Department of
Human Services
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IMPROVING OUTCOMES FOR CHILDREN
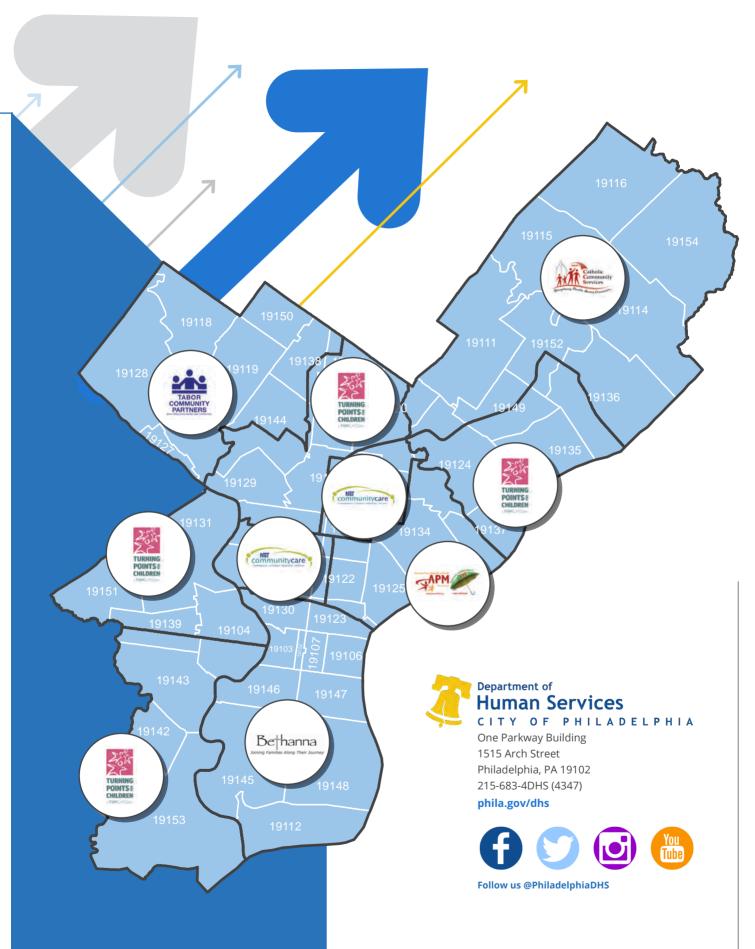
COMMUNITY UMBRELLA AGENCIES SCORECARD

Fiscal Year 2017–2018
(July 1, 2017–June 30, 2018)

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Six 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 through food pantries, parenting support groups, and holiday gift drives—among other activities.

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Department of
Human Services
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INTRODUCTION

Dear Friend,

Last year was monumental. The City of Philadelphia Department of Human Services (DHS) released the baseline report and first-ever Improving Outcomes for Children Community Umbrella Agency (CUA) Scorecard. It highlighted a clear focus on strengths and challenges, and provided a roadmap for how to improve quality.

Every CUA developed a plan of improvement. They met with DHS for targeted technical assistance in low-performing areas. CUAs shared best practices with each other. As a result, I am pleased to report that all CUAs improved!

CUAs received regular data updates to their Scorecard domains and met consistently with DHS to ensure we stayed on track. Small gains led to bigger gains. We've made progress overall, and this year there is growth in each domain. Permanency and supervision saw the greatest gains. At the same time, we continue to have challenges in the court domain.

As with any ongoing evaluation work, we continue to assess the process. Now with two years of "history", we are learning what additional domains might be helpful to include. For example, next year, we plan to include family engagement.

Amid this steady progress and stabilization of the system, we are laser-focused on right-sizing the system. We want to reduce the number of families and children entering our child welfare system.

One way we are doing this is by diverting families to prevention services in cases where child safety is not the cause for a report. Instead of being formally accepted into the system, these families now work with case managers to address issues such as inadequate housing, behavioral health needs, and education concerns.

I remain encouraged by our collective work to improve the lives of children, youth, and families in Philadelphia. Our progress is clear and measurable: 55% of children in family foster care live with kin, 84% live within ten miles of their home of origin, 62% live within five miles of their home, and only 11% of youth are in congregate care. These numbers reflect that outcomes are improving and we will never stop our efforts to strengthen our system.

