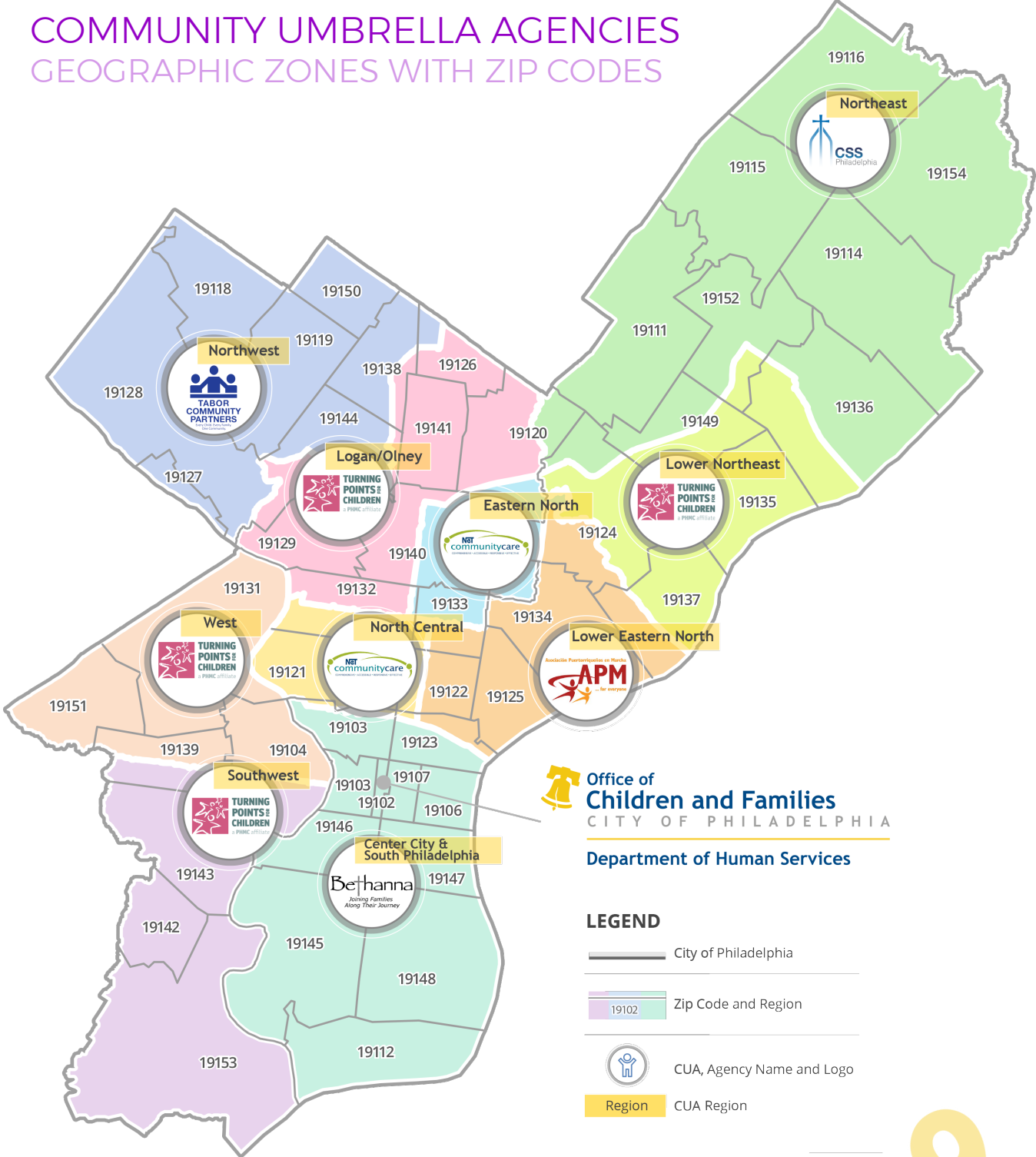# IMPROVING OUTCOMES
FOR CHILDREN

FISCAL YEAR 2020–2021
(JULY 1, 2020–JUNE 30, 2021)

CONTENTS

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

COMMUNITY UMBRELLA AGENCIES
GEOGRAPHIC ZONES WITH ZIP CODES

FROM THE COMMISSIONER

Dear Friend,

The Philadelphia Department of Human Services (DHS) publishes the CUA Scorecard annually. The information found in this annual publication helps to promote transparency, accountability, and commitment in our work to serve Philadelphia children and youth who have been impacted by abuse or neglect.

