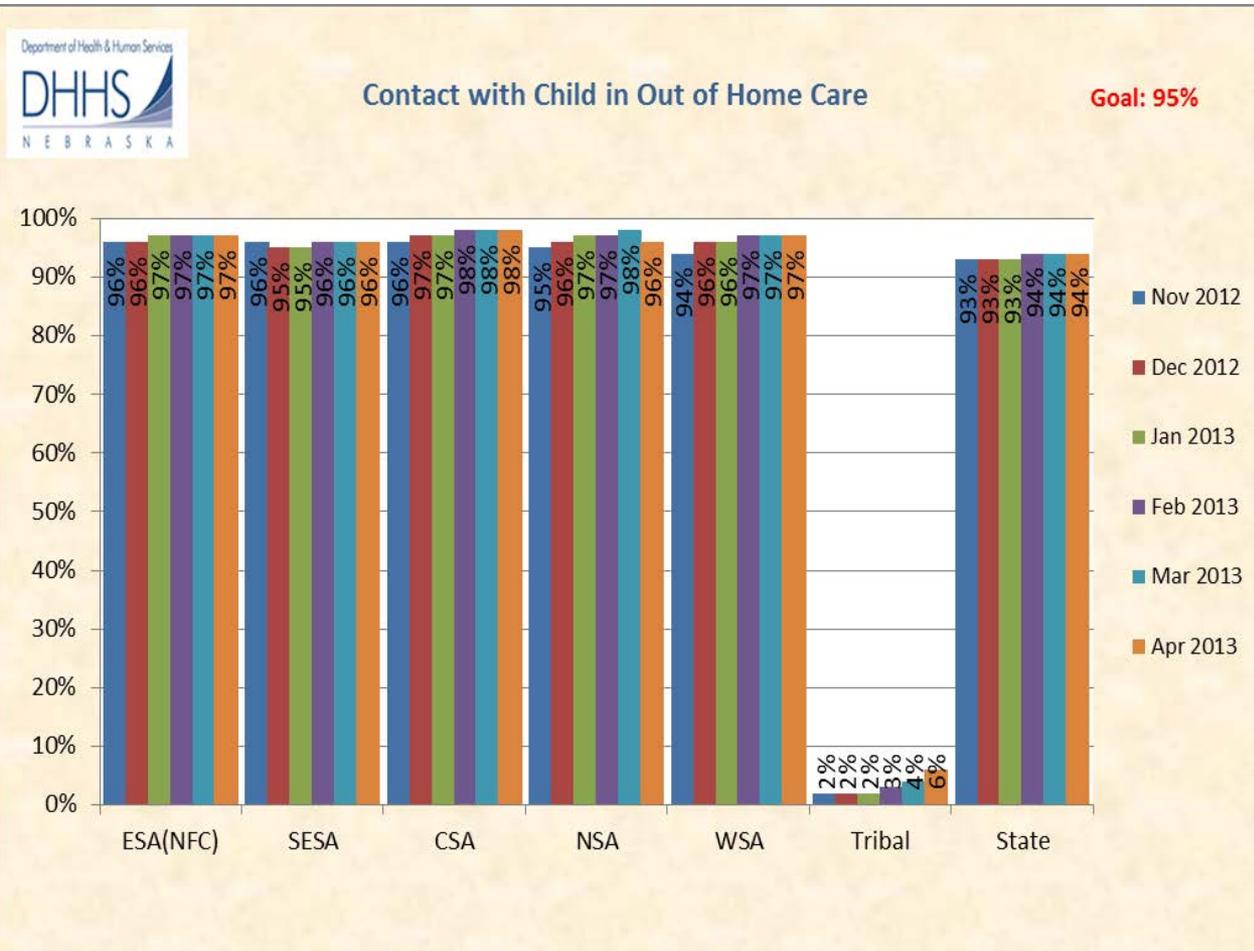
- Lack of documentation in Tribal Cases.

#### Action Items:

- Case Management Due Date Report is now available on InfoView
- Need to drill down and look at the number of youth on run and how this number impacts the results. **ESA - 37, SESA - 18, NSA - 4, CSA - 4, WSA - 4 as of 4/8/2013**
- Sherri Haber and Sherri Eveleth will work with Vicky Maca to identify and provide support to the tribes
- Report will begin to include all youth in AFCARS rather than just youth in out of home care.

#### Local CQI Priority:

\* CSA, SESA and ESA



Case manager will have monthly face to face contact with the child. This federal visitation requirement is a cumulative measure for the federal fiscal year (October to December). Youth are required to be visited 95% of the months they are in out of home care. Data includes OJS Wards. (Data Source: Federal Visitation Data - NFOCUS/InfoView Reports). Measure re-starts with new FFY in October each year.

### OUTCOME STATEMENT #3: Children Will Experience Stability and Permanency In Their Lives

#### Monthly Contact with Non-Court Involved Child

#### Strengths/Opportunities:

\*WSA 99% in March 2013.

#### Barriers:

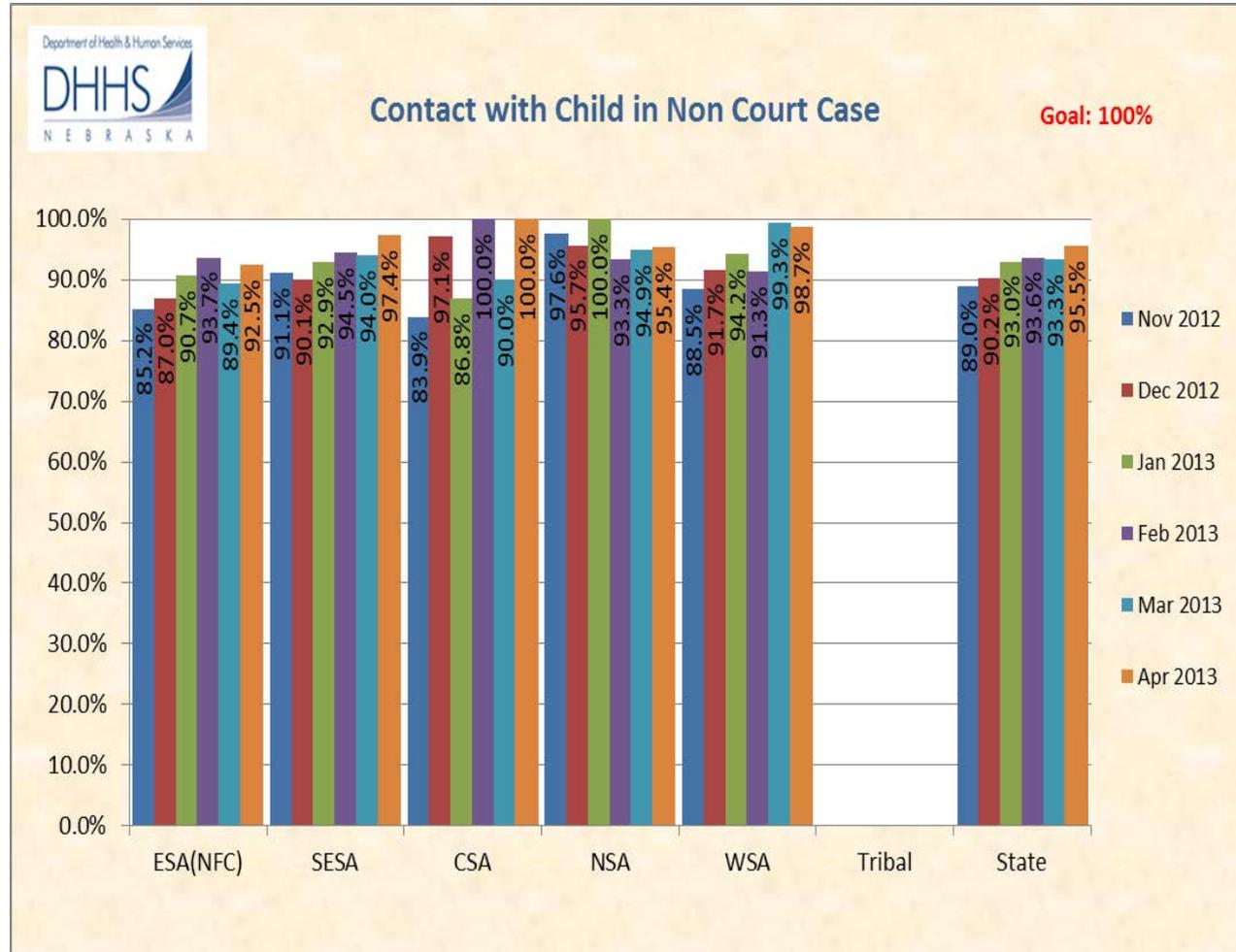
#### Action Items:

\* Case Management Due Date Report is now available on InfoView

#### Local CQI Priority:

\* CSA, SESA and ESA

Data Review Frequency: Monthly



Case manager will have monthly face to face contact with the child (Data Source: CWS & OJS Performance Accountability Data - NFOCUS/InfoView Reports).

**Monthly Contact with IH/OOH Court Involved Youth**

**Strengths/Opportunities:**

\* CSA and NSA – lower ratio for Non-OJS wards.

**Barriers:**

\* Lack of documentation in Tribal Cases

**Action Items:**

\* Case Management Due Date Report is now available on InfoView

The OJS part of this report will be eliminated June 2013.

**Local CQI Priority:**

\* CSA, SESA and ESA

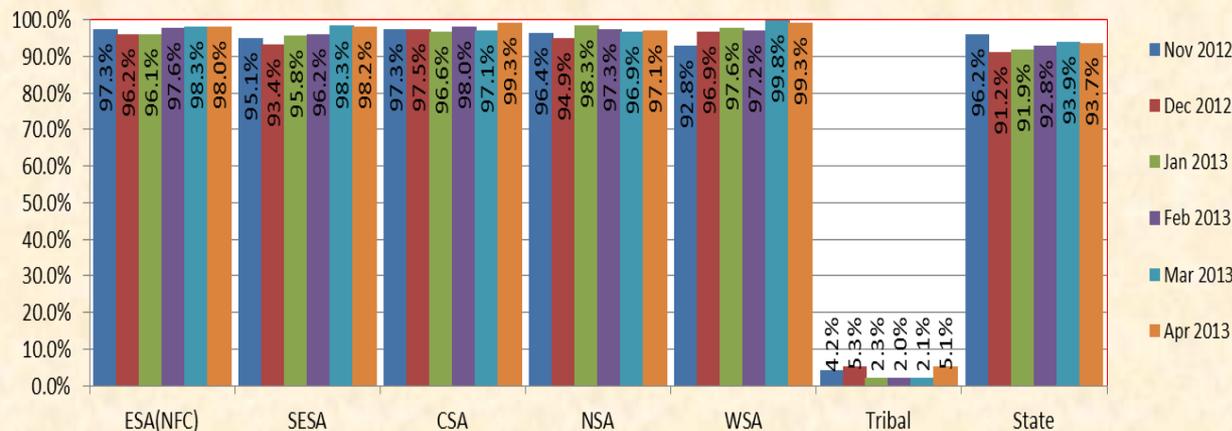
**Data Review Frequency: Monthly**

**OUTCOME STATEMENT #3: Children Will Experience Stability and Permanency In Their Lives**



**Contact with State Wards**

Goal: 100%



**Monthly Face to Face Contact with WARDS  
OJS vs. NON-OJS**

Goal = 100%



Case manager will have monthly face to face contact with the child (Data Source: CWS & OJS Performance Accountability Data - NFOCUS/InfoView Reports).