Cynthia F. Figueroa
Commissioner, City of Philadelphia Department of Human Services

MORE CHILDREN LIVE WITH KIN

* OF CHILDREN IN FAMILY FOSTER CARE

32% FY13 PRE-IOC → **55%** FY18 POST-IOC

MORE CHILDREN LIVE CLOSER TO HOME

(WITHIN 5 MILES OF HOME OF ORIGIN)

46% FY13 PRE-IOC → **62%** FY18 POST-IOC

ABOUT IMPROVING OUTCOMES FOR CHILDREN

Improving Outcomes for Children (IOC) is how we deliver child welfare, juvenile justice, and child abuse prevention services in Philadelphia. The core principle of IOC is that a community neighborhood approach to the delivery of child welfare services will positively impact child and family safety, permanency, and well-being. The goals of IOC are:

- **More children and youth are maintained safely in their own homes and communities**
- **More children and youth are achieving timely reunification or other permanence**
- **A reduction in the use of congregate care**
- **Improved child, youth, and family functioning**

In the IOC approach to child welfare, DHS is responsible for the hotline, investigations, and placement resources. CUAs provide ongoing case management. Both DHS and CUA work toward safe and timely permanency, whether through reunification, adoption, or permanent legal custodianship. IOC is making a difference: more children are living with kin, children are living closer to home, and more children and youth have permanent homes. The number of children and youth in institutions has significantly decreased and our priority is to continue reducing this number.

INCREASE IN PERMANENT HOMES

1,322 KIDS FY18 PRE-IOC → 2,216 KIDS FY18 POST-IOC

DECREASE IN CONGREGATE CARE

21.6% FY13 PRE-IOC → 11% FY18 POST-IOC

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RIGHT SIZING PHILADELPHIA'S CHILD WELFARE SYSTEM

Following significant changes to the state child protective services law, calls to our hotline started increasing dramatically in 2015. As a result, a high number of Philadelphia's children and youth are in placement with DHS. We believe that families should be together as long as it is safe. This is balanced with the reality that we are mandated to assess safety and risk and to provide the appropriate intervention and response.

We are laser-focused on reducing the number of families formally involved with DHS. To do this we are:

• **Diverting families with non-safety issues to prevention case management services.**

• **Implementing new strategies to improve the time it takes for children and youth to achieve permanency—whether that's by reunifying with their families, or through adoption or permanent legal custodianship.**

• **Continuing to reduce youth placed in institutional/congregate care settings.**

• **Bolstering family engagement efforts through family team conferencing.**

• **Recruiting resource families with a special emphasis on foster homes that welcome older youth and are LGBTQ affirming.**

We have aligned our prevention resources—like Out-of-School Time programs and Family Empowerment Services—so that we serve families most at-risk for DHS involvement first. New programs like Rapid Rehousing for Reunification focuses on removing barriers to getting families back together. We are resolute in our commitment to right-size Philadelphia's child welfare system and believe these new strategies put us on the right track.

"No matter the age, you still need somebody to love you."

      - **Ruby,** youth formerly in foster care

"I would say that being a foster parent to a teen is not easy, but there's so much joy!"

      - **Carly,** foster parent and adoptive mom

CHILD WELFARE OVERSIGHT BOARD

In May 2018, Mayor Jim Kenney established the Child Welfare Oversight Board (CWOB). The CWOB replaces the Community Oversight Board, which ended its service to the City last year, after concluding that DHS had implemented all of the recommendations the Board was charged with overseeing.

In an August 2017 letter to the Mayor, Community Oversight Board Chair David Sanders wrote, *"The most recent DHS outcome report to the Community Oversight Board clearly reflected dramatically improved performance by DHS...strong leadership and a consistent direction is vital at this time, and you have that with Commissioner Figueroa."*

The CWOB will primarily provide oversight for IOC, including CUAs and will provide input for the department's Needs Based Plan and Budget, which is proposed yearly to the state.

"It is only by working together collaboratively and with intent that we will keep children safe and families undamaged."

- Cindy Christian
CWOB Chair

CWOB MEMBERS REFLECT EXPERTISE IN CHILD WELFARE & RELATED FIELDS, AS WELL AS LIVED EXPERIENCE:

CWOB Chair: Cindy Christian, M.D.
Chair, Child Abuse & Neglect Prevention
Children's Hospital of Philadelphia
Professor of Pediatrics
University of Pennsylvania
School of Medicine

Kevin Bethel
Senior Policy Advisor
Fellow, Stoneleigh Foundation

Fran Gutterman
Consultant
Casey Family Programs, Retired

John L. Jackson, Jr., **Ph.D**
Dean
University of Pennsylvania
School of Social Policy and Practice

