Office of
Children and Families
CITY OF PHILADELPHIA

Department of Human Services

IMPROVING OUTCOMES FOR CHILDREN

COMMUNITY UMBRELLA AGENCY SCORECARD

FISCAL YEAR 2019–2020
(JULY 1, 2019–JUNE 30, 2020)

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Six organizations operate Community Umbrella Agencies (CUAs) in 10 different regions throughout Philadelphia. In addition to case management for families accepted for service by DHS, CUAs engage their communities through a variety of different activities including: food pantries, parenting support groups, and holiday gift drives—among other activities.

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COMMUNITY UMBRELLA AGENCIES
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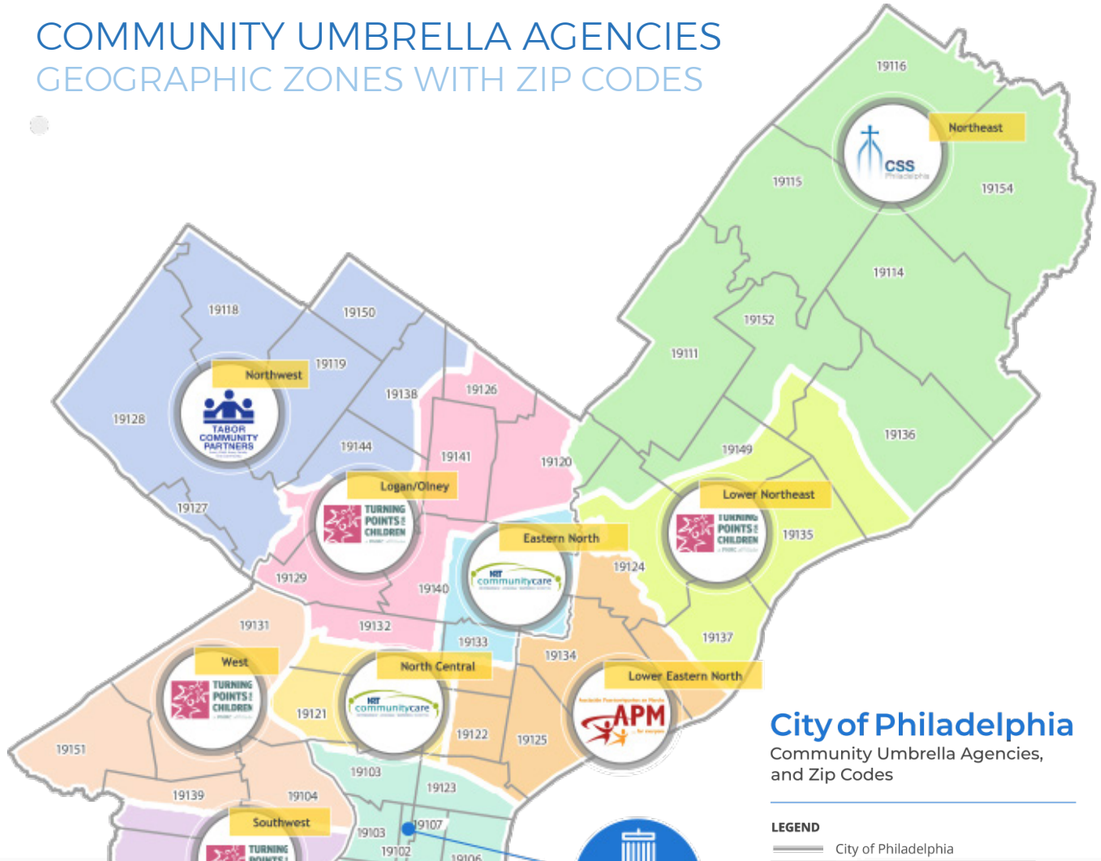

City of Philadelphia
Community Umbrella Agencies, and Zip Codes

LEGEND
- City of Philadelphia
- Zip Code Region
- CUA Agency Name and Logo
- Region — CUA Region

FROM THE COMMISSIONER

Dear Friend,

The Philadelphia Department of Human Services (DHS) publishes Community Umbrella Agency (CUA) Scorecards each year in order to keep both ourselves and our partners accountable in Improving Outcomes for Children. This year's CUA Scorecards are a testament of the progress that has been made here in Philadelphia and a motivation of what can be done for Improving Outcomes for Children in 2021!