# CHAPTER 4: WORKFORCE STABILITY

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**OUTCOME STATEMENT: THE DIVISION OF CHILDREN AND FAMILY SERVICES' WORKFORCE IS WELL-QUALIFIED, TRAINED, SUPERVISED AND SUPPORTED**

**Goal Statement: The number of employees who do their jobs with confidence and competency will increase and caseloads will align with CWLA standards**

## OUTCOME STATEMENT: The Division of CFS Workforce is Well-Qualified , Trained, Supervised and Supported.

### Caseload Sizes for IA Workers

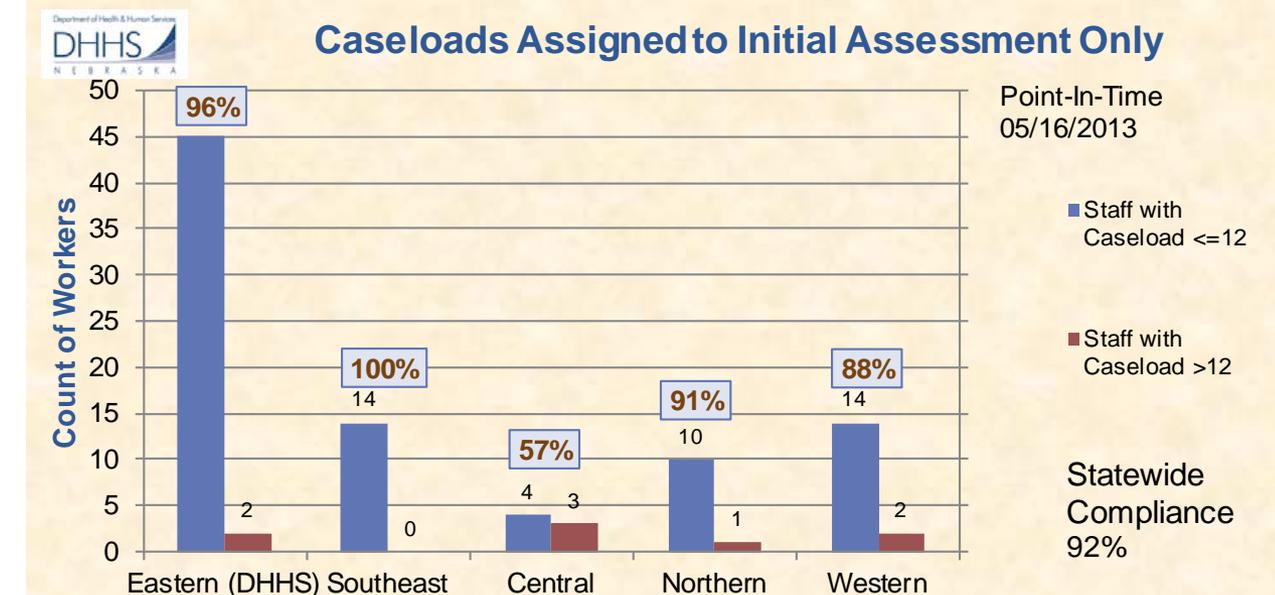
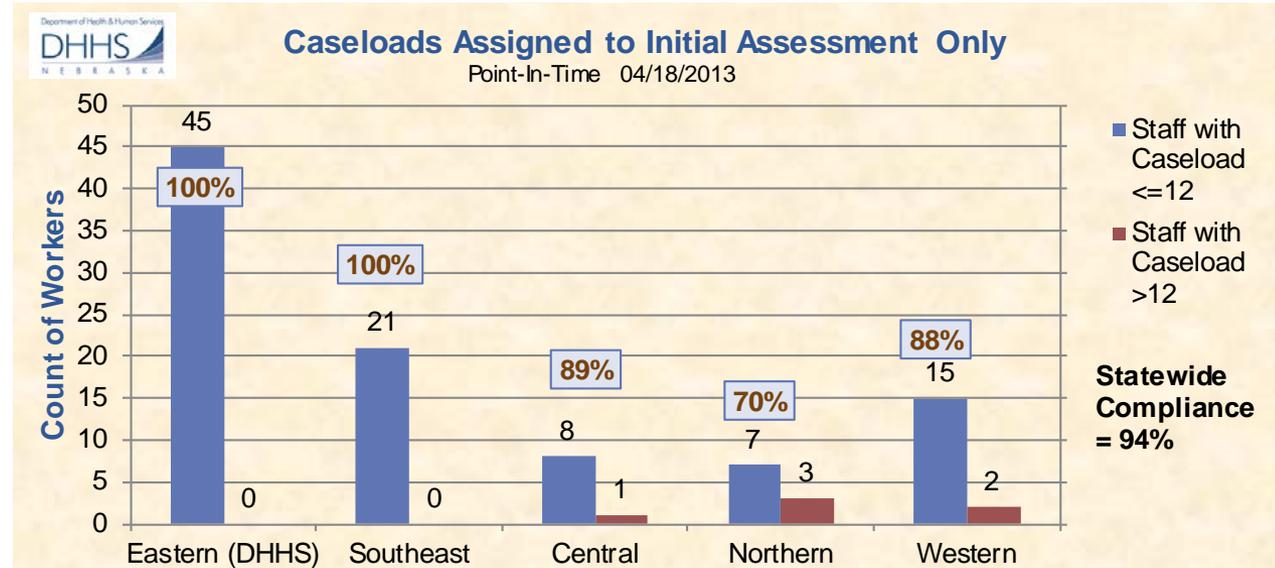
#### Strengths/Opportunities:

\* Statewide compliance = 92%

#### Barriers:

#### Action Items:

Data Review Frequency: Monthly



## OUTCOME STATEMENT: The Division of CFS Workforce is Well-Qualified , Trained, Supervised and Supported.

### Caseload Sizes for IA& Ongoing

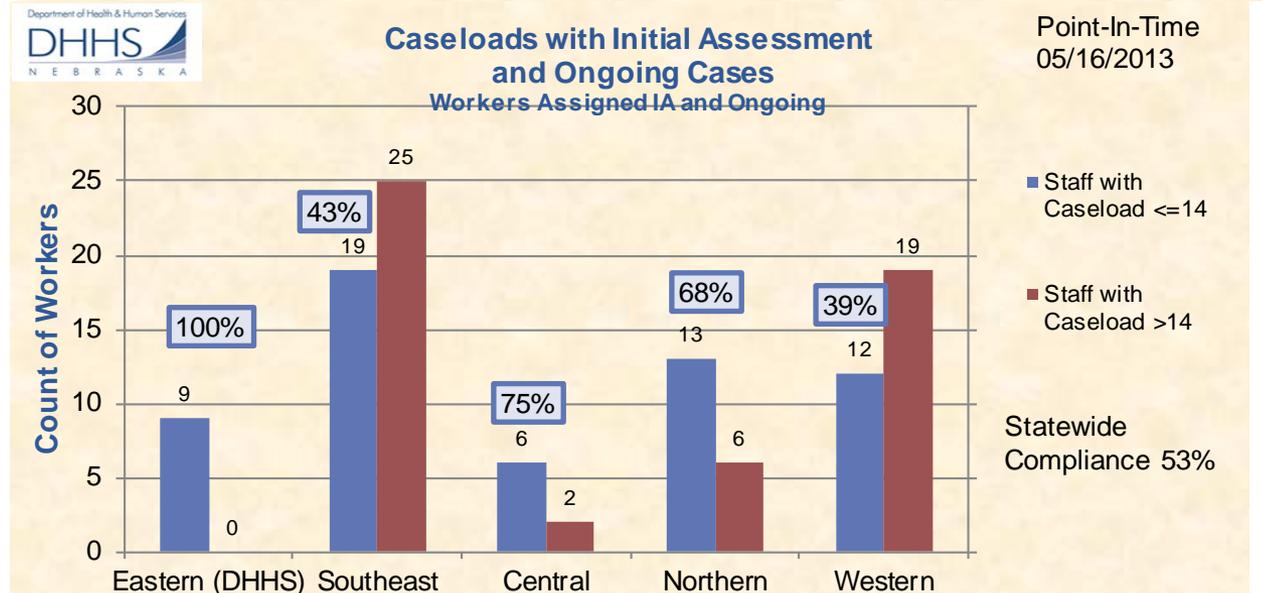
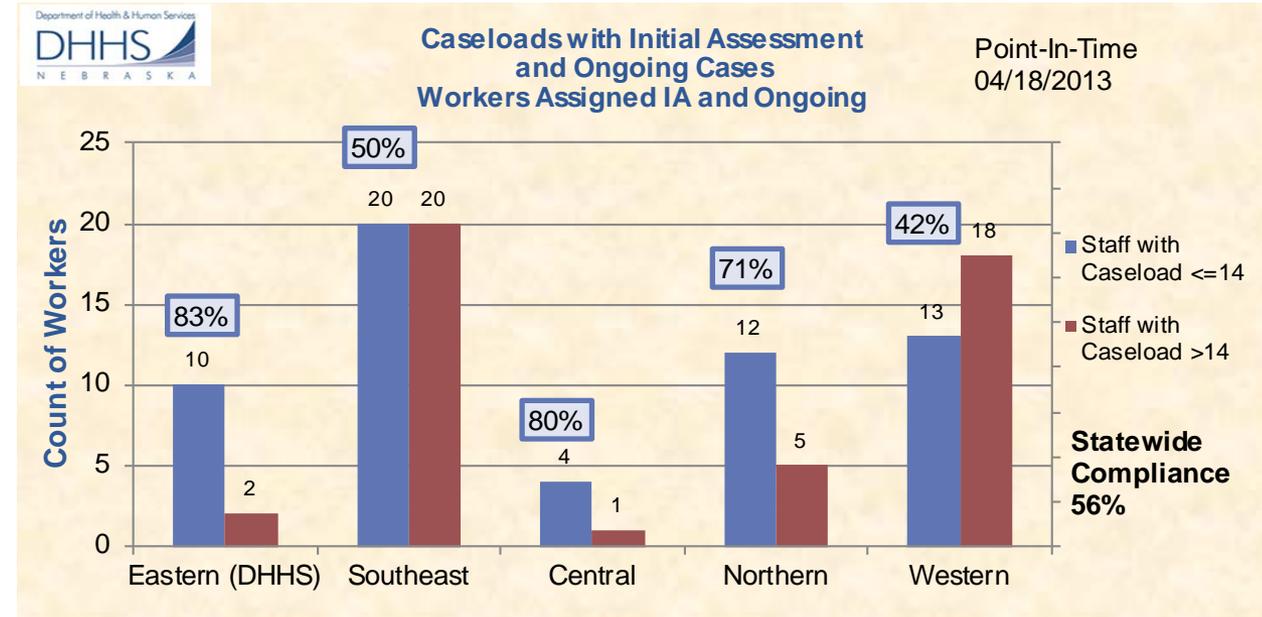
#### Strengths/Opportunities:

- Statewide Compliance = 58%
- Any way to eliminate the blending of IA and Ongoing work?