Anthony Simpson
Youth Representative

Mimi Laver, Esq.
Director
Legal Education at
American Bar Association,
Center on Children and the Law

Karyn Lynch
Chief of Student Support Services
School District of Philadelphia

Mayra Morales
Resource and Adoptive Parent

Cheryl Oakman, Ph.D
Professor
Temple University
School of Social Work

Joanna Otero-Cruz
Deputy Managing Director
City of Philadelphia
Community Services

Colleen Shanahan, Esq.
Associate Professor
Columbia Law School

David Rubin, M.D.
Director, Policy Lab
Children's Hospital of Philadelphia
Perelman School of Medicine at the
University of Pennsylvania

Robert Schwartz, Esq.
Phyllis W. Beck Chair in Law
Temple University School of Law
Co-founder
Juvenile Law Center

Judith Silver
Leadership Education in Neurodevelopmental Disabilities Program
Children's Hospital of Philadelphia

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Commissioner
Department of Human Services

David T. Jones
Commissioner
Department of Behavioral Health
& Intellectual DisAbilities

Eva Gladstein
Deputy Managing Director
Health & Human Services

ABOUT THE CUA SCORECARD

Why?
The Scorecard recognizes areas in which CUAs are doing well and identifies areas for improvement. It helps identify where CUAs need additional support and technical assistance. Fiscal Year 2018 (July 1, 2017-June 30, 2018) is the first post-baseline Scorecard. The CUA Scorecard reflects our commitment to transparency as the best way to provide accountability, to learn and grow as government and providers, and to continue improving outcomes for children, youth, and families receiving child welfare services.

What?
The Scorecard measures quality of service to ensure that children and youth are safe in their homes, and if in our care that they receive the necessary services and are safe and well cared for. It also measures progress on reunification or other permanency efforts. Many of the activities measured relate to specific federal and state mandates that focus on improving outcomes for children, youth, and families.

How?
DHS reviews nearly 3,000 CUA case files a year. A Comprehensive Case File Review Tool is used to ensure consistency and methodologically sound results. Additional data is also reviewed to assess permanency, visitation, finance, and staffing information.

"The CUA Scorecard has helped to identify areas where we have opportunities to improve outcomes & strengthen our accountability. These metrics are validation that collectively we are moving forward in the right direction—enabling us to make changes to better serve the children, youth, and families in our care."

- Dawn Holden
CEO, Turning Points for Children

HOW TO READ THE CUA SCORECARD

Bells

For each metric, CUAs receive a performance rating. These ratings will be displayed as Liberty Bells with more bells equating to better performance. Overall score is a combination of the scores in all nine domains.

Performance Expectations

Not all metrics on the CUA Scorecard, are equally important. Therefore, 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. In this report, CUAs are in order of their rank, starting with the number one rated CUA. Ranking 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 across the system. DHS is focused on change over time, and values individual improvement over ranking.

DOMAIN WEIGHTING*

🏠	16%	PERMANENCY
📋	15%	SAFETY: ASSESSMENT & PLAN
💬	15%	SAFETY: VISITATION
📁	12%	CASE PLANNING
🔨	12%	PRACTICE: COURT
👓	12%	PRACTICE: SUPERVISION
⚕	8%	PRACTICE: ASSESSMENTS, HEALTH, & EDUCATION
$	8%	FINANCE
⚒	4%	WORKFORCE

*Does not equal 100% due to rounding

THE CUA SCORECARD IS BASED ON FIVE "LIBERTY BELLS"

This is the first report, post baseline. It gauges both individual CUA as well as systemwide 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.

Growth will be measured over time, with monthly leadership and bi-annual 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 to the Commissioner within 30 days of the annual Scorecard**

- **Specialized trainings**

- **Organizational assessments for CUAs with one and two bells. This process is led by DHS to facilitate major practice and management change**

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 will be placed on probationary status. If the CUA remains at two bells after one year, then DHS will consider transitioning the contract.