This year, two CUAs received five bells (the highest number); six received four bells; and two have three bells. When we began the CUA Scorecard performance measurement journey three years ago, our message was that in order to improve, CUAs must know where to improve and receive the technical assistance and training needed to make changes. It proved true.

Amid all the challenges and uncertainty of 2020, our focus has been and continues to be about right-sizing the system. We want to reduce the number of families and children entering child welfare because we believe in a community neighborhood approach to service delivery. The CUA partnership is a critical part of this work.

As you know, this past year has been extremely hard for Philadelphia residents, and especially for children and their families. The challenges created by COVID-19 and civil unrest have echoed through every aspect of our lives, and have greatly threatened the stability and wellbeing of our city's most vulnerable families. Throughout this time, DHS and CUAs continued to work in partnership, continuing to be laser focused on improving outcomes for children while navigating through a pandemic.

While this Scorecard shows much positive improvement from just a few years ago, we will continue to demand quality services and creative solutions from our CUA partners as we seek to meet the needs of children and families in a constantly changing environment.

In Service,

Kimberly Ali
Commissioner

ABOUT IMPROVING OUTCOMES FOR CHILDREN

Improving Outcomes for Children (IOC) is Philadelphia's delivery of child welfare, juvenile justice, and child abuse prevention services. We believe that a community neighborhood approach to services will have a positive impact on child and family safety and well-being. Community Umbrella Agencies are how we deliver community based case management services.

Our vision is that fewer children become DHS-involved and that families receive services that are the best fit. The four goals of IOC are aligned to make this vision a reality.
They are:

- **More children and youth are safely in their own homes and communities.**
  With prevention, child welfare, and juvenile justice services based in the community, children and youth can maintain connections to what they know or work to restore those relationships.

- **More children and youth are reunified more quickly or achieve other permanency.**
  If children must be removed from their home of origin, we work to reunify the family as soon as it is safe. When reunification is not possible, adoption or permanent legal custodianship may help the child or youth find a permanent home.

- **Congregate (residential) care is reduced.**
  Our goal is to continue safely reducing congregate care placements. Use of congregate care should be limited to children and youth with complex physical and behavioral health challenges. For youth in the juvenile justice system, community-based programs are available so that they can live with their families.

- **Improved children, youth, and family functioning.**
  Sometimes families need support to live together safely. We invest in many programs to help children, youth, and families become their best selves, including support for parents to reunify more quickly with their children.