#### Barriers:

#### Action Items:

Data Review Frequency: Monthly



### OUTCOME STATEMENT: The Division of CFS Workforce is Well-Qualified , Trained, Supervised and Supported.

#### Caseload Sizes

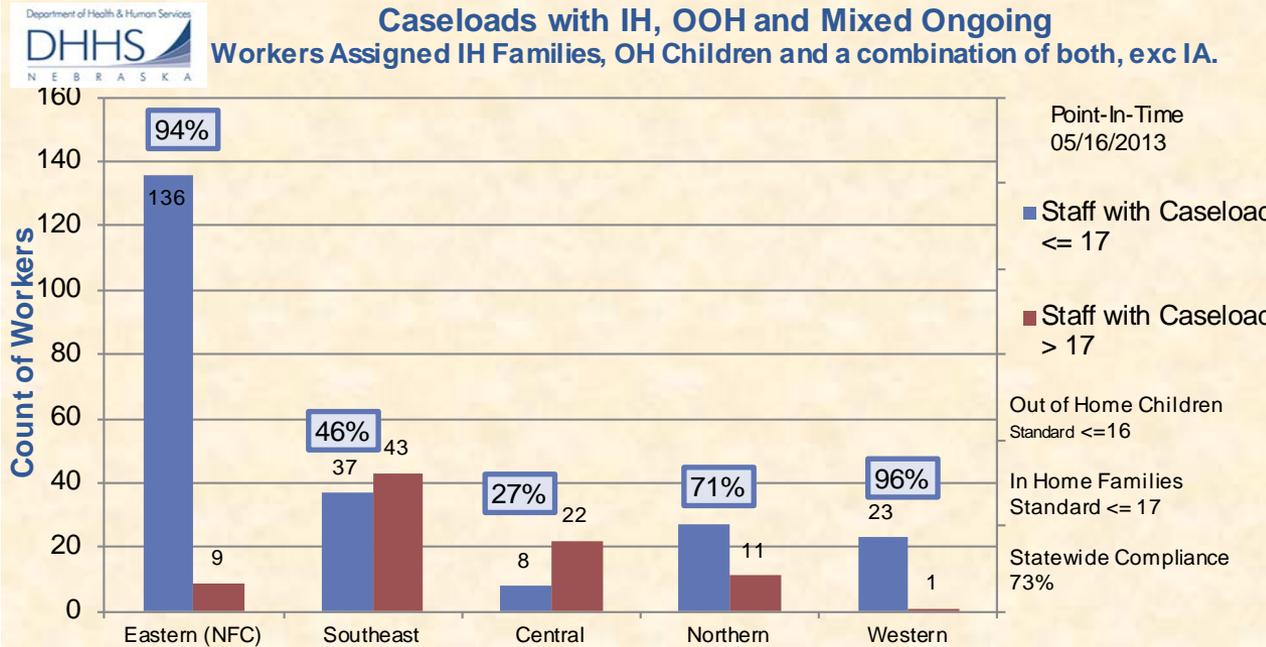
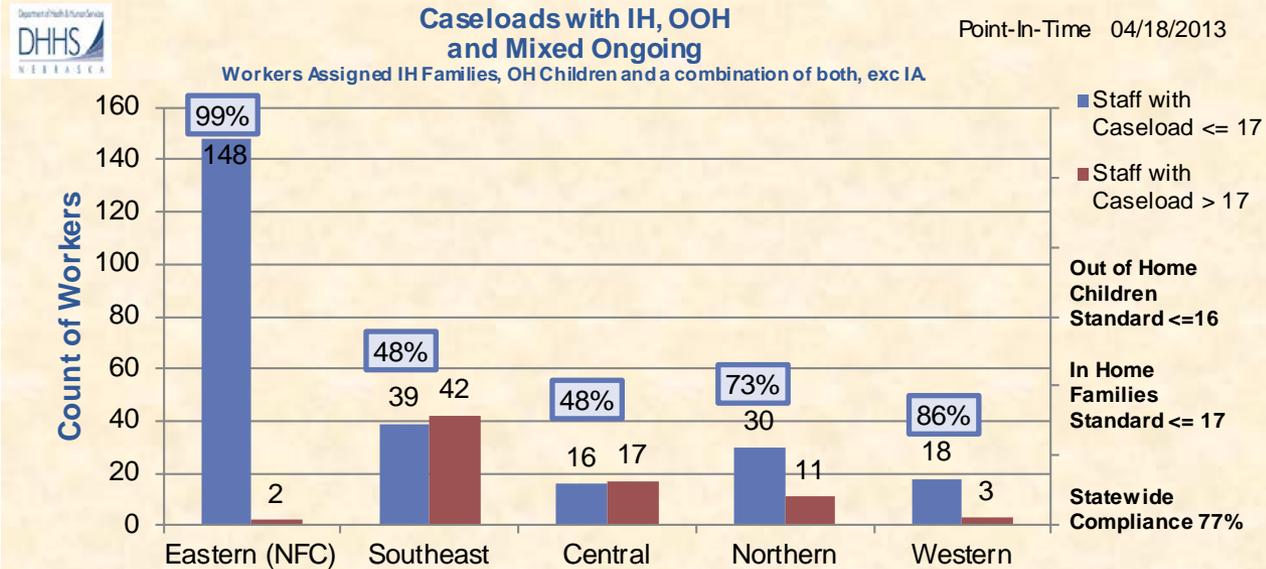
#### Strengths/Opportunities:

\* Statewide Compliance = 73%

#### Barriers:

#### Action Items:

Data Review Frequency: Monthly



## OUTCOME STATEMENT: The Division of CFS Workforce is Well-Qualified, Trained, Supervised and Supported.

### Caseload Rates

#### Strengths/Opportunities:

\* Statewide Total Compliance=72%

#### Barriers:

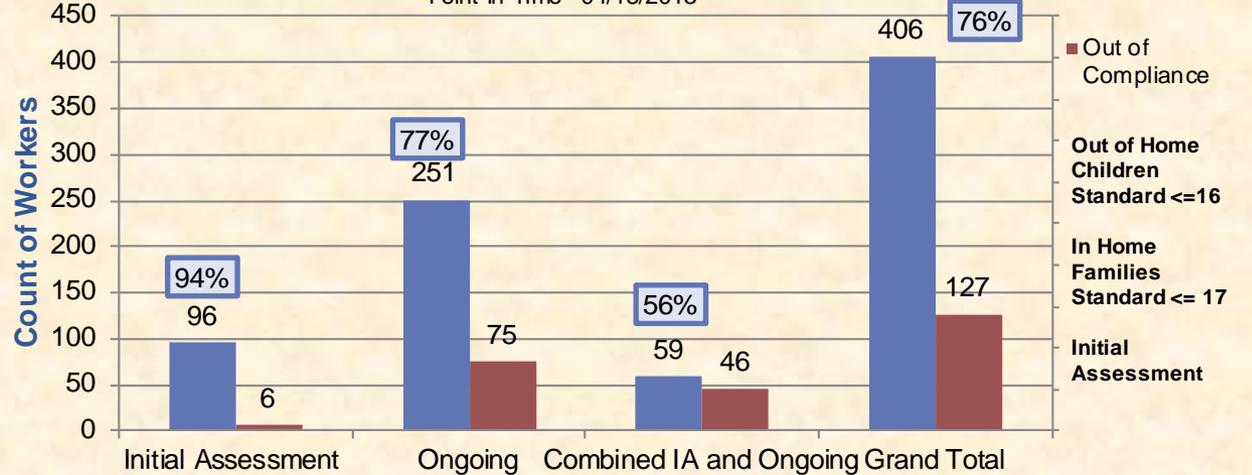
#### Action Items:

Data Review Frequency: Monthly



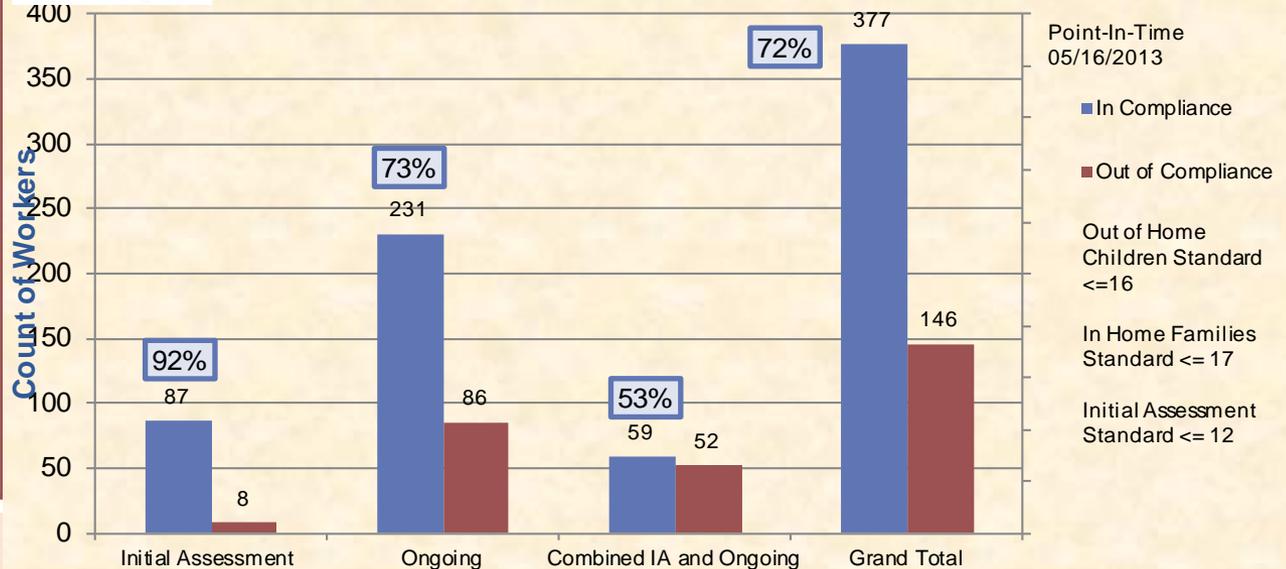
Statewide Caseload Results For Initial Assessment, Ongoing, and Combination IA and Ongoing Caseloads

Point-In-Time 04/18/2013



Statewide Caseload Results For Initial Assessment, Ongoing, and Combination IA and Ongoing Caseloads

Point-In-Time 05/16/2013



### CFS Staff Turnover

#### Strengths/Opportunities:

#### Barriers:

Attrition for CFS Specialists is 6 per month in 4 Service Areas

#### Action Items:

\* NFC will create charts in the same format for inclusion in this report by June meeting.

## OUTCOME STATEMENT: The Division of CFS Workforce is Well-Qualified , Trained, Supervised and Supported.

Protection and Safety Turnover Percent*							
Title	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013
CFS Spec Trainee	0.00%	2.60%	0.00%	4.26%	0.00%	0.00%	1.89%
CFS Specialist	1.41%	2.35%	1.73%	1.17%	1.81%	2.04%	1.26%
CFS Supervisors	0.00%	1.37%	0.00%	0.00%	0.00%	0.00%	1.32%
<b>Turnover Percent</b>							
April 2013							
Title	CSA PS	ESA PS	NSA PS	SESA PS	WSA PS		
CFS Spec Trainee	0.00%	0.00%	0.00%	4.00%	0.00%		
CFS Specialist	0.00%	1.08%	1.56%	2.24%	0.00%		
CFS Supervisors	0.00%	0.00%	0.00%	4.17%	0.00%		
<b>Turnover Counts</b>							
Title	CSA PS	ESA PS	NSA PS	SESA PS	WSA PS		
CFS Spec Trainee	0	0	0	1	0		
CFS Specialist	0	1	1	3	0		
CFS Supervisors	0	0	0	1	0		
<b>Aggregate Counts</b>							
Title	Total Employees	TermE mployee s	TurnOv er				
CFS Spec Trainee	53	1	1.89%				
CFS Specialist	397	5	1.26%				
CFS Supervisors	76	1	1.32%				

\*Note: Turnover rates are calculated using filled positions at the end of the month and includes only those employees who left state government during that month. It does not include employees who transferred from one program or Division to another within DHHS or from DHHS to another state agency. Turnover is as of the last day of posted month.