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

NET COMMUNITY CARE

Region 7: North Central

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2018 / 2017
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2018 / 2017
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2018 / 2017
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2018 / 2017
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2018 / 2017
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2018 / 2017
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2018 / 2017
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2017.	2018 / 2017
Workforce	The Workforce Domain includes a measure of staff retention.	2018 / 2017

Fiscal Year CUA Started
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Minority Board Participation
83%

**Total # of Families
Served for FY18**
632

TURNING POINTS FOR CHILDREN

Region 9: Southwest

Fiscal Year CUA Started
2014

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Minority Board Participation
42%

Total # of Families Served for FY18
738

DOMAIN		BELL LEVEL	
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2018	🔔🔔🔔🔔
		2017	🔔🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2018	🔔🔔🔔🔔🔔
		2017	🔔🔔🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2018	🔔🔔🔔🔔
		2017	🔔🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2018	🔔🔔🔔🔔
		2017	🔔🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2018	🔔🔔
		2017	🔔🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2018	🔔🔔🔔🔔
		2017	🔔🔔🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2018	🔔🔔🔔
		2017	🔔🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2017.	2018	🔔🔔🔔
		2017	🔔🔔🔔
Workforce	The Workforce Domain includes a measure of staff retention.	2018	🔔🔔🔔
		2017	🔔🔔

COMMUNITY UMBRELLA AGENCY **SCORECARD**

TURNING POINTS FOR CHILDREN

Region 3: Lower Northeast

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	**2018** 🔔🔔🔔🔔 **2017** 🔔🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	**2018** 🔔🔔🔔🔔 **2017** 🔔🔔🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	**2018** 🔔🔔🔔 **2017** 🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	**2018** 🔔🔔🔔🔔 **2017** 🔔🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	**2018** 🔔🔔 **2017** 🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	**2018** 🔔🔔🔔🔔🔔 **2017** 🔔🔔🔔🔔🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	**2018** 🔔🔔🔔 **2017** 🔔🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2017.	**2018** 🔔🔔 **2017** 🔔🔔🔔
Workforce	The Workforce Domain includes a measure of staff retention.	**2018** 🔔🔔🔔 **2017** 🔔🔔

Fiscal Year CUA Started
2014

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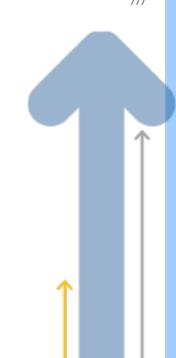
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Minority Board Participation
42%

Total # of Families Served for FY18
777

NET COMMUNITY CARE

Region 1: Eastern North

Fiscal Year CUA Started
2013

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Minority Board Participation
83%

Total # of Families Served for FY18
595

DOMAIN			BELL LEVEL	
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.		**2018** 🔔🔔🔔	**2017** 🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.		**2018** 🔔🔔🔔🔔	**2017** 🔔🔔🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.		**2018** 🔔🔔🔔	**2017** 🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.		**2018** 🔔🔔🔔	**2017** 🔔🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.		**2018** 🔔🔔🔔🔔🔔	**2017** 🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.		**2018** 🔔🔔🔔	**2017** 🔔🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.		**2018** 🔔🔔	**2017** 🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2017.		**2018** 🔔🔔	**2017** 🔔🔔
Workforce	The Workforce Domain includes a measure of staff retention.		**2018** 🔔🔔🔔🔔	**2017** 🔔🔔

OVERALL BELL LEVEL

2018 🔔🔔🔔

2017 🔔🔔

TURNING POINTS FOR CHILDREN

Region 5: Logan/Olney

DOMAIN		BELL LEVEL	
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	**2018** 🔔🔔🔔	
		2017 🔔🔔	
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	**2018** 🔔🔔🔔🔔	
		2017 🔔🔔🔔	
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	**2018** 🔔🔔🔔	
		2017 🔔🔔🔔	
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	**2018** 🔔🔔🔔	
		2017 🔔🔔	
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	**2018** 🔔🔔🔔	
		2017 🔔🔔	
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	**2018** 🔔🔔🔔🔔🔔	
		2017 🔔🔔🔔	
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	**2018** 🔔🔔	
		2017 🔔	
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2017.	**2018** 🔔🔔	
		2017 🔔	
Workforce	The Workforce Domain includes a measure of staff retention.	**2018** 🔔🔔🔔🔔	
		2017 🔔🔔	

Fiscal Year CUA Started
2014

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Minority Board Participation
42%

Total # of Families Served for FY18
1,053

CATHOLIC COMMUNITY SERVICES

Region 4: Northeast

OVERALL BELL LEVEL

2018	🔔🔔🔔
2017	🔔🔔🔔

Fiscal Year CUA Started
2014

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Minority Board Participation
32%

**Total # of Families
Served for FY18**
581

DOMAIN		BELL LEVEL	
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	**2018**	🔔🔔🔔
		2017	🔔🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	**2018**	🔔🔔🔔
		2017	🔔🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	**2018**	🔔🔔🔔🔔
		2017	🔔🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	**2018**	🔔🔔🔔
		2017	🔔🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	**2018**	🔔🔔
		2017	🔔🔔🔔🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	**2018**	🔔🔔🔔🔔🔔
		2017	🔔🔔🔔🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	**2018**	🔔🔔
		2017	🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2017.	**2018**	🔔🔔
		2017	🔔🔔
Workforce	The Workforce Domain includes a measure of staff retention.	**2018**	🔔🔔🔔🔔
		2017	🔔🔔🔔🔔

