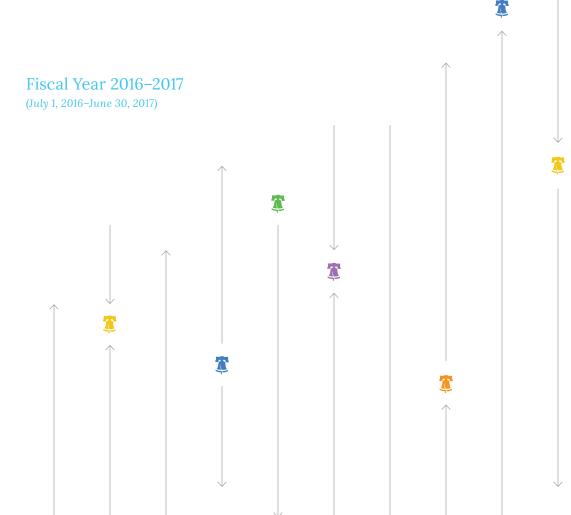


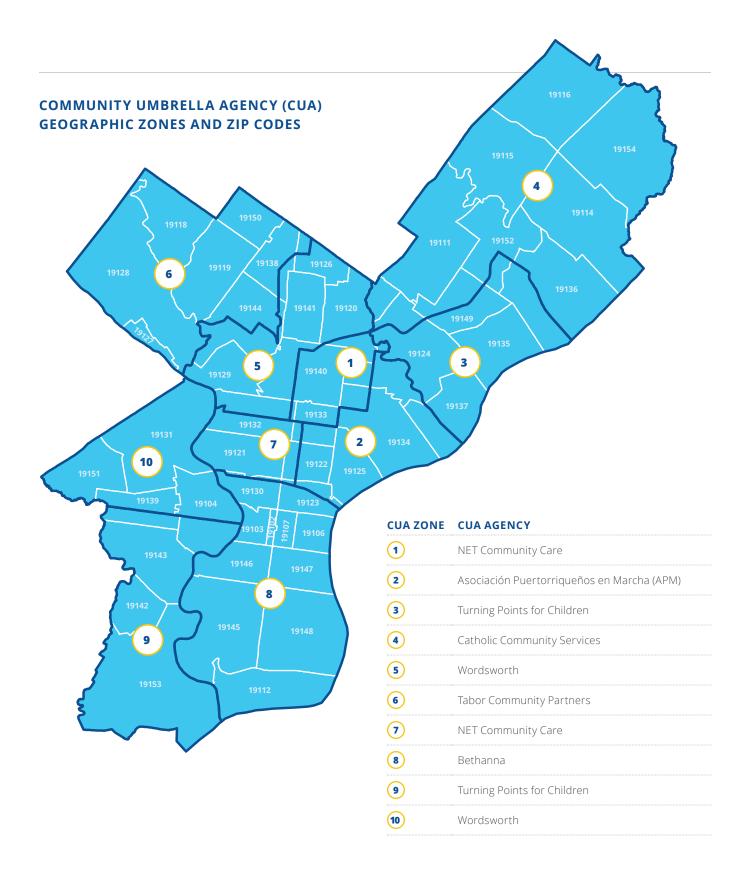
# Improving Outcomes for Children

**COMMUNITY UMBRELLA AGENCIES' SCORECARD** 



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# Dear Friend,



Cynthia F. Figueroa Commissioner, Philadelphia Department

of Human Services

The Philadelphia Department of Human Services (DHS), along with its provider agencies, has the honor—and incredibly difficult job—of supporting Philadelphia's most vulnerable children and their families.

The core of this work is Improving Outcomes for Children (IOC), a major system reform effort where private, neighborhood-based Community Umbrella Agencies (CUAs) deliver child welfare case management services to families accepted for services by DHS. It's been just two years since we began the final implementation phase for this reform. We have made significant gains and continue to work hard to address remaining challenges.

DHS and its partners are committed to transparency and ensuring the best outcomes for kids. The CUA Scorecard provides a baseline (fiscal year 2016–2017 data), by which we assess current CUA performance and how we will measure improvement over time.

The CUA Scorecard process invites public accessibility. It provides the framework for the accountability our children, youth, and families deserve.

IOC's model of public-private partnership serves an average of 10,000 children and youth in Philadelphia. It demands an intensive level of ongoing evaluation and collaboration. In this spirit of working together, I present these first CUA Scorecards.