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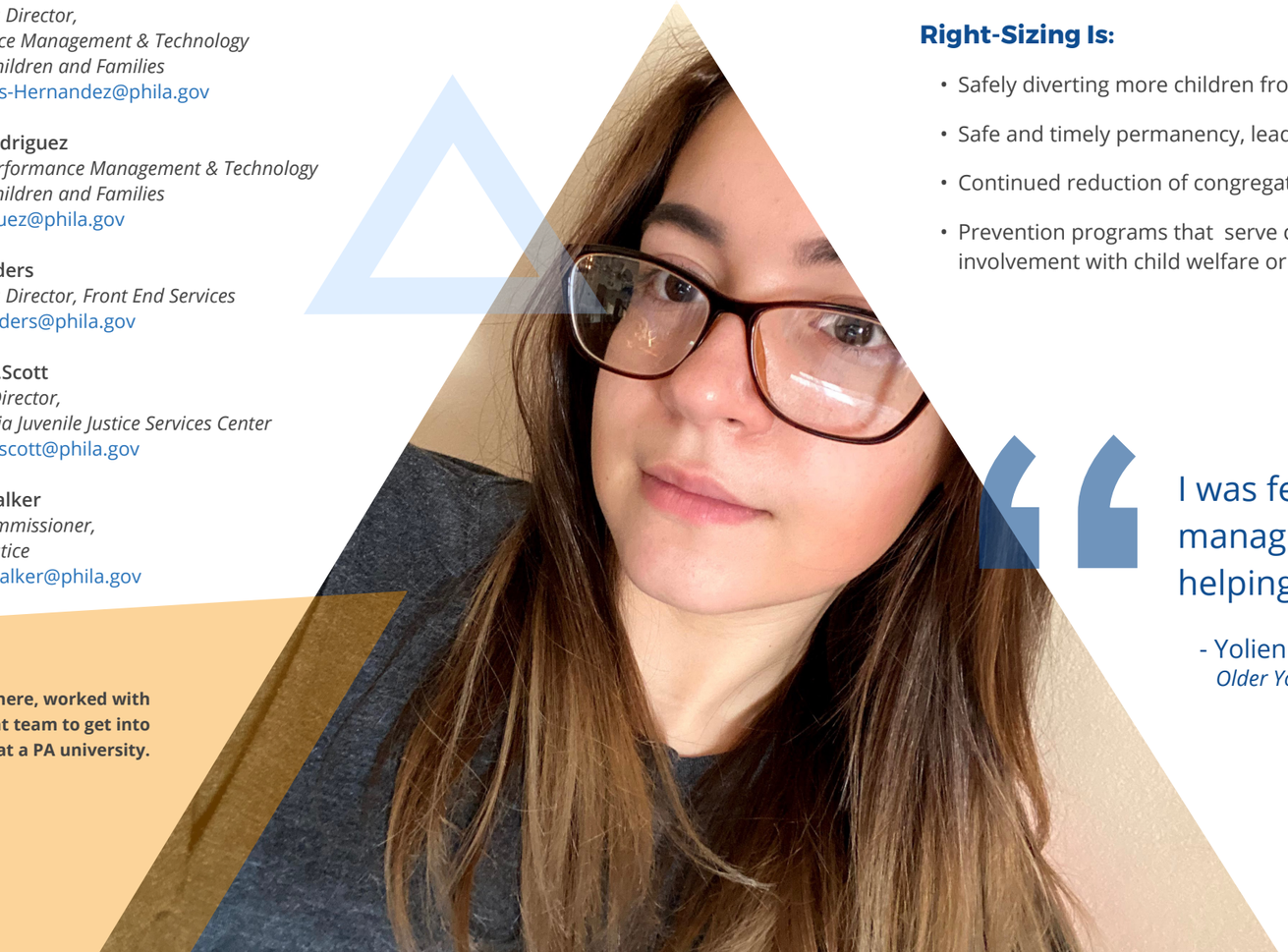


Yolienid (Yoli) pictured here, worked with her CUA case management team to get into the Culinary Program at a PA university.

RIGHT-SIZING PHILADELPHIA'S CHILD WELFARE SYSTEM

Right-sizing the child welfare and juvenile justice system is DHS' top priority. The department has been successfully reducing the number of children in child welfare placements. There are 1,300 fewer children in out of home placements now than there were in 2016.

Right-sizing means supporting families to safely care for children in their own homes. When their home is not safe, right-sizing is keeping children close to home and with kin whenever possible. Safe and timely reunification is the priority when children have been removed from their home. When that is not possible, children may need other permanency such as adoption.

For youth in both child welfare and juvenile justice systems, DHS' priority is to reduce the use of congregate (residential) placements. Since 2015, the number of youth in dependent (child welfare) congregate care settings has dropped 47%. For youth in juvenile justice, there has been a 80% decrease in the total number of youth in congregate care settings since 2015. We are leaders both statewide and nationally in decreasing the use of congregate care.

By addressing these issues, we will continue to right-size Philadelphia's child welfare and juvenile justice systems.

Right-Sizing Is:

- Safely diverting more children from being placed with DHS.
- Safe and timely permanency, leading with reunification.
- Continued reduction of congregate care.
- Prevention programs that serve children most at-risk for involvement with child welfare or juvenile justice.