**OUTCOME STATEMENT: The Division of CFS Workforce is Well-Qualified , Trained, Supervised and Supported.**

**New CFS Trainees by Month**

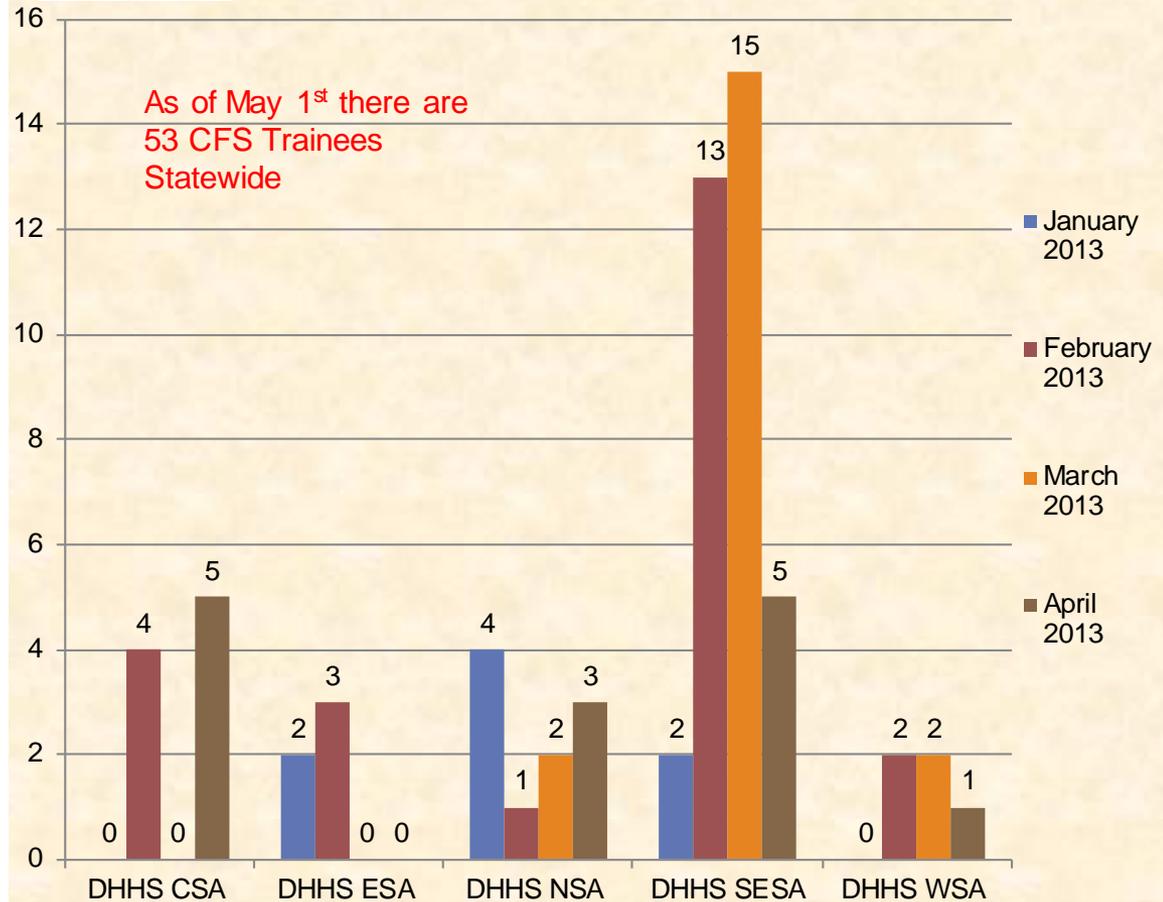
Strengths/Opportunities:

Barriers:

Action Items:



**Count of New CFS Specialist Trainees Entering by Month - job code C72311**



**Data Review Frequency: Quarterly**

Date is effective as of last day of posted month



### OUTCOME STATEMENT: The Division of CFS Workforce is Well-Qualified , Trained, Supervised and Supported.

Vacancies are allocated positions not filled, excluding frozen positions

#### CFS Staff Vacancy Rate

Strengths/Opportunities:

Barriers:

Action Items:

\* NFC will create charts in the same format for inclusion in this report by June meeting.

CFSS + CFSS/T	April 2013			May 2013		
	as of 04/01/2013			as of 05/01/2013		
Location	Vacant Positions	Total Positions	Vacancy Rate	Vacant Positions	Total Positions	Vacancy Rate
Central Service Area	7	58	12.1%	5	57	8.8%
Eastern Service Area	6	108	5.6%	7	108	6.5%
Northern Service Area	9	83	10.8%	11	83	13.3%
Southeast Service Area	9	169	5.3%	10	169	5.9%
Western Service Area	2	71	2.8%	1	71	1.4%
<b>Total</b>	<b>33</b>	<b>489</b>	<b>6.7%</b>	<b>34</b>	<b>488</b>	<b>7.0%</b>

YSS I	April 2013			May 2013		
	as of 04/01/2013			as of 05/01/2013		
Location	Vacant Positions	Total Positions	Vacancy Rate	Vacant Positions	Total Positions	Vacancy Rate
YRTC Geneva	2	10	20.0%	2	10	20.0%
YRTC Kearney	0	14	0.0%	0	14	0.0%
<b>Total</b>	<b>2</b>	<b>24</b>	<b>8.3%</b>	<b>2</b>	<b>24</b>	<b>8.3%</b>

YSS II	April 2013			May 2013		
	as of 04/01/2013			as of 05/01/2013		
Location	Vacant Positions	Total Positions	Vacancy Rate	Vacant Positions	Total Positions	Vacancy Rate
YRTC Geneva	2	30	6.7%	5	30	16.7%
YRTC Kearney	8	51	15.7%	4	51	7.8%
<b>Total</b>	<b>10</b>	<b>81</b>	<b>12.3%</b>	<b>9</b>	<b>81</b>	<b>11.1%</b>

Date is effective as of first day of posted month

# STRUCTURED DECISION MAKING CONTINUOUS QUALITY IMPROVEMENT RESULTS

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Statewide April 2013

### OUTCOME STATEMENT #3: Children Will Experience Stability and Permanency In Their Lives

#### SDM Reunification Assessments

##### Strengths/Opportunities:

Proportion with at least 1 Reunification Assessment in Final Status

CSA – 55%

ESA – 78%

NSA – 58%

SESA – 60%

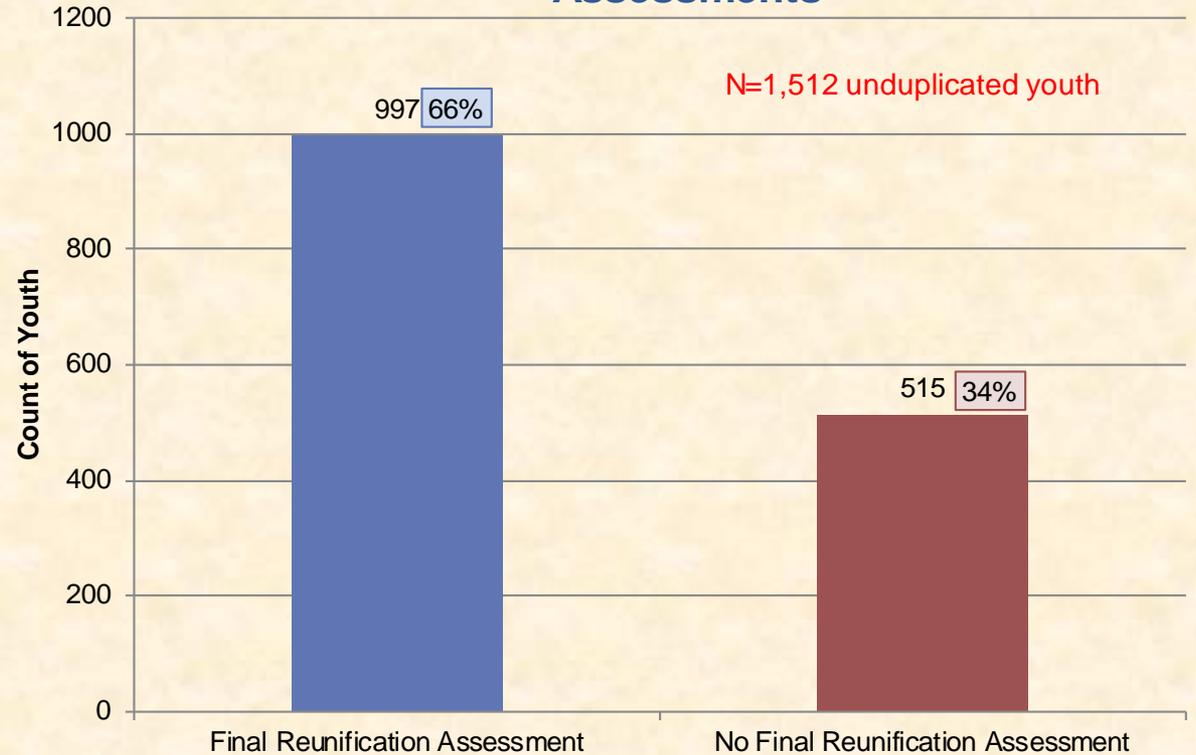
WSA – 44%

##### Barriers:

##### Action Items:



#### Statewide Results Current Youth Requiring Reunification Assessments



This chart illustrates the proportion of youth that do/do not have a reunification assessment in finalized status. Youth in this measure are limited to those out-of-home 90 days or more, with a permanency goal of reunification.

**Data Review Frequency: Monthly**

SDM Reunification Assessments—Count of Assessments per youth that require an RA

### OUTCOME STATEMENT #3: Children Will Experience Stability and Permanency In Their Lives

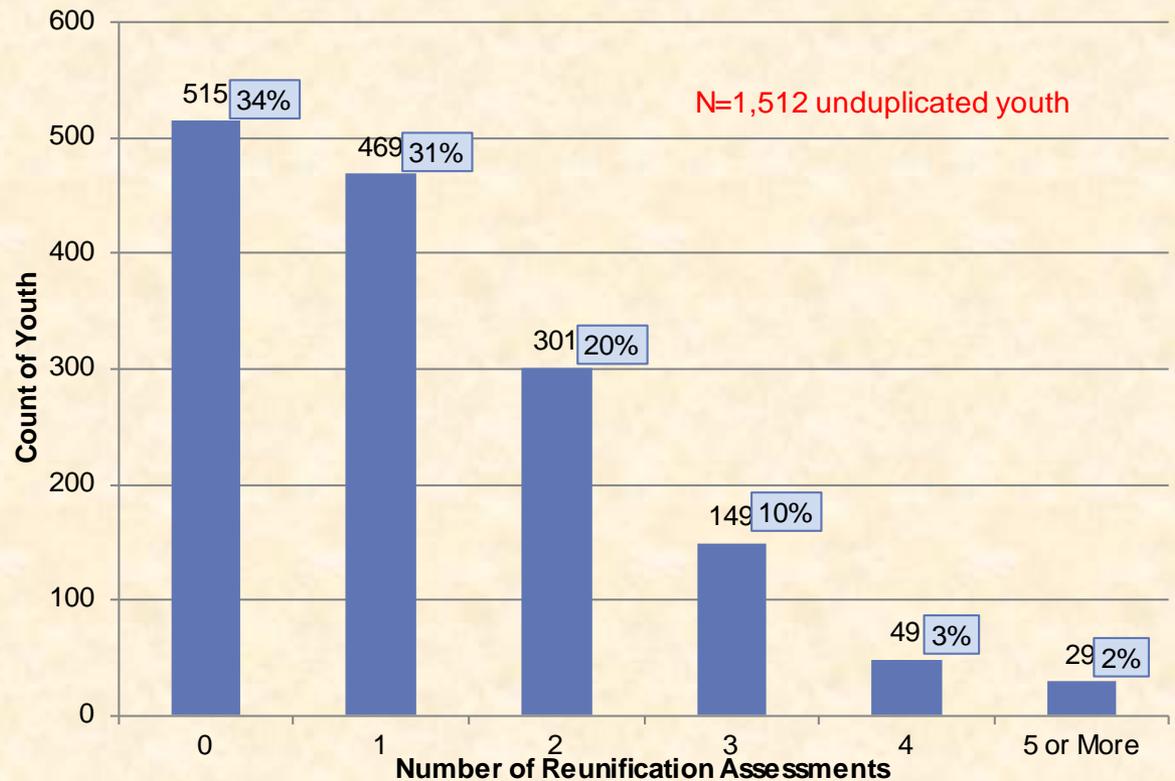
Strengths/Opportunities:

Barriers:

Action Items:



#### Statewide Results Current Youth Requiring Reunification Assessments



This chart illustrates the proportion of youth that do/do not have a reunification assessment in finalized status. Youth in this measure are limited to those out-of-home 90 days or more, with a permanency goal of reunification

Data Review Frequency: Monthly

### OUTCOME STATEMENT #3: Children Will Experience Stability and Permanency In Their Lives

#### SDM Administrative Reviews

##### Strengths/Opportunities:

\* Number of reviews decreased to 18 from 29 in March!