# **DHS TIMELINE**

2006

Following Danieal Kelly's death, Mayor John Street appoints a Child Welfare Review Panel

2007

The Child Welfare Review Panel makes 37 recommendations to improve DHS

2007

Mayor Street appoints Community Oversight Board to implement recommendations of panel

2007

The six year planning process for reform begins—ultimately engaging 150 stakeholders to develop new system

2008

Focus becomes planning for single case management system and community-based services

2011

Six work groups focus on structure for reform, laying the foundation for IOC

2012

First two CUAs selected

2013

IOC formally launched when CUAs 1 and 2 begin work

2015

All CUAs are operational

2015

Hotline calls and reports of child abuse increase—leading to higher caseloads for social workers as a result of new child abuse laws enacted in PA, following Sandusky conviction

2016

Mayor Kenney takes office and appoints new leadership; City commits to funding 10:1 case ratio

2017

Signs of stabilization include: leveling of numbers of children in the system; decreases in congregate care; highest rates of kinship care and children living closer to home

### **DHS LEADERSHIP**

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# One family. One plan. One case manager. In the community.

With the first two Community **Umbrella Agencies (CUAs) on board** in 2013, the Philadelphia Department of Human Services (DHS) launched the Improving Outcomes for Children (IOC) system reform. We made some big changes to the way we work with children, youth, and families, with an intentional design to keep services in the community and to clarify the process. While there have been a few bumps with implementation, we are making progress and are well positioned to meet the ongoing challenges of working with children, youth, and families.

The core principle of IOC is that a community neighborhood approach to the delivery of child welfare services will

positively impact the safety, permanency and well-being of the children, youth, and families involved with DHS. Now, four years later, seven organizations operate CUAs in 10 different regions throughout Philadelphia. In addition to case management for families accepted for service by DHS, CUAs engage with their communities with food pantries, parenting support groups, and holiday gift drives—among other activities.

What's working? We are thrilled that more kids are living with family in kinship foster homes. More kids are staying in their community of origin, and fewer youth are in residential placement—ensuring that kids are in the least restrictive environments.

We work toward keeping more children and youth safely at home. For those who are not safe at home, we will work to reunify them safely and more quickly with their parents. If that is not possible, we address any barriers to adoption and find permanent homes.

# THE IMPLEMENTATION OF IOC IN 2013 HAS LED TO IMPROVED OUTCOMES FOR CHILDREN.



CHILDREN LIVING WITH KIN HAS INCREASED FROM 32% PRE-IOC TO 46% POST-IOC.



THE PERCENTAGE OF CHILDREN LIVING IN PERMANENT HOMES HAS INCREASED 53% SINCE FY13.



CHILDREN LIVING WITHIN 5 MILES OF THEIR HOME HAS INCREASED FROM 46% PRE-IOC TO 56% POST-IOC.



ONLY 13% OF YOUTH LIVE IN GROUP HOMES AND INSTITUTIONS—BELOW THE NATIONAL RATE.

# WHY A SCORECARD?

The CUA Scorecard helps DHS recognize areas in which CUAs are doing well and identifies where they need additional support. This first year provides baseline data by which we can measure progress and growth in future years.

DHS and its network of CUAs serve an essential function—to care for children who have been abused or neglected. The CUA Scorecard is one way we measure our efforts to ensure that children and youth are safe in their homes, and if in our care that they receive the necessary services; they are safe and well cared for; and that we are doing everything we can to reunify them with family or to find another permanent home. The CUA Scorecard also monitors how CUAs respond to our values of diversity and fiscal responsibility. The Scorecards will be published annually and will be made public, with internal quarterly reviews so that timely support can be provided.

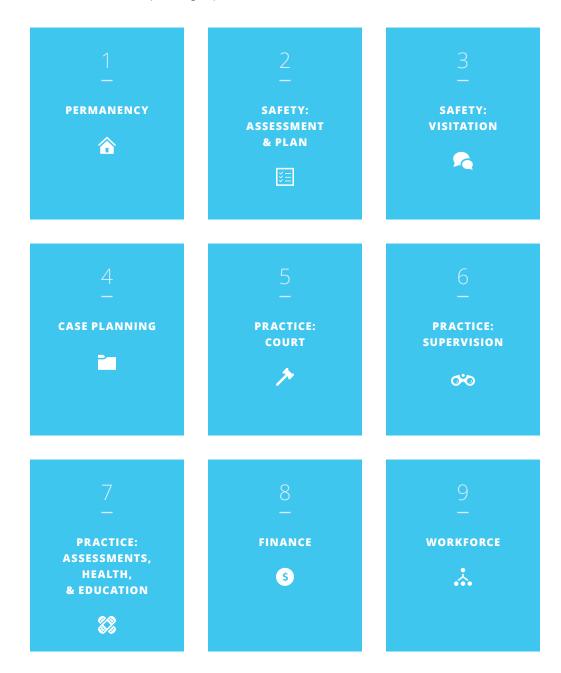
# WHAT ARE WE MEASURING?

The CUA Scorecard tracks quality of services that lead to best outcomes for children and youth. When a family is accepted for service by DHS, they are assigned a Case Manager who works for one of the CUAs. The Case Manager is responsible for helping to achieve a permanent outcome for the child while ensuring their ongoing safety and well-being. Many of the activities measured in the CUA Scorecard also relate to specific federal and state mandates that focus on improving outcomes for children, youth, and families.