> I was feeling lost until my case manager came in and started helping me. "
>
> - Yolienid (Yoli)
> *Older Youth*

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. 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. It is published annually.

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 over 2,000 CUA case files a year. A Comprehensive Case-File Review Tool is used to ensure consistent and methodologically sound results. CUA administrative and DHS is used to assess permanency, visitation, finance, and case manager retention.

> Yoli has been able to accomplish so much, she worked hard to get into culinary school."
>
> - Gabriela Gonzalez,
> *Case Manager,*
> Turning Points for Children

> She realized she had a team to lean on."
>
> - Gabriela Gonzalez,
> *Case Manager,*
> Turning Points for Children

Gabriela credits the entire CUA case management team with working together to help youth like Yoli work toward their dreams.

ONGOING ACCOUNTABILITY

All CUAs are expected to participate in semi-annual Closing the Loop meetings with DHS. This is a time to reflect on data to date and strategically assess how to move forward.

SUPERIOR
A CUA with five bells meets or exceeds performance expectations and exemplifies best practice. CUAs with five bells share best practices with DHS and other CUAs.

PROFICIENT
A CUA with four bells meets expectations in most areas but has room for improvement. CUAs with four bells share best practices with DHS and other CUAs.

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. DHS conducts an organizational assessment, provides recommendations and identifies additional technical assistance. If a CUA is unable to improve over a 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.

HOW TO READ THE CUA SCORECARD

Bells

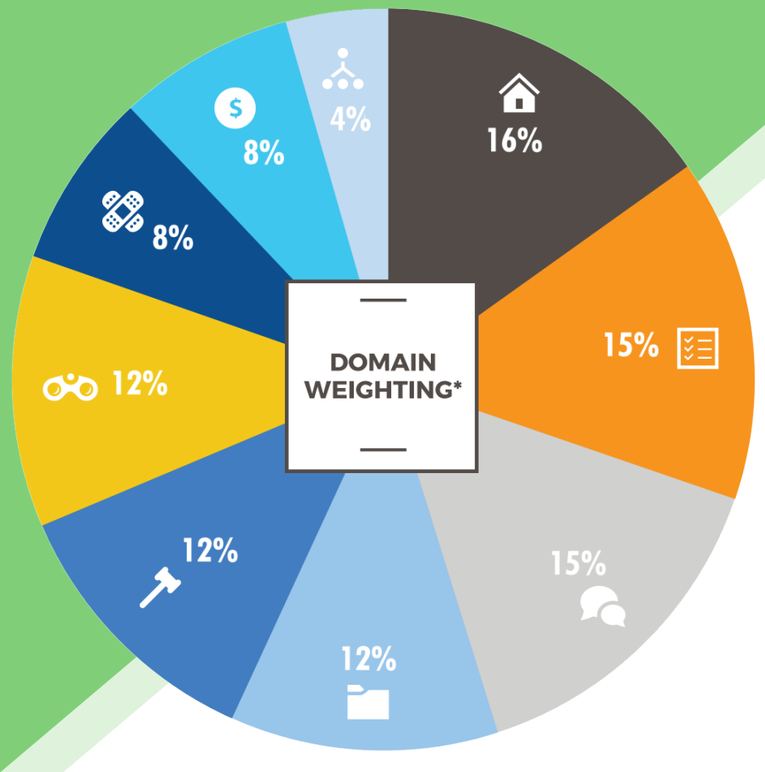
For each metric, CUAs receive a performance rating. These ratings will be displayed as liberty bells with more bells equating to better performance. Overall score is a combination of the scores in all nine domains.

Performance Expectations

Not all metrics on the CUA Scorecard can be measured on the same scale. Therefore, the CUA Scorecard has different performance expectation levels for each metric. For most 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, learn best practices, and implement these practices across the system. Some CUAs with the same bell levels are ranked differently based on small fractions of points. DHS is focused on change over time, and values individual improvement over ranking.