##### Barriers:

##### Action Items:

##### Count by Type of Concern

Month	Concern Summary	Count
April	Insufficient Info	12
April	Household/ Caregiver	3
April	Other	2
April	Mismatch	1

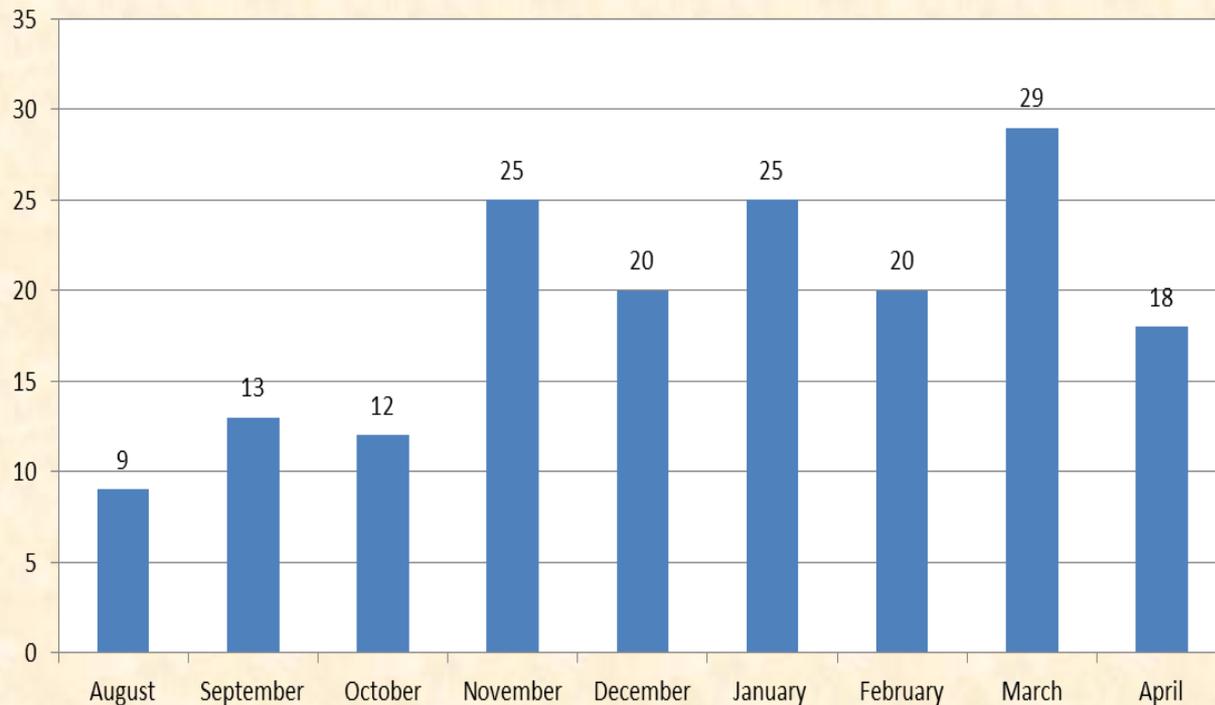
##### Count by Administrator >2

Month	CFS Adm	Count
April	Jen Runge	5
April	Cristen White	3
April	Darren Duncan	3

**Data Review Frequency: Monthly**



#### Count of SDM Admin Reviews Statewide 2012-2013



This represents the count of Administrative Reviews sent by the QA unit to alert the Worker, Supervisor and Administrator of possible safety concerns due to lack of information or error in completion and scoring of the SDM assessment.

*Note: The total number of SDM Assessments applicable for review increased in the month of November 2012 due to the following reasons: QA unit began reviewing Ongoing SDM assessments completed by NFC staff; and more ongoing SDM assessments were due and completed in CSA, NSA and WSA since SDM was implemented in July 2012.*

### SDM Initial Assessment Quality Results

#### Strengths/Opportunities:

\*The assessment narratives continue to fail to explain the selected scores.

#### Barriers:

#### Action Items:

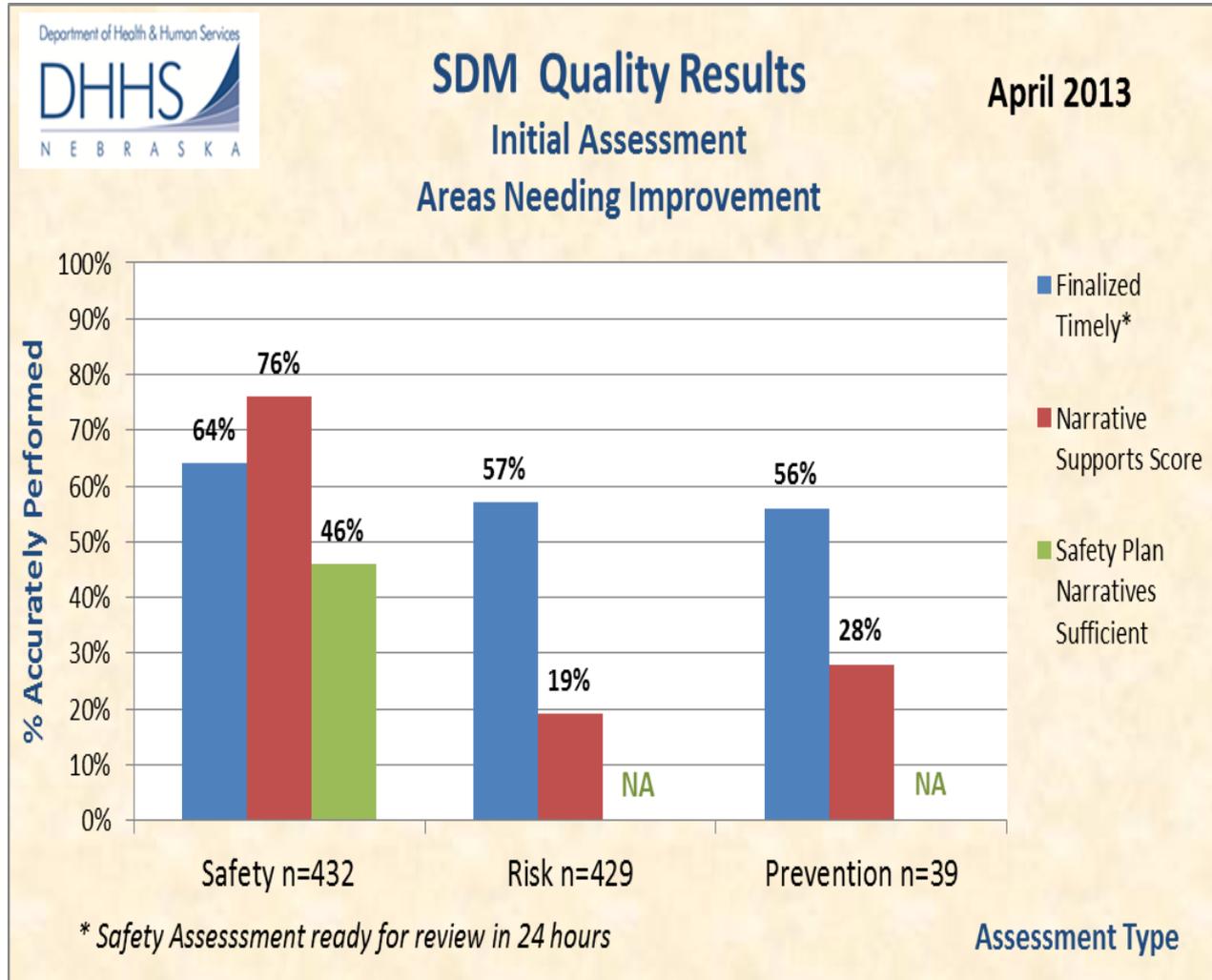
1. July 2013 N-FOCUS release will include individual narrative boxes for each question on the FSNA Assessment. Narrative Boxes will be added in other assessments in future releases.
2. 10 Week SDM Quality Quick Tips and Refresher Trainings – 2/6/13 to 6/12/13
3. QA team is collecting additional details to determine which specific questions are not addressed in the SDM assessments.
4. Case Management Due Date report is now available on InfoView

#### Local CQI Priority:

\* CSA, NSA, SESA, WSA

**Data Review Frequency: Monthly**

## OUTCOME STATEMENT #3: Children Will Experience Stability and Permanency In Their Lives



### SDM Ongoing Assessment Quality Results

#### Strengths/Opportunities:

\*The SDM documentation/narratives continue to fail to explain the selected scores.