Keeping children safe and supporting families will always be our top priority at DHS. This is not the responsibility of any single agency, but rather is a shared community concern. It requires collaboration. Over the last few years, we have built strong relationships with our Community Umbrella Agencies (CUAs). Together, we have stayed focused on creating better outcomes for children and families.

Throughout the year, CUAs receive ongoing consultation with DHS, meet biannually to review data, and share best practices. This dynamic process provides this partnership with real-time support to improve quality at every level. Through our intentional efforts we continue to see great progress. I am thrilled to share that nine out of the 10 CUAs earned four and five bells (the highest number). One CUA received three bells.

The improvements show that despite COVID-19's devastating effects, we have remained focused. We continue to connect families to the support services they need to thrive and maintain their well-being. As more families receive prevention services and more children remain safely in their homes, I am confident that we will continue to right-size the system. I am excited about what this year will bring!

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. We deliver community-based case management services via our partnerships with CUAs.

Our vision is that fewer children become DHS involved. And that families receive services that are the best fit. IOC utilizes four goals to make this vision a reality:

- **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 safely reduced.**
  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.

DHS LEADERSHIP

Kimberly Ali
Commissioner
dhs.commissioner@phila.gov
215-683-6006

Staci Morgan Boyd
Operations Director,
Child & Family Services
staci.boyd@phila.gov

Robin Chapolini
Deputy Commissioner,
Policy Development and System Enhancement
robin.e.chapolini@phila.gov

Lief Erickson
Operations Director, Finance,
Office of Children and Families
lief.erickson@phila.gov

Katherine Garzon
Chief of Staff,
Commissioner's Office
katherine.garzon@phila.gov

Brittan Hallar
Operations Director,
Performance Management & Technology
Office of Children and Families
brittan.hallar@phila.gov

Samuel B. Harrison III
Deputy Commissioner,
Child Welfare Operations
samuel.b.harrison.3rd@phila.gov

Heather Keafer
Chief of Communications & Strategies,
Office of Children and Families
heather.keafer@phila.gov

Benita King
Chief of Staff,
Child Welfare Operations
benita.m.king@phila.gov

Laura Morris
Operations Director,
Prevention Services
laura.morris@phila.gov

Vongvilay Mounelasy
Deputy Commissioner,
Administration & Management
vongvilay.mounelasy@phila.gov

Nadine Perese
Chief Financial Officer
Office of Children and Families
nadine.e.perese@phila.gov

Ana Ramos-Hernandez
Operations Director, Performance Management & Technology
Office of Children and Families
ana.ramos-hernandez@phila.gov

Liza M. Rodriguez
Chief of Performance Management & Technology,
Office of Children and Families
liza.rodriguez@phila.gov

Carla Sanders
Operations Director, Front End Services,
Child Welfare Operations
carla.t.sanders@phila.gov

Michael B.Scott
Executive Director,
Philadelphia Juvenile Justice Services Center
michael.b.scott@phila.gov

Landuleni Shipanga
Controller,
Office of Children and Families
landuleni.shipanga@phila.gov

Nya Sturrup
DHS Communications Director,
Office of Children and Families
nya.sturrup@phila.gov

Gary D. Williams
Deputy Commissioner,
Juvenile Justice Services
gary.d.williams@phila.gov

RIGHT-SIZING PHILADELPHIA'S CHILD WELFARE SYSTEM

Since 2016, Philadelphia DHS has made it a priority to right-size the system. This means we work to ensure families receive the best fit for services. And that children are reunified in a safe and timely way—or have another permanent home. Our efforts are working. There are 1,700 fewer children in out-of-home placements now than there were in 2016.

Fundamental to our work is the belief that children deserve to live with their own family and in their own communities. When children cannot safely reside in their own home, it is our driving mission to find "kin" who are able to provide a safe and loving home. DHS uses a broad definition of "kin"—this can be grandparents, aunts, uncles, family friends, or even a sports coach or teacher. Federal statistics show that 32 percent of all children in foster care are in kinship care. We are well above the national benchmark, as more than 51 percent of children in Philadelphia foster care live with kin.

There are times when reunification or kinship cannot be achieved. In these circumstances, DHS explores other types of permanency for children such as permanent legal custodianship and adoption.