- 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

THE CUA SCORECARD IS BASED ON FIVE "LIBERTY BELLS"

This is the third annual report after the baseline was established in fiscal year 2017. It gauges both individual CUA 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.

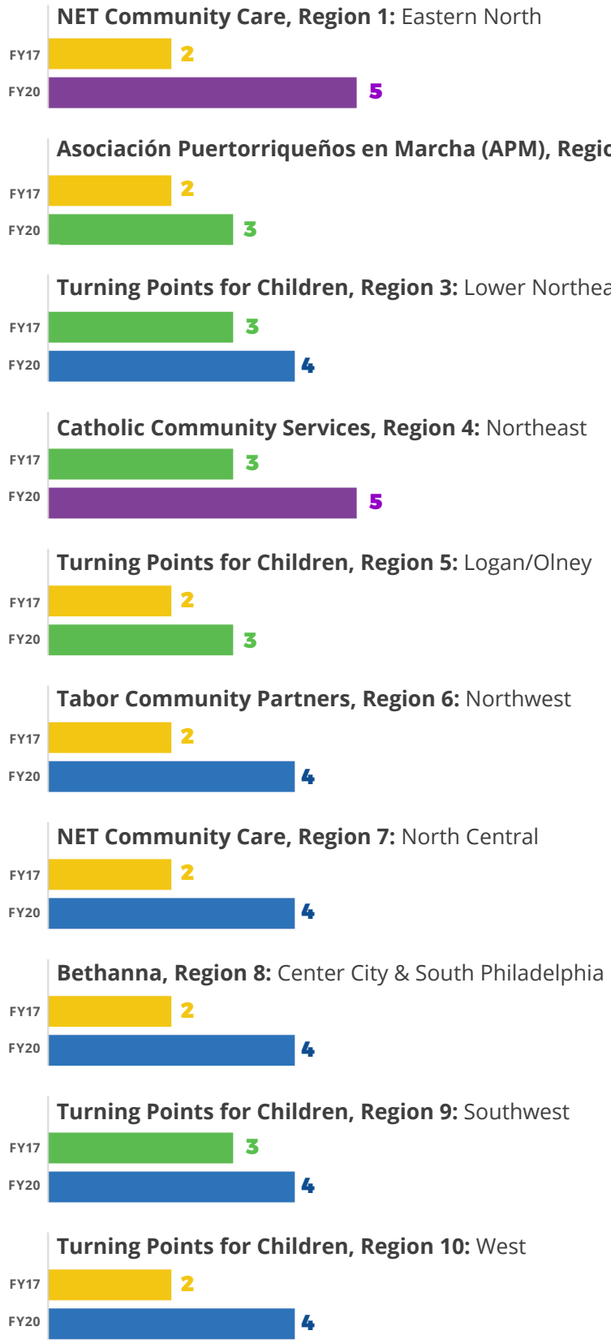
Growth is being measured over time, with monthly leadership and bi-annual data review meetings between CUAs and DHS to review progress or to adjust technical assistance for problem areas.

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.
- Bi-annual "Closing the Loop" meeting with DHS to assess key data points and strategize improvement efforts.

SCORES SHOW CUA IMPROVEMENT OVER TIME

The chart below compares each CUA's overall bells from Fiscal Year 2017 (the baseline year of data) to Fiscal Year 2020. All CUAs have improved and the CUA Scorecard process has proven to be a valuable tool to encourage positive change.



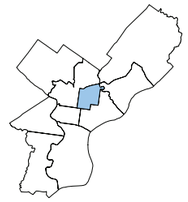
OVERALL BELL LEVEL

2020

2019

NET COMMUNITY CARE

Region 1: Eastern North



Fiscal Year CUA Started
2013

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CUA Director
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Minority Board Participation
60%

Total # of Families Served for FY20
521

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2020 / 2019
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2020 / 2019
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2020 / 2019
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2020 / 2019
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Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2020 / 2019
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2020 / 2019
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2019.	2020 / 2019
Workforce	The Workforce Domain includes a measure of staff retention.	2020 / 2019