# **HOW IT WORKS.**

Similar to a student's school report card, the CUA Scorecard summarizes performance—both overall and by practice area.

Performance and techniques are grouped into nine domains:



(This represents an overview. For complete methodology, see page 22.)

### ONGOING ACCOUNTABILITY

The first CUA Scorecard is a baseline report (Fiscal Year 2017) that gauges both individual CUA performance as well as system-wide performance. Scorecards determine how CUAs can collaborate and learn from each other's best practices as well as identify areas for improvement and what technical assistance is needed from DHS.

The CUA Scorecard is based on five "Liberty Bells":











### **SUPERIOR**

A CUA with five bells meets or exceeds performance expectations and exemplifies best practice.

# **PROFICIENT**

A CUA with four bells meets expectations in most areas, but has room for improvement.

### COMPETENT

A CUA with three bells meets basic expectations and needs improvement to demonstrate proficiency or best practice.

# UNSATISFACTORY

A CUA with two bells needs to improve practice in order to meet expectations.

# **CRITICAL**

A CUA with one bell needs to improve all levels of practice. If a CUA is unable to improve over time, CUA and DHS leadership will meet to determine the CUA's ability to continue contracting with DHS to provide child welfare case management.

Growth will be measured over time, with monthly leadership and quarterly data review meetings between CUAs and DHS to review progress or to adjust technical assistance for problem areas.

In addition, the following actions will be used to ensure ongoing accountability and improvement:

- > Targeted and prioritized technical assistance by DHS for any areas below three bells
- > Peer mentoring to encourage sharing of best practices among CUAs with four or five bells
- > Submission of a CUA Plan of Improvement with action steps is due to the Commissioner within 30 days of the annual scorecard
- > Training plans
- Organizational assessments for CUAs with one bell. This process is led by DHS to facilitate major practice and management change

**REGION**Eastern North



FISCAL YEAR CUA STARTED 2013

TOTAL # OF CASES FOR YEAR REVIEWED 724

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Leticia Lacomba, MSW

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**DIRECTOR EMAIL**leticia.lacomba@net-centers.org

website netcenters.org

f

facebook.com/netcommunitycare

MINORITY BOARD PARTICIPATION 50%

OVERALL SCORE

BELL LEVEL

RANK

6

# CUA 1: NET Community Care

CUA 1 provides a continuum of care for children and families, including services preventing child abuse and neglect, in-home services for families at risk and foster care services aimed at reunifying families and assuring permanency for children.

| DOMAIN  |  | BELL LEVEL |
|---|--|------------|
| PERMANENCY  | The Permanency Domain includes measure of goal change, reunification, visitation, and permanency rates.                                      | **         |
| SAFETY:<br>ASSESSMENT & PLAN                        | The Safety: Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.             | ***        |
| SAFETY:<br>VISITATION                               | The Safety: Visitation Domain includes measures of completion and quality.   | **         |
| CASE<br>PLANNING                                    | The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.   | **         |
| PRACTICE:<br>COURT                                  | The Practice: Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.                          | * *        |
| PRACTICE:<br>SUPERVISION                            | The Practice: Supervision Domain includes measures of Case Plan completion, timeliness, and quality.   | <b>3 3</b> |
| PRACTICE:<br>ASSESSMENTS,<br>HEALTH,<br>& EDUCATION | The Practice: Assessments, Health, & Education Domain includes completion and timeliness of assessments, health, and education status forms. | <b>T</b>   |
| FINANCE   | The Finance Domain includes measures of organizational financial health and stability.  Financial data is from Fiscal Year 2016.             | <b>#</b> # |
| WORKFORCE   | The Workforce Domain includes a measure of staff retention.  | <b>*</b> * |

# OVERALL SCORE BELL LEVEL

RANK

8

# CUA 2: APM

CUA 2 is a human services program responsible for improving the safety, stability, and well-being of children and families through DHS. This program is geared towards maintaining more youth and children safely in their own homes and communities to improve child and family functioning. APM CUA also helps with recruitment and retention of foster parents in the neighborhoods where our children live.