For youth in both child welfare and juvenile justice systems, we aim to reduce the use of congregate (residential) placements. Since 2016, the number of youth in dependent (child welfare) congregate care settings has dropped 60 percent. For youth in juvenile justice, there has been an 87 percent decrease in the total number of youth in congregate care settings since 2016.

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

ABOUT THE CUA SCORECARD

Why?

The CUA 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.

What?

The CUA 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. DHS uses CUA administrative data to assess permanency, visitation, finance, and case manager retention.

ONGOING ACCOUNTABILITY

DHS regularly meets with the CUAs to determine future focus points and strategic next steps. During these consultations, an Accountability Plan is developed to ensure everyone involved stays on track. The sessions also provide the providers an opportunity to celebrate accomplishments and share best practices, while addressing feedback and challenge areas.

CUAs are also required to submit an annual Strategic Plan of Improvement. This tool gives providers the chance to meet specific program goals or ameliorate performance-related concerns.

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, CUA and DHS leadership will meet to determine the CUA's ability to continue contracting with DHS to provide child welfare case management.
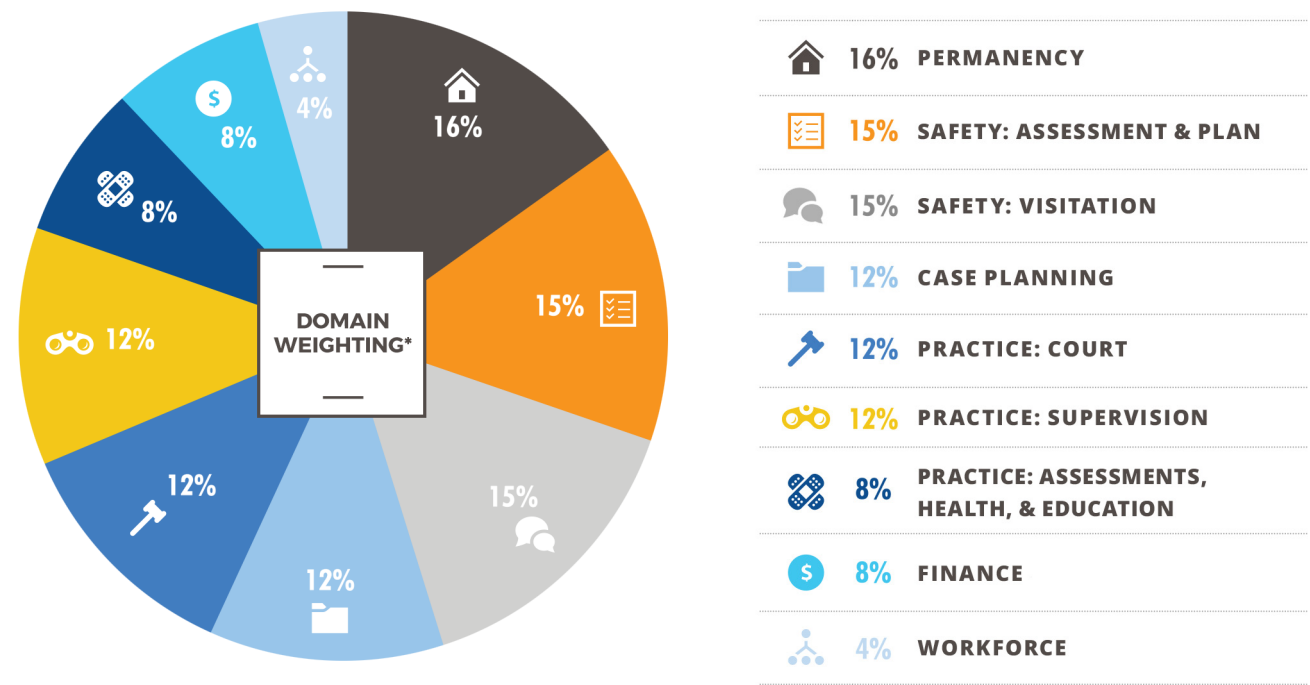
HOW TO READ THE CUA SCORECARD

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 percent 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.

The CUA Scorecard is based on five "Liberty Bells"

DHS established the CUA Scorecard baseline in fiscal year 2017. The publication gauges individual CUAs and system-wide performance. The CUA Scorecard and Closing the Loop meeting process encourages CUAs to share best practices and promote inter-agency collaboration. It also identifies areas for improvement and technical assistance opportunities.