Fiscal Year CUA Started
2014

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Instagram
CCS_CUA4

Minority Board Participation
8.4%

Total # of Families Served for FY20
492

CATHOLIC COMMUNITY SERVICES

Region 4: Northeast

OVERALL BELL LEVEL

2020

2019

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2020 / 2019
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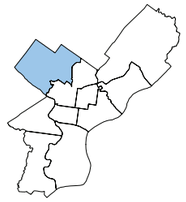
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2019.	2020 / 2019
Workforce	The Workforce Domain includes a measure of staff retention.	2020 / 2019

TABOR COMMUNITY PARTNERS

Region 6: Northwest



Fiscal Year CUA Started
2014

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Minority Board Participation
25%

Total # of Families Served for FY20
499

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2020 / 2019
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2020 / 2019
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Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2019.	2020 / 2019
Workforce	The Workforce Domain includes a measure of staff retention.	2020 / 2019

NET COMMUNITY CARE

Region 7: North Central

Fiscal Year CUA Started
2014

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Minority Board Participation
60%

Total # of Families Served for FY20
540

DOMAIN	BELL LEVEL
The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2020 / 2019
The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2020 / 2019
The Safety Visitation Domain includes measures of visitation completion and quality.	2020 / 2019
The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2020 / 2019
The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2020 / 2019
The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2020 / 2019
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The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2019.	2020
The Workforce Domain includes a measure of staff retention.	2020 / 2019

OVERALL BELL LEVEL

2020

2019

TURNING POINTS FOR CHILDREN

Region 9: Southwest

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2020 / 2019
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Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2019.	2020 / 2019
Workforce	The Workforce Domain includes a measure of staff retention.	2020 / 2019

Fiscal Year CUA Started
2014

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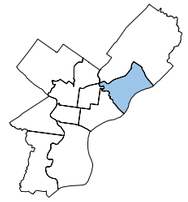
Minority Board Participation
44.4%

Total # of Families Served for FY20
664



Fiscal Year CUA Started
2014

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Minority Board Participation
44.4%

Total # of Families Served for FY20
671

TURNING POINTS FOR CHILDREN

Region 3: Lower Northeast

OVERALL BELL LEVEL

2020

2019

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Workforce	The Workforce Domain includes a measure of staff retention.	2020 / 2019

OVERALL BELL LEVEL

2020

2019

BETHANNA

Region 8: Center City & South Philadelphia

Fiscal Year CUA Started
2014

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Minority Board Participation
57.1%

Total # of Families Served for FY20
494

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2020 / 2019
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Workforce	The Workforce Domain includes a measure of staff retention.	2020 / 2019

OVERALL BELL LEVEL

2020

2019

TURNING POINTS FOR CHILDREN

Region 10: West

Fiscal Year CUA Started
2014

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Minority Board Participation
44.4%

Total # of Families Served for FY20
679

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2020 / 2019
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2020 / 2019
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2020 / 2019
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2020 / 2019
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2020 / 2019
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2020 / 2019
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2020 / 2019
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2019.	2020 / 2019
Workforce	The Workforce Domain includes a measure of staff retention.	2020 / 2019

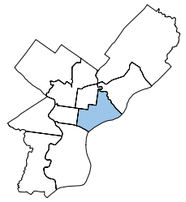
OVERALL BELL LEVEL

2020

2019

ASOCIACIÓN PUERTORRIQUEÑOS EN MARCHA (APM)

Region 2: Lower Eastern North



Fiscal Year CUA Started
2013

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CUA Director
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Minority Board Participation
76.9%

Total # of Families Served for FY20
614

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2020 / 2019
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2020 / 2019
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Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2019.	2020 / 2019
Workforce	The Workforce Domain includes a measure of staff retention.	2020 / 2019

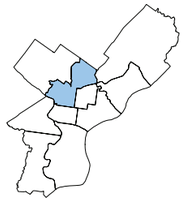
TURNING POINTS FOR CHILDREN

Region 5: Logan/Olney

OVERALL BELL LEVEL

2020

2019



Fiscal Year CUA Started
2014

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Minority Board Participation
44.4%

Total # of Families Served for FY20
1,051

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2020 / 2019
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2020 / 2019
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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.