| E | G | I | 0 | N |  |  |
|---|---|---|---|---|--|--|
|   |   |   |   | _ |  |  |

Lower Eastern North



FISCAL YEAR CUA STARTED 2013

TOTAL # OF CASES FOR YEAR REVIEWED 883

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MINORITY BOARD PARTICIPATION 75%

| DOMAIN  |  | BELL LEVEL |
|---|--|------------|
| PERMANENCY  | The Permanency Domain includes measure of goal change, reunification, visitation, and permanency rates.                                      | <b>*</b> * |
| SAFETY:<br>ASSESSMENT & PLAN                        | The Safety: Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.             | T T T      |
| SAFETY:<br>VISITATION                               | The Safety: Visitation Domain includes measures of completion and quality.   | T T        |
| CASE<br>PLANNING                                    | The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.   | ŢŢ         |
| PRACTICE:<br>COURT                                  | The Practice: Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.                          | ŢŢ         |
| PRACTICE:<br>SUPERVISION                            | The Practice: Supervision Domain includes measures of Case Plan completion, timeliness, and quality.   | <b>#</b> # |
| PRACTICE:<br>ASSESSMENTS,<br>HEALTH,<br>& EDUCATION | The Practice: Assessments, Health, & Education Domain includes completion and timeliness of assessments, health, and education status forms. | ŦŦ         |
| FINANCE   | The Finance Domain includes measures of organizational financial health and stability.  Financial data is from Fiscal Year 2016.             | TTT        |
| WORKFORCE   | The Workforce Domain includes a measure of staff retention.  |            |

REGION

Lower Northeast



FISCAL YEAR CUA STARTED 2014

TOTAL # OF CASES FOR YEAR REVIEWED 872

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**f** facebook.com/

TurningPointsforChildren

TurningPoints4Children

MINORITY BOARD PARTICIPATION 44%

OVERALL SCORE

BELL LEVEL

RANK
3

# CUA 3: Turning Points for Children

CUA 3 provides an array of child abuse prevention, foster care, and adoption services for more than 1,200 young people in the Lower Northeast section of Philadelphia. In addition to these services, CUA 3 operates a self-serve food bank in Frankford and provides various parenting education and support programs throughout the region.

| DOMAIN  |  | BELL LEVEL |
|---|--|------------|
| PERMANENCY  | The Permanency Domain includes measure of goal change, reunification, visitation, and permanency rates.                                      | * * *      |
| SAFETY:<br>ASSESSMENT & PLAN                        | The Safety: Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.             | ***        |
| SAFETY:<br>VISITATION                               | The Safety: Visitation Domain includes measures of completion and quality.   | **         |
| CASE<br>PLANNING                                    | The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.   | * * *      |
| PRACTICE:<br>COURT                                  | The Practice: Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.                          | * *        |
| PRACTICE:<br>SUPERVISION                            | The Practice: Supervision Domain includes measures of Case Plan completion, timeliness, and quality.   | ****       |
| PRACTICE:<br>ASSESSMENTS,<br>HEALTH,<br>& EDUCATION | The Practice: Assessments, Health, & Education Domain includes completion and timeliness of assessments, health, and education status forms. | * *        |
| FINANCE   | The Finance Domain includes measures of organizational financial health and stability.  Financial data is from Fiscal Year 2016.             | T T T      |
| WORKFORCE   | The Workforce Domain includes a measure of staff retention.  | ***        |

# **OVERALL SCORE**

BELL LEVEL TTT

RANK

# **CUA 4:** Catholic Community Services

CUA 4 provides a continuum of community-based services to Northeast Philadelphia, including: community engagement, single case management, in home safety and non-safety services, and general foster care.

DOMAIN BELL LEVEL The Permanency Domain includes measure of goal change, \*\* **PERMANENCY** reunification, visitation, and permanency rates. The Safety: Assessment & Plan Domain includes measures SAFETY: TTT of Safety Assessment and Safety Plan completion, timeliness, **ASSESSMENT & PLAN** SAFETY: The Safety: Visitation Domain includes measures of TTT **VISITATION** completion and quality. CASE The Case Planning Domain includes measures of Case Plan TTT **PLANNING** completion, timeliness, and quality. The Practice: Court Domain includes measures of hearing PRACTICE: \*\*\* COURT attendance, quality, and incidence of no reasonable effort. PRACTICE: The Practice: Supervision Domain includes measures of \*\*\* SUPERVISION Case Plan completion, timeliness, and quality. PRACTICE: The Practice: Assessments, Health, & Education Domain ASSESSMENTS, includes completion and timeliness of assessments, health, HEALTH and education status forms. & EDUCATION The Finance Domain includes measures of organizational TT FINANCE financial health and stability. Financial data is from Fiscal Year 2016. \*\*\* WORKFORCE The Workforce Domain includes a measure of staff retention.

REGION Northeast



FISCAL YEAR CUA STARTED 2014

TOTAL # OF CASES FOR YEAR REVIEWED 638

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MINORITY BOARD PARTICIPATION 19%

REGION

North Central/Logan/Olney



FISCAL YEAR CUA STARTED 2014

TOTAL # OF CASES FOR YEAR REVIEWED 1,154

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facebook.com/ WordsworthAcademy

MINORITY BOARD PARTICIPATION 44%

OVERALL SCORE

BELL LEVEL

RANK

# CUA 5: Wordsworth

CUA 5 provides an array of child welfare services through DHS' IOC model, including case management and community engagement.

| DOMAIN  |  | BELL LEVEL   |
|---|--|--------------|
| PERMANENCY  | The Permanency Domain includes measure of goal change, reunification, visitation, and permanency rates.                                      | <b>*</b>     |
| SAFETY:<br>ASSESSMENT & PLAN                        | The Safety: Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.             | <b>T T T</b> |
| SAFETY:<br>VISITATION                               | The Safety: Visitation Domain includes measures of completion and quality.   | T T T        |
| CASE<br>PLANNING                                    | The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.   | <b>*</b> *   |
| PRACTICE:<br>COURT                                  | The Practice: Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.                          | <b>*</b> *   |
| PRACTICE:<br>SUPERVISION                            | The Practice: Supervision Domain includes measures of Case Plan completion, timeliness, and quality.   | **           |
| PRACTICE:<br>ASSESSMENTS,<br>HEALTH,<br>& EDUCATION | The Practice: Assessments, Health, & Education Domain includes completion and timeliness of assessments, health, and education status forms. | *            |
| FINANCE   | The Finance Domain includes measures of organizational financial health and stability.  Financial data is from Fiscal Year 2016.             | *            |
| WORKFORCE   | The Workforce Domain includes a measure of staff retention.  | <b>T T</b>   |

# **OVERALL SCORE** BELL LEVEL

TT RANK

# CUA 6: **Tabor Community Partners**

CUA 6 is a nonprofit corporation designed to provide high impact community-based services. Charged with the responsibility for the safety, well-being, and permanency of over 914 children and 454 families across this CUA, Tabor Community Partners delivers case management services to families by ensuring that local familycentered resources and services are more accessible to the children and families it serves.

| DOMAIN  |  | BELL LEVEL |
|---|--|------------|
| PERMANENCY  | The Permanency Domain includes measure of goal change, reunification, visitation, and permanency rates.                                      | **         |
| SAFETY:<br>ASSESSMENT & PLAN                        | The Safety: Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.             | TTTT       |
| SAFETY:<br>VISITATION                               | The Safety: Visitation Domain includes measures of completion and quality.   | ŢŢ         |
| CASE<br>PLANNING                                    | The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.   | <b>#</b> # |
| PRACTICE:<br>COURT                                  | The Practice: Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.                          | <b>3 3</b> |
| PRACTICE:<br>SUPERVISION                            | The Practice: Supervision Domain includes measures of Case Plan completion, timeliness, and quality.   | **         |
| PRACTICE:<br>ASSESSMENTS,<br>HEALTH,<br>& EDUCATION | The Practice: Assessments, Health, & Education Domain includes completion and timeliness of assessments, health, and education status forms. | <b>*</b>   |
| FINANCE   | The Finance Domain includes measures of organizational financial health and stability.  Financial data is from Fiscal Year 2016.             | *          |
| WORKFORCE   | The Workforce Domain includes a measure of staff retention.  | <b>T</b> T |

REGION Northwest



FISCAL YEAR CUA STARTED 2014

TOTAL # OF CASES FOR YEAR REVIEWED 592

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DIRECTOR

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MINORITY BOARD PARTICIPATION

REGION North Central



FISCAL YEAR CUA STARTED 2014

TOTAL # OF CASES FOR YEAR REVIEWED

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WEBSITE netcenters.org

@NETCommCare

facebook.com/NCCCUA7

MINORITY BOARD PARTICIPATION 50%

**OVERALL SCORE** BELL LEVEL TT

RANK

# CUA 7: **NET Community Care**

**CUA 7** is dedicated to strengthening families in North Central Philadelphia. NET Community Care partners with community residents and organizations to identify resources, supports, and interventions that will enhance child safety and well being in the neighborhoods it serves.

| DOMAIN  |  | BELL LEVEL      |
|---|--|-----------------|
| PERMANENCY  | The Permanency Domain includes measure of goal change, reunification, visitation, and permanency rates.                                      | <b>X</b> X      |
| SAFETY:<br>ASSESSMENT & PLAN                        | The Safety: Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.             | ***             |
| SAFETY:<br>VISITATION                               | The Safety: Visitation Domain includes measures of completion and quality.   | <b>\$ \$ \$</b> |
| CASE<br>PLANNING                                    | The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.   | <b>TT</b>       |
| PRACTICE:<br>COURT                                  | The Practice: Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.                          | <b>*</b> *      |
| PRACTICE:<br>SUPERVISION                            | The Practice: Supervision Domain includes measures of Case Plan completion, timeliness, and quality.   | <b>T T</b>      |
| PRACTICE:<br>ASSESSMENTS,<br>HEALTH,<br>& EDUCATION | The Practice: Assessments, Health, & Education Domain includes completion and timeliness of assessments, health, and education status forms. | <b>X</b>        |
| FINANCE   | The Finance Domain includes measures of organizational financial health and stability.  Financial data is from Fiscal Year 2016.             | * *             |
| WORKFORCE   | The Workforce Domain includes a measure of staff retention.  | <b>*</b> *      |

# OVERALL SCORE

BELL LEVEL

RANK 10

WORKFORCE

# CUA 8: Bethanna

CUA 8 focuses on ensuring children and youth are safely cared for within their own families and communities. Bethanna actively engages with neighborhood stakeholders, child and family serving community based agencies, and resources within its CUA region.

# REGION

Center City & South Philadelphia



FISCAL YEAR CUA STARTED 2014

TOTAL # OF CASES FOR YEAR REVIEWED 681

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Brenda Hamlin

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website bethanna.org

MINORITY BOARD PARTICIPATION 50%

| DOMAIN  |  | BELL LEVEL   |
|---|--|--------------|
| PERMANENCY  | The Permanency Domain includes measure of goal change, reunification, visitation, and permanency rates.                                      | * *          |
| SAFETY:<br>ASSESSMENT & PLAN                        | The Safety: Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.             | T T          |
| SAFETY:<br>VISITATION                               | The Safety: Visitation Domain includes measures of completion and quality.   | **           |
| CASE<br>PLANNING                                    | The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.   | T T          |
| PRACTICE:<br>COURT                                  | The Practice: Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.                          | <b>\$ \$</b> |
| PRACTICE:<br>SUPERVISION                            | The Practice: Supervision Domain includes measures of Case Plan completion, timeliness, and quality.   | <b>2</b>     |
| PRACTICE:<br>ASSESSMENTS,<br>HEALTH,<br>& EDUCATION | The Practice: Assessments, Health, & Education Domain includes completion and timeliness of assessments, health, and education status forms. | <b>*</b>     |
| FINANCE   | The Finance Domain includes measures of organizational financial health and stability.  Financial data is from Fiscal Year 2016.             | <b>* *</b>   |

The Workforce Domain includes a measure of staff retention.

REGION Southwest



FISCAL YEAR CUA STARTED 2014

TOTAL # OF CASES FOR YEAR REVIEWED 846

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DIRECTOR PHONE 215-825-8250

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facebook.com/TurningPointsCUA9

tpfccua9

MINORITY BOARD PARTICIPATION 44%

**OVERALL SCORE** 

BELL LEVEL TTT

RANK

# **CUA 9:** Turning Points for Children

CUA 9 provides an array of child abuse prevention, foster care, and adoption services for more than 1,200 young people in West and Southwest Philadelphia. In addition to these services, CUA 9 operates a food bank at Tilden Community School and provides various parenting education and support programs throughout the region.

| DOMAIN  |  | BELL LEVEL |
|---|--|------------|
| PERMANENCY  | The Permanency Domain includes measure of goal change, reunification, visitation, and permanency rates.                                      | **         |
| SAFETY:<br>ASSESSMENT & PLAN                        | The Safety: Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.             | ***        |
| SAFETY:<br>VISITATION                               | The Safety: Visitation Domain includes measures of completion and quality.   | ***        |
| CASE<br>PLANNING                                    | The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.   | ***        |
| PRACTICE:<br>COURT                                  | The Practice: Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.                          | ***        |
| PRACTICE:<br>SUPERVISION                            | The Practice: Supervision Domain includes measures of Case Plan completion, timeliness, and quality.   | * * *      |
| PRACTICE:<br>ASSESSMENTS,<br>HEALTH,<br>& EDUCATION | The Practice: Assessments, Health, & Education Domain includes completion and timeliness of assessments, health, and education status forms. | <b>*</b> * |
| FINANCE   | The Finance Domain includes measures of organizational financial health and stability.  Financial data is from Fiscal Year 2016.             | * * *      |
| WORKFORCE   | The Workforce Domain includes a measure of staff retention.  | T T        |

# **OVERALL SCORE**

BELL LEVEL TT

DOMAIN

**PERMANENCY** 

RANK

# **CUA 10:** Wordsworth

CUA 10 provides an array of child welfare services through DHS' IOC model for young people in West Philadelphia. Services include case management and community engagement.

West FISCAL YEAR CUA STARTED 2014

TOTAL # OF CASES FOR YEAR REVIEWED 831

REGION

BELL LEVEL

\*\*

SAFETY: **ASSESSMENT & PLAN**  The Safety: Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.

The Permanency Domain includes measure of goal change,

reunification, visitation, and permanency rates.



The Safety: Visitation Domain includes measures of completion and quality.



CASE The Case Planning Domain includes measures of Case Plan **PLANNING** completion, timeliness, and quality.

Financial data is from Fiscal Year 2016.



PRACTICE: COURT

SAFETY:

**VISITATION** 

The Practice: Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.



PRACTICE: SUPERVISION The Practice: Supervision Domain includes measures of Case Plan completion, timeliness, and quality.



PRACTICE: ASSESSMENTS, HEALTH & EDUCATION

The Practice: Assessments, Health, & Education Domain includes completion and timeliness of assessments, health, and education status forms.



FINANCE

The Finance Domain includes measures of organizational financial health and stability.



WORKFORCE

The Workforce Domain includes a measure of staff retention.

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# **CUA SCORECARD FAQ**

# What is the need for creating a CUA Scorecard?

The CUA Scorecard is an accountability tool that measures the performance of CUAs. It is designed to help DHS and CUAs recognize areas in which CUAs are excelling, and identify areas in which CUAs may need additional supports.

# Who is the CUA Scorecard evaluating?

The CUA Scorecard evaluates the 10 CUA regions, operated by seven neighborhood-based, independent organizations responsible for coordinating services and supports for children, youth, and families in DHS care. Specifically, the Scorecard looks at how well CUAs are achieving the goals of IOC: working with families to provide the supports and services they need to ensure that children are in safe and permanent homes that promote their positive well-being.

# What activities are being evaluated?

The CUA Scorecard measures the activities that demonstrate the Case Manager is moving the child to safe and timely permanency. When a family is accepted for service by DHS, they are assigned a CUA Case Manager who is responsible for maintaining children and youth safely in their own home, or achieving timely reunification or other permanency for those who cannot be reunified. Many of the activities measured in the CUA Scorecard also relate to specific federal and state mandates that focus on improving outcomes for children and families.

The CUA Scorecard evaluates the CUA Case Managers' abilities to complete the following activities in a timely and high-quality way:

- > Putting together and maintaining a Case Plan. A good Case Plan tells a complete story of who the family is, where their strengths lie, and what supports are needed to help overcome any challenges that they face.
- > **Evaluating the child's safety.** Case Managers use a Safety Assessment tool to monitor the child's ongoing safety. When potential safety issues arise, a Safety Plan is developed to keep the child safe.

- > Visiting the child and ensuring that families can visit with the child. Regular visitation allows the Case Manager to ensure the child's continued well-being. Additionally, if the child is not living with their family, the Case Manager is responsible for coordinating visits between the child and their family.
- > Working with Family Court to ensure that the services that children and families are receiving are appropriate for their needs. Family Court also provides oversight to help ensure that goals are being achieved in a timely manner.
- > Checking in with supervisors so that all decisions affecting a family can be reviewed and discussed before taking place. Good, regular supervision also helps Case Managers to identify barriers that might be inhibiting progress on a case.
- > Completing assessments that monitor a child's health, education, and well-being. As children grow, the need for supports can also change over time. Assessments allow Case Managers to ensure supports are aligned to youth needs and make adjustments as necessary.

The Scorecard also looks at overall CUA performance, including permanency rates (how many families achieve long-term stability), the financial health of the CUA, and CUA Case Manager Retention.

# How is DHS measuring and tracking these activities?

Data come from two sources: administrative data that the CUAs send to DHS (financial audits, staffing information, etc.) and reviews of case files (detailed records that Case Managers keep for each family). DHS reviews a sample of these files on a regular basis using a Comprehensive Case File Review tool.

# How often will CUA Scorecards be published?

CUA Scorecards will be published annually. DHS will also provide CUAs with quarterly scores so that progress can be monitored over the course of the year.

# **GLOSSARY**

### Case

A family that is involved with DHS. Cases can include services for multiple children and youth, some of whom may be living outside of their home.

# **Case Manager**

A professional employed by a CUA who works directly with families. Case Managers are responsible for monitoring child safety, coordinating supports and services, ensuring the ongoing wellbeing of all the children and youth in the family, and moving the family's case towards a safe and permanent conclusion.

### **Case Plan**

A formal, written plan developed collaboratively with the family, to address issues related to child safety. This occurs at a Family Team Conference and includes the family along with all professionals involved with the family, whenever possible. All case plans begin by identifying the strengths and needs of the family. Then, throughout the life of the case, the Case Manager monitors the family's progress and modifies the plan as needed so that all children reach an outcome that will ensure their future safety, permanency and well-being.

### **Permanency**

Achieving a stable, long-term living arrangement for a child or youth. Permanency begins with supporting a caregiver so that the young people remain safe in their own home. If they are separated from their parents, reunification is always explored first. In cases where reunification is not possible (in order of priority), then children are placed with a relative or kin, adopted by a qualified and loving family, placed with a permanent legal custodian, or considered for Another Planned Permanent Living Arrangement (APPLA).

# **Safety Assessment**

A formal, written tool used by Case Managers to perform a comprehensive evaluation of child safety. A good Safety Assessment looks at many different factors, including the family's present circumstances and the status of the caregiver's protective capacities. The Assessment concludes with a decision about whether a child can be safely maintained in the home, or if they can return home if they are currently in placement.

# **Safety Assessment Process**

A process developed by the Commonwealth of Pennsylvania's Department of Human Services for gathering and analyzing information related to child safety. This process is used to identify threats to safety and protective capacities of caregivers and ultimately determine if a child can remain safe in their own home or return home if they are currently in a placement setting (e.g., foster care).

# **Safety Plan**

A written agreement consisting of actions designed to keep safety threats in check. Safety Plans specify how supports available to the family will intervene to supplement a caregiver's protective capacities.

# **Visitation**

Case Managers are expected to visit with children on a regular basis to ensure their safety and well-being. Case Managers may also facilitate visits between children and their parents and/or children and their siblings if the family is not living together. State and federal guidelines establish standards for how often children must be visited.

### **METHODOLOGY**

Similar to a student's school report card, the CUA Scorecard summarizes performance—both overall (similar to a student's Grade Point Average, or GPA), and by practice area (similar to a student's course grade). This section provides an overview of how CUA Scorecards are organized and calculated.

### **Domains**

CUA performance and practices are grouped into nine domains. Each domain has between one and nine metrics.

Using the school report card analogy, domains are the equivalent of courses (e.g., Algebra, English, Biology, etc.), and metrics are the equivalent of the tests and quizzes, which are used to calculate the student's overall course grade.

# Weighting

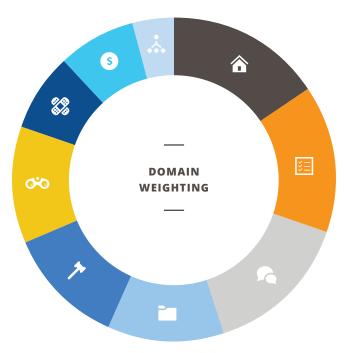
Not all domains are equal; practice in some areas is weighted more heavily than others to reflect DHS priorities. This is similar to a student's weighted GPA. Grades from core subjects like English and Math have a larger impact on the student's overall GPA than grades from other subjects, like gym.

The figure at right represents how the score of each domain affects the overall score. Larger "pie slices" reflect higher priorities. For example, Permanency, which is a high priority area, accounts for 16% of the CUA's overall score, whereas the CUA's Workforce score accounts for only 4% of the overall score. Therefore, a CUA that has a high Permanency score but a low Workforce score will have a higher overall score than a CUA that has a low Permanency score but a high Workforce Score.

Metrics within each domain are also weighted. Just as a teacher weighs a student's score on her final exam more heavily than her score on a pop guiz, lead indicators on the Comprehensive Case File Review Tool are weighted more heavily than other metrics.

# **Comprehensive Case File Review Tool**

Case files are reviewed using the Comprehensive Case File Review Tool, developed by Casey Family Programs—a national leader in child welfare practice and policy. This tool is research-based and has been rigorously reviewed to ensure that it provides an accurate and reliable picture of who the family is and how the CUAs support them.



|          | PERMANENCY 16%                                   |
|----------|--|
| ¥≡       | SAFETY: ASSESSMENT & PLAN 15%                    |
| 2        | SAFETY: VISITATION 15%                           |
|          | CASE PLANNING 12%                                |
| *        | PRACTICE: COURT 12%                              |
| <b>%</b> | PRACTICE: SUPERVISION 12%                        |
| <b>%</b> | PRACTICE: ASSESSMENTS,<br>HEALTH, & EDUCATION 8% |
| S        | FINANCE 8%                                       |
| ؞ؙ؞      | WORKFORCE 4%                                     |

Percentages do not equal 100% due to rounding

| BELLS      | LETTER GRADE EQUIVALENT | RATING         |
|------------|-------------------------|----------------|
| ***        | А                       | SUPERIOR       |
| ***        | В                       | PROFICIENT     |
| ***        | С                       | COMPETENT      |
| <b>*</b> * | D                       | UNSATISFACTORY |
| <b>**</b>  | F                       | CRITICAL       |

### **Bells**

For each metric, CUAs receive a performance rating—similar to a letter grade in school. These ratings will be displayed as Liberty Bells with more Bells equating to better performance. The overall bell score of each CUA is an aggregation of all nine domains.

# **Performance Expectations**

In school, there is a fairly standardized grading system—a score of 90 or above is an A, a score of 60 or below is an F. Not all metrics on the CUA Scorecard, though, can be held to the same scale. Therefore, rather than using one "grading system" for all metrics, the CUA Scorecard has different performance expectation levels for each metric. For a majority of metrics, a CUA needs to perform at 70% or higher to achieve three Liberty Bells.

It is important to note that because these performance levels are based on system expectations; all CUAs could receive the same number of Bells, and there is no "curve" that evenly distributes CUAs across Bells.

# **Ranking**

CUAs are ranked (1 through 10) based on their overall performance across all domains. Ranking the CUAs helps DHS and the CUAs to better understand how CUAs are performing in relation to one another. The ranking also allows DHS and CUAs to identify top performers, glean best practices, and implement these practices in other CUAs.