#### Barriers:

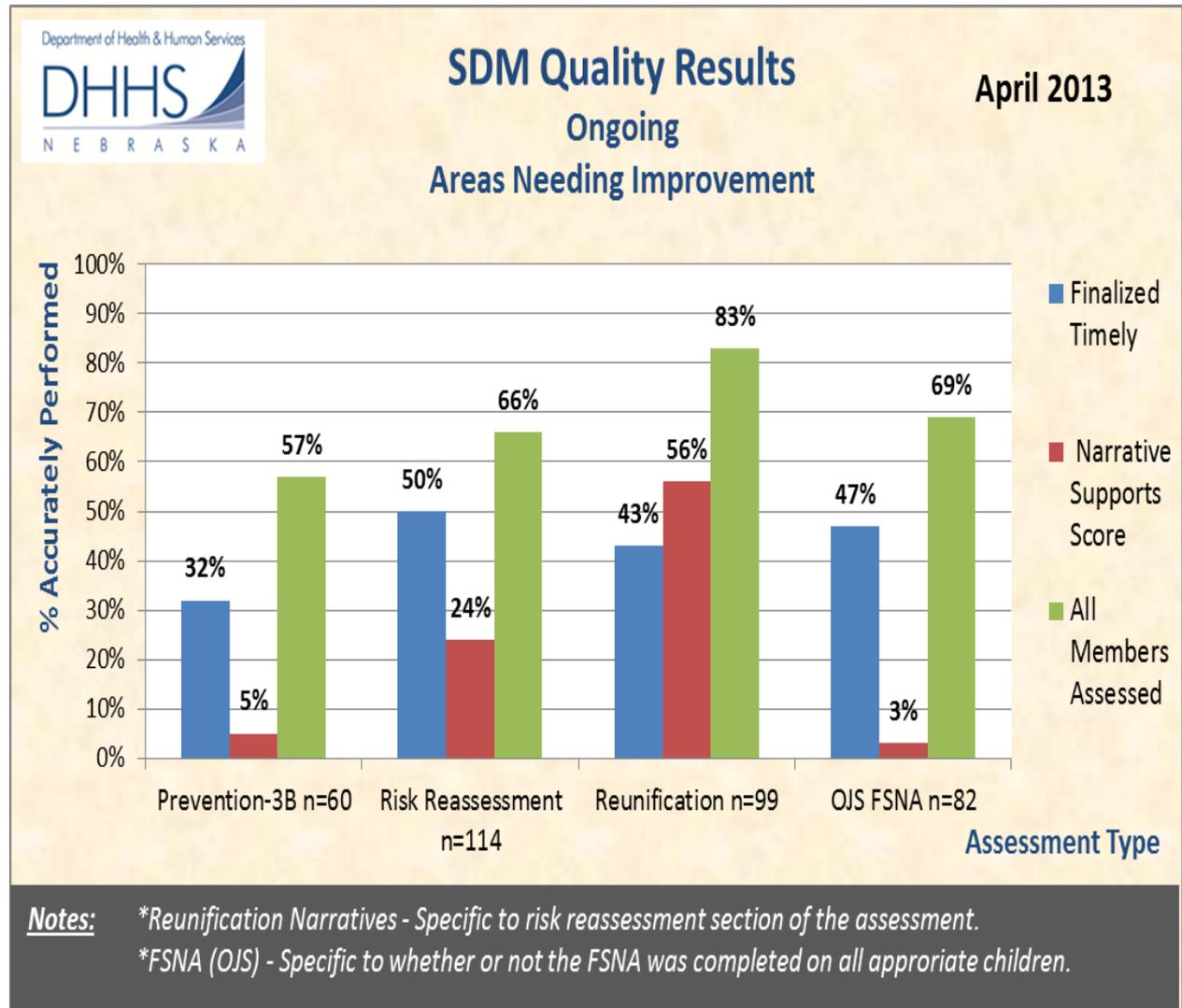
#### Action Items:

1. July 2013 release will include individual narrative boxes for FSNA only...Other Assessments to follow.
2. 10 Week SDM Quality Quick Tips and Refresher Trainings – 2/6/13 to 6/12/13
3. QA team is collecting additional details to determine which specific questions are not addressed in the SDM assessments.
4. Case Management Due Date Report is now available on InfoView

#### Local CQI Priority:

\* CSA, NSA, SESA, WSA

## OUTCOME STATEMENT #3: Children Will Experience Stability and Permanency In Their Lives



### OUTCOME STATEMENT #3: Children Will Experience Stability and Permanency In Their Lives

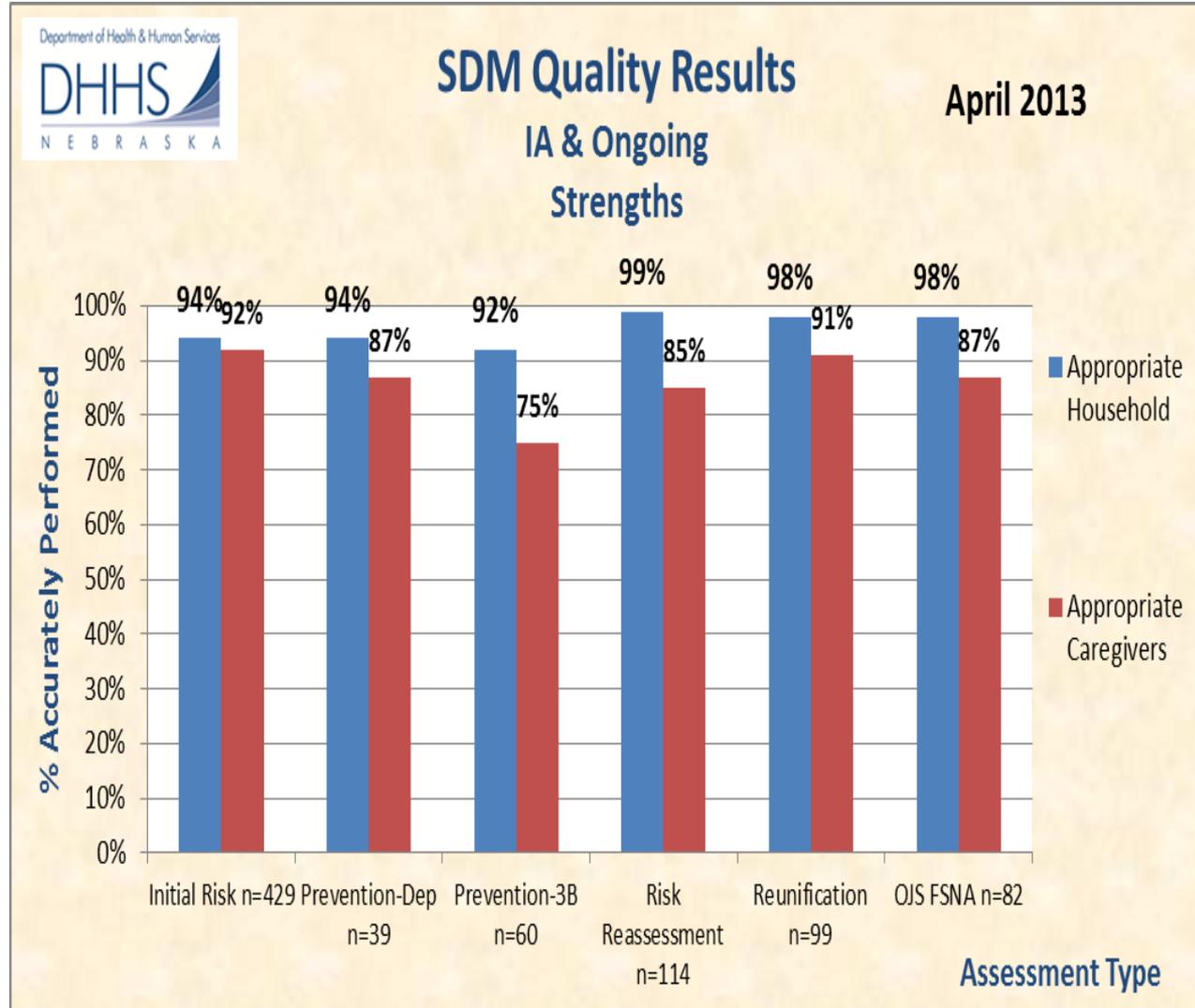
#### SDM Ongoing Assessment Quality Results

Strengths/Opportunities:

Barriers:

Action Items:

Local CQI Priority:  
\* CSA, NSA, SESA, WSA



Data Review Frequency: Monthly

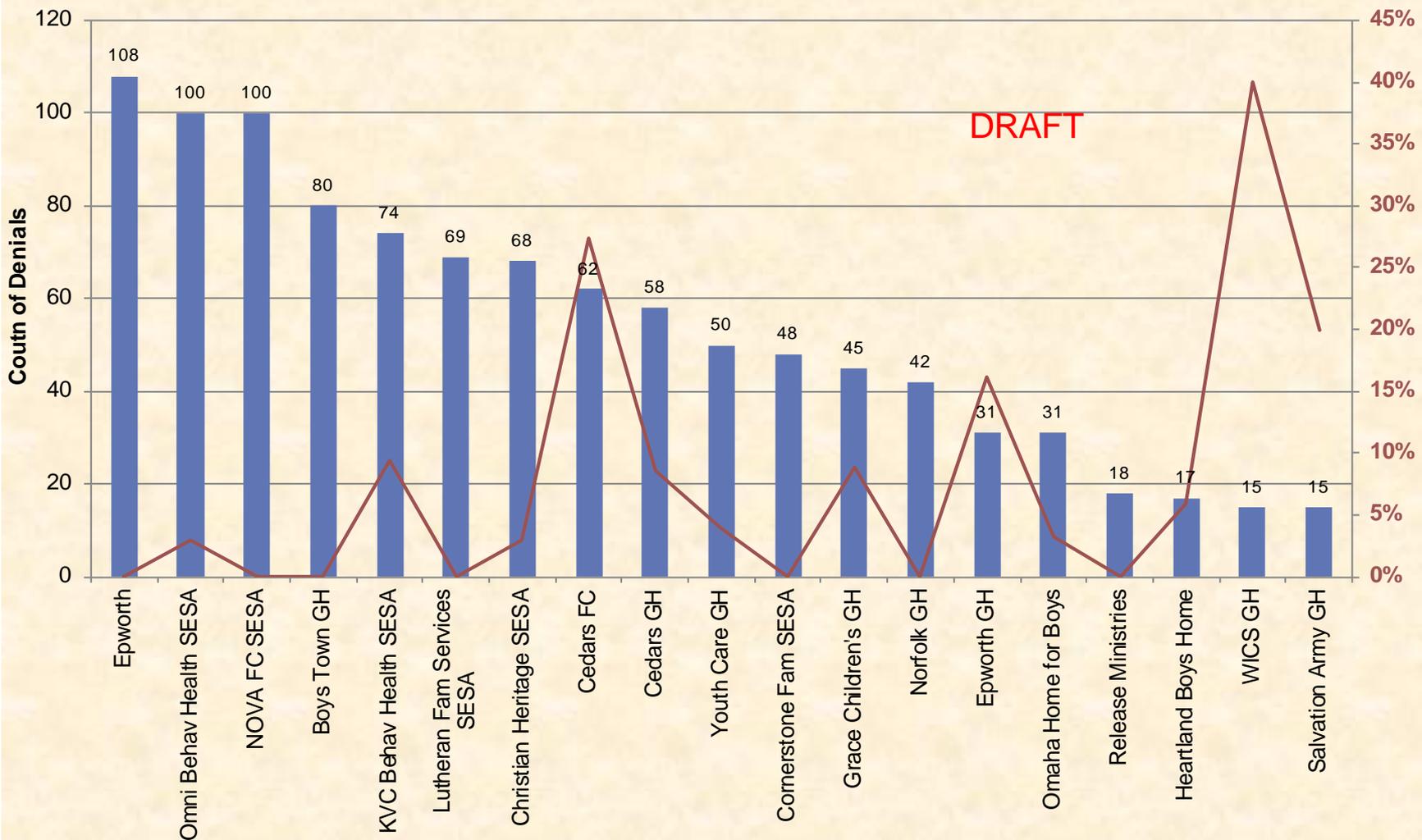
# PLACEMENT DENIALS AND DISRUPTIONS

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Southeast Service Area March/April 2013

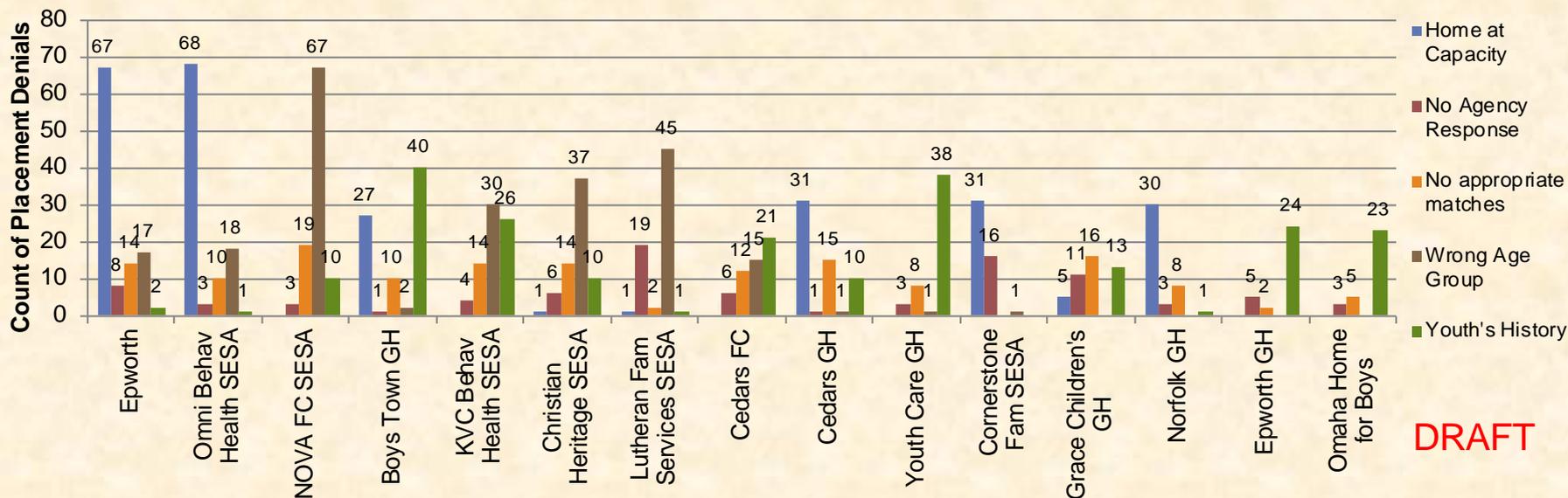


### March/April/May Number of Placement Denials per Agency and Percent of of Referrals Accepted





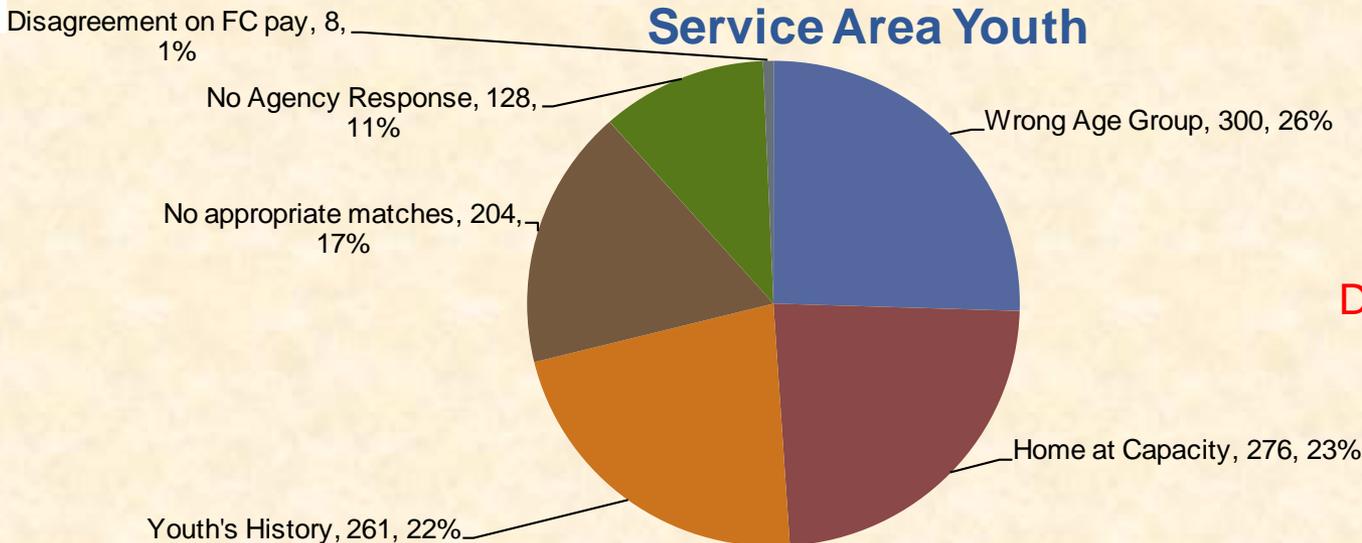
### March/April/May Placement Denials by Agency and Reason for Southeast Service Area



DRAFT



### March/April/May Placement Denial Reasons for Southeast Service Area Youth

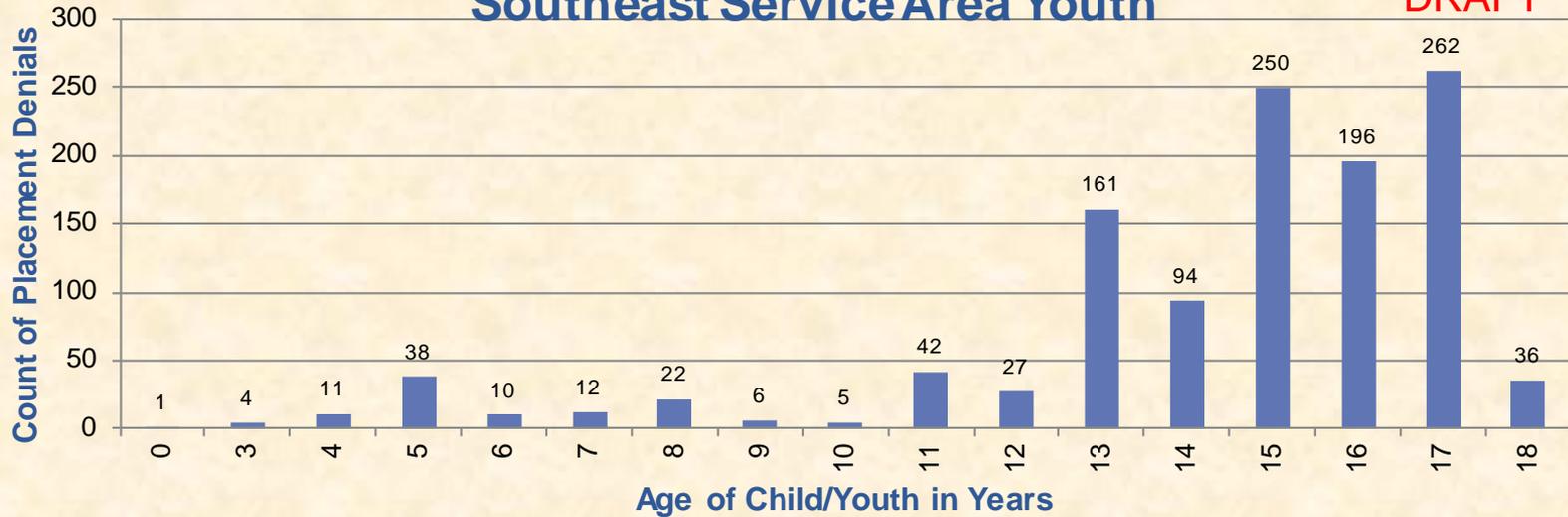


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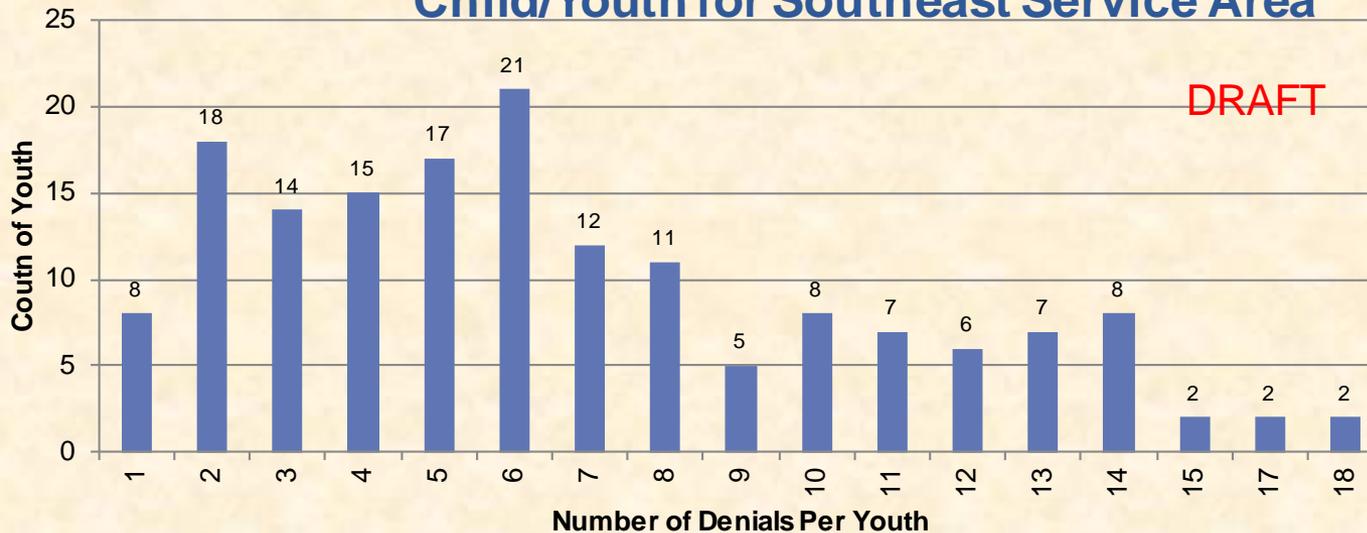
### March/April/May Placement Denials for Southeast Service Area Youth

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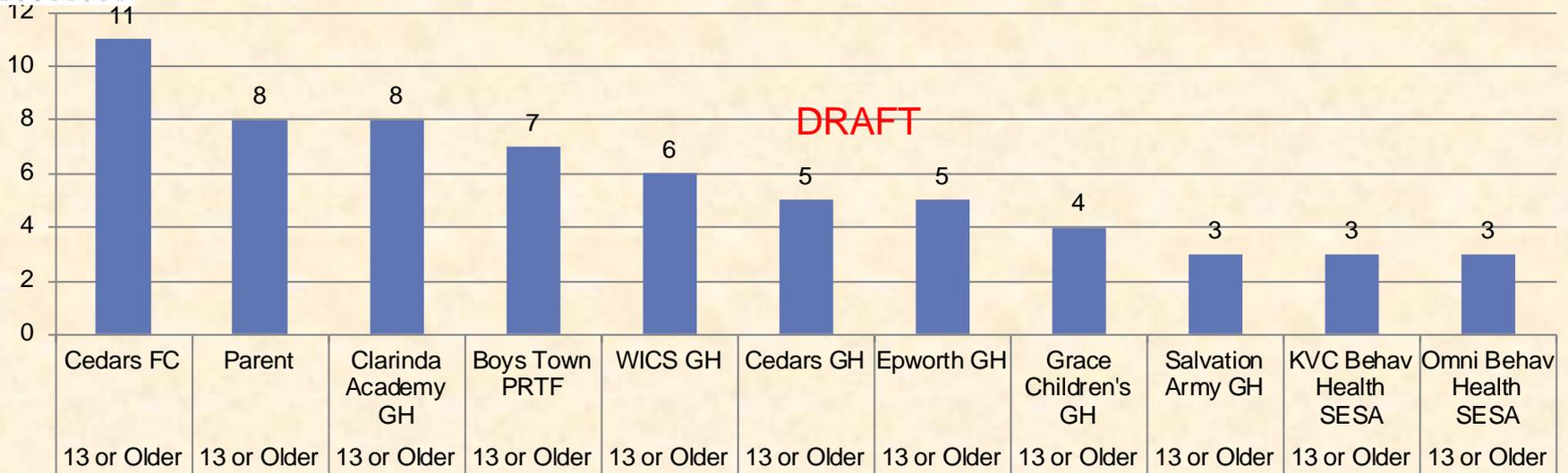
### March/April Number of Placement Denials per Child/Youth for Southeast Service Area

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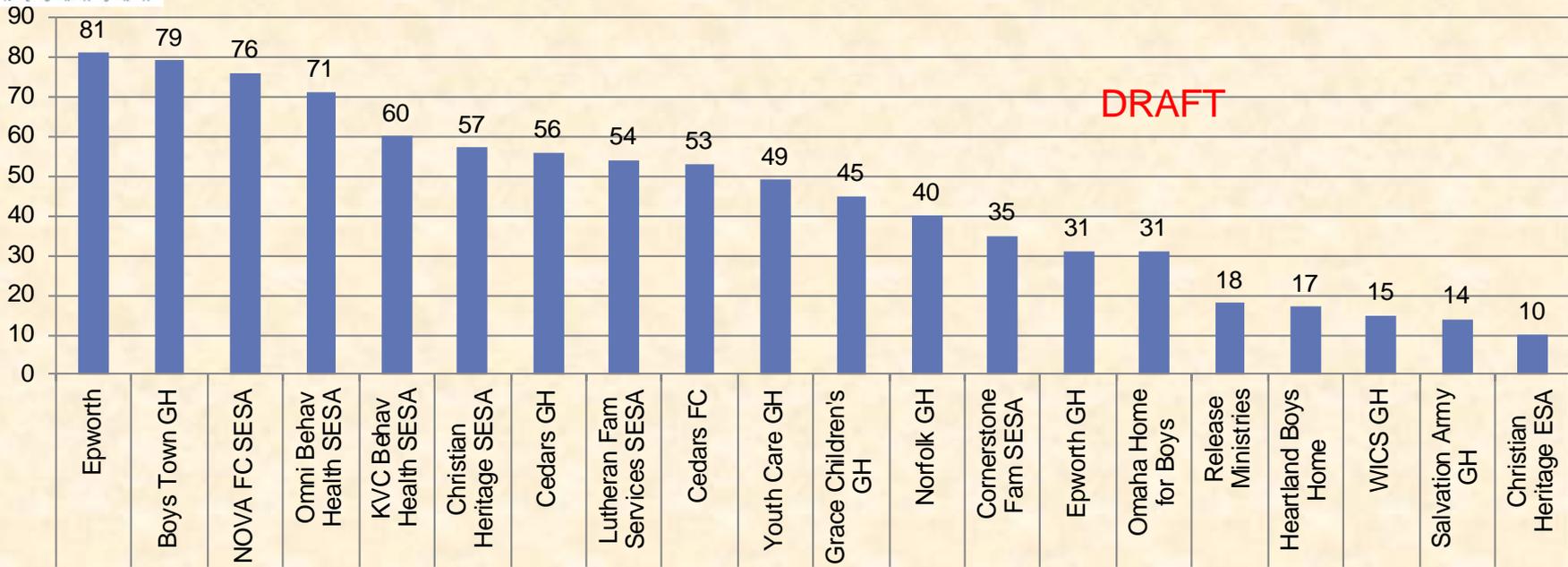




March/April/May Placements Ages 13 and Older

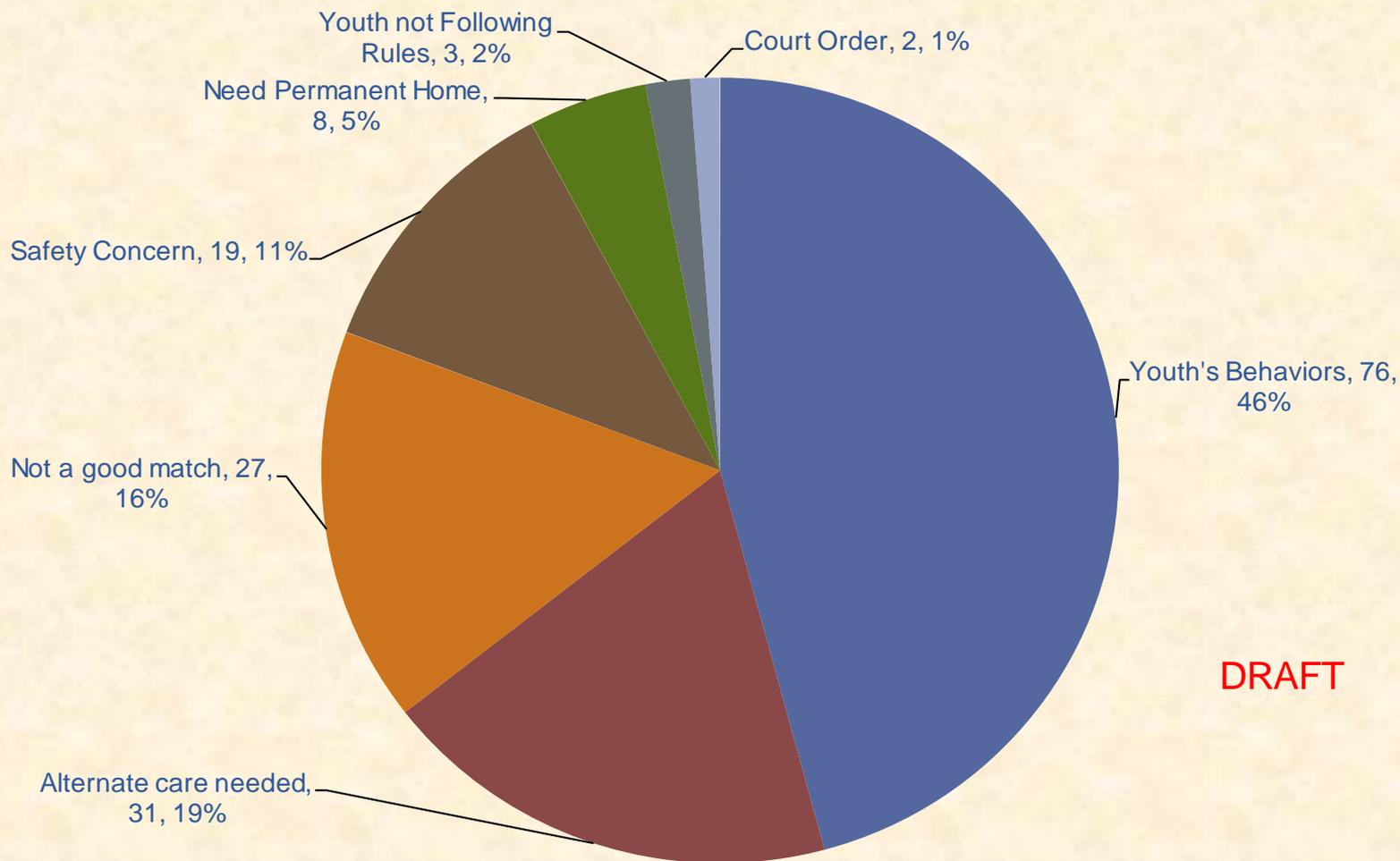


March/April/May Denials Ages 13 and Older





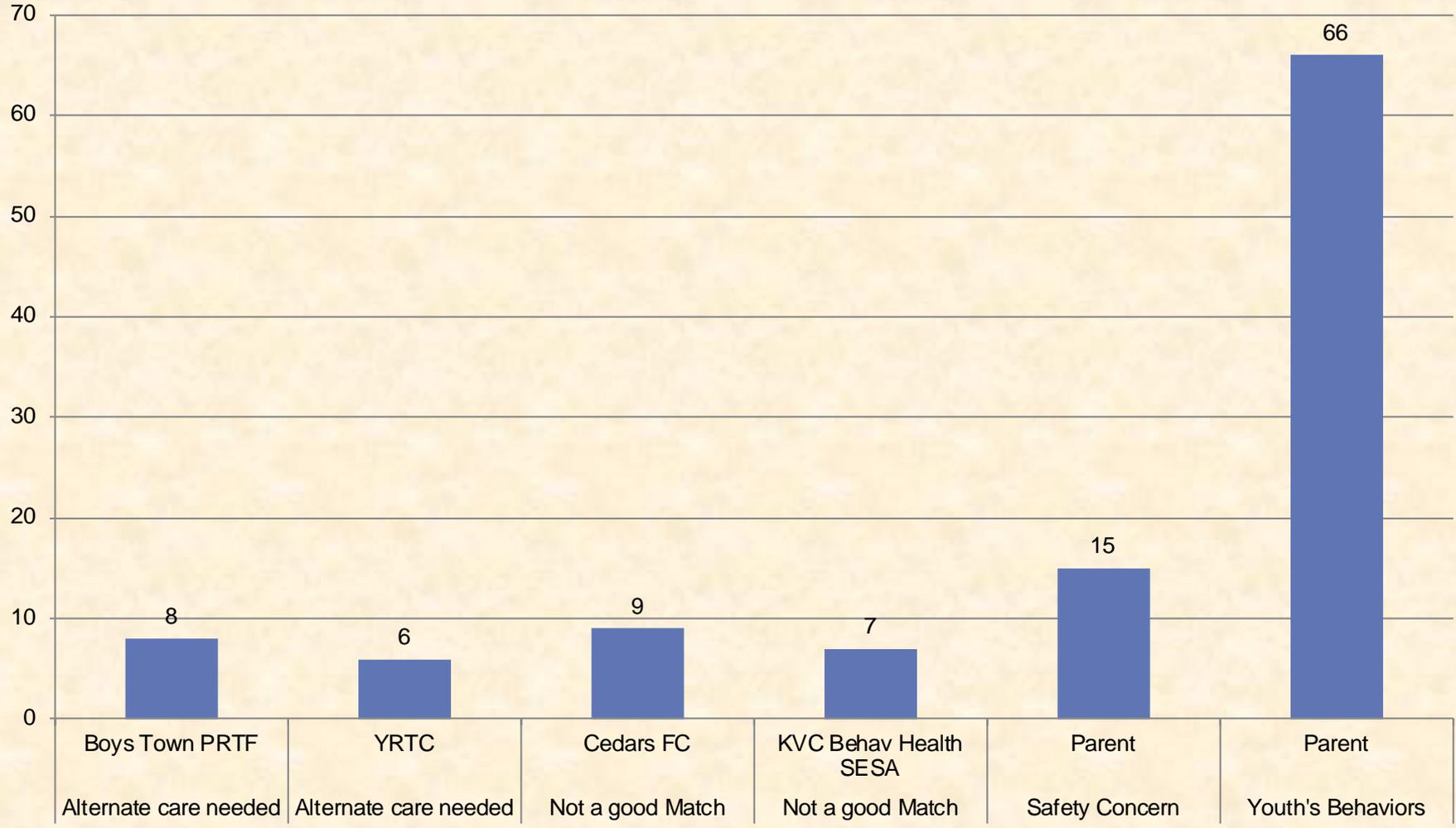
## March/April/May Placement Disruption Reasons for Southeast Service Area



**DRAFT**



### March/April/May Placement Disruptions by Placement and Reason Southeast Service Area



Excludes instances < 3

**DRAFT**