ASOCIACIÓN PUERTORRI-QUEÑOS EN MARCHA (APM)

Region 2: Lower Eastern North

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2018 🔔🔔🔔 2017 🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2018 🔔🔔🔔🔔 2017 🔔🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2018 🔔🔔🔔 2017 🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2018 🔔🔔🔔 2017 🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2018 🔔🔔 2017 🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2018 🔔🔔 2017 🔔🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2018 🔔🔔 2017 🔔🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2017.	2018 🔔🔔🔔🔔 2017 🔔🔔🔔
Workforce	The Workforce Domain includes a measure of staff retention.	2018 🔔🔔 2017 🔔

Fiscal Year CUA Started
2013

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Director
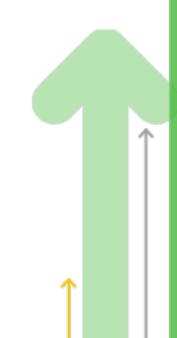Noelies Zavala, MSW
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Minority Board Participation
77%

Total # of Families Served for FY18
723

TURNING POINTS FOR CHILDREN

Region 10: West

Fiscal Year CUA Started
2014

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Minority Board Participation
42%

Total # of Families Served for FY18
744

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2018 🔔🔔🔔 2017 🔔🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2018 🔔🔔🔔🔔 2017 🔔🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2018 🔔🔔🔔 2017 🔔🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2018 🔔🔔🔔 2017 🔔🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2018 🔔🔔 2017 🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2018 🔔🔔🔔 2017 🔔🔔🔔🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2018 🔔🔔 2017 🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2017.	2018 🔔🔔 2017 🔔
Workforce	The Workforce Domain includes a measure of staff retention.	2018 🔔🔔🔔 2017 🔔🔔🔔🔔

OVERALL BELL LEVEL

2018 🔔🔔🔔

2017 🔔🔔

TABOR COMMUNITY PARTNERS

Region 6: Northwest

DOMAIN		BELL LEVEL	
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	**2018** 🔔🔔🔔	**2017** 🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	**2018** 🔔🔔🔔🔔	**2017** 🔔🔔🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	**2018** 🔔🔔🔔	**2017** 🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	**2018** 🔔🔔🔔	**2017** 🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	**2018** 🔔🔔	**2017** 🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	**2018** 🔔🔔🔔	**2017** 🔔🔔🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	**2018** 🔔🔔	**2017** 🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2017.	**2018** 🔔🔔	**2017** 🔔
Workforce	The Workforce Domain includes a measure of staff retention.	**2018** 🔔	**2017** 🔔🔔

Fiscal Year CUA Started
2014

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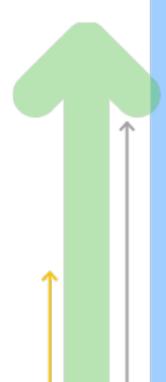
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Minority Board Participation
67%

Total # of Families Served for FY18
570

BETHANNA

Region 8: Center City & South Philadelphia

Fiscal Year CUA Started
2014

Address
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Vice President CUA Programs & Child Welfare Services; CUA Director
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Minority Board Participation
63%

Total # of Families Served for FY18
631

DOMAIN		BELL LEVEL	
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2018	🔔🔔🔔
		2017	🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2018	🔔🔔🔔
		2017	🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2018	🔔🔔🔔
		2017	🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2018	🔔🔔🔔
		2017	🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2018	🔔🔔
		2017	🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2018	🔔🔔🔔
		2017	🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2018	🔔
		2017	🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2017.	2018	🔔🔔
		2017	🔔🔔
Workforce	The Workforce Domain includes a measure of staff retention.	2018	🔔
		2017	🔔

APPENDIX

CUA Scorecard FAQs

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 excel, 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 six 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 comes from three sources: reviews of case files (detailed records that Case Managers keep for each family), case management system data, and administrative data that the CUAs send to DHS (financial audits, staffing information, etc.). 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 provides CUAs with quarterly scores so that progress can be monitored over the course of the year.

Methodology

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.

Weighting
Not all domains are equal. Practice in some areas is weighted more heavily than others to reflect DHS 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%. 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. 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.

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 well-being 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
Permanency is securing 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.

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