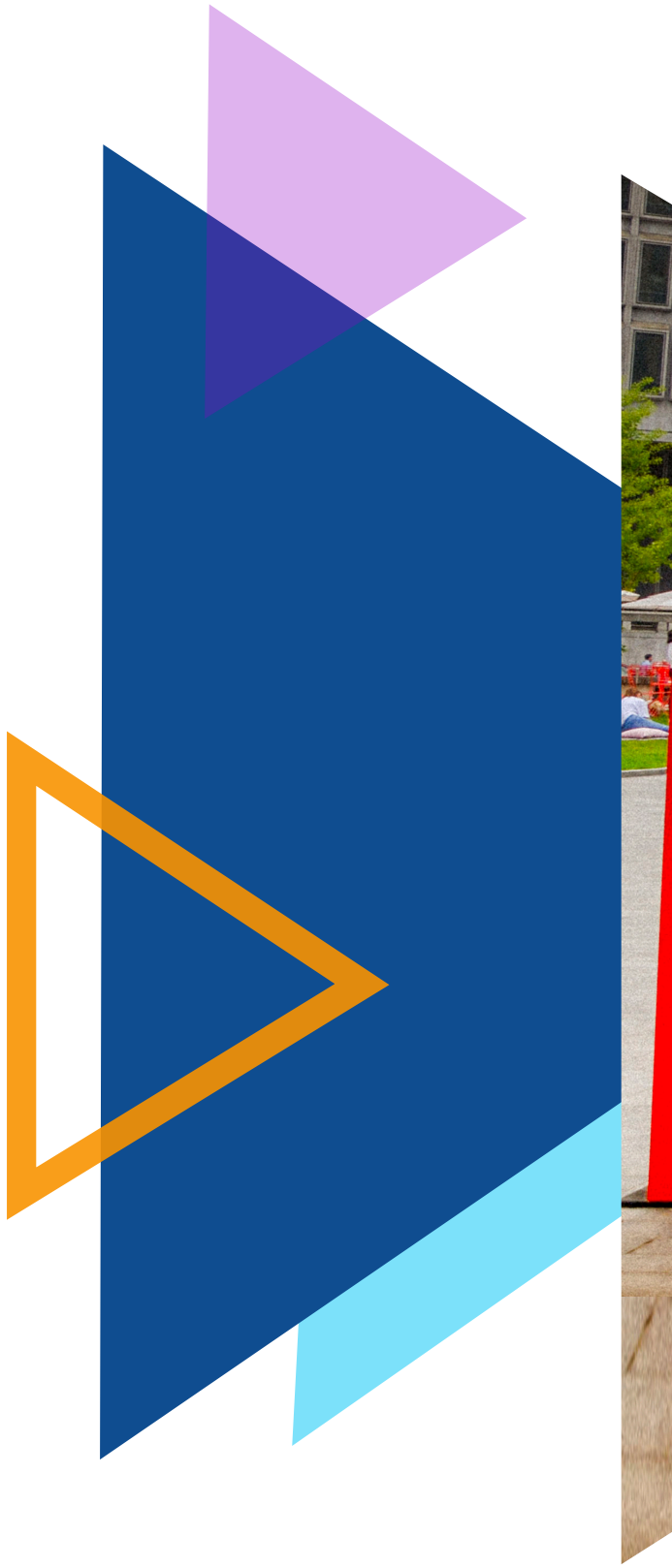
Permanency
Permanency is securing a stable, permanent living arrangement for a child or youth. Permanency begins with supporting a caregiver so that the young people remain safe in their own home. If they are separated from their parents, reunification is always explored first. In cases where reunification 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). APPLA is not included in the permanency rate for the CUA Scorecard.

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 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
Safety Plans are only required for children receiving In-Home Safety Services. 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.



Office of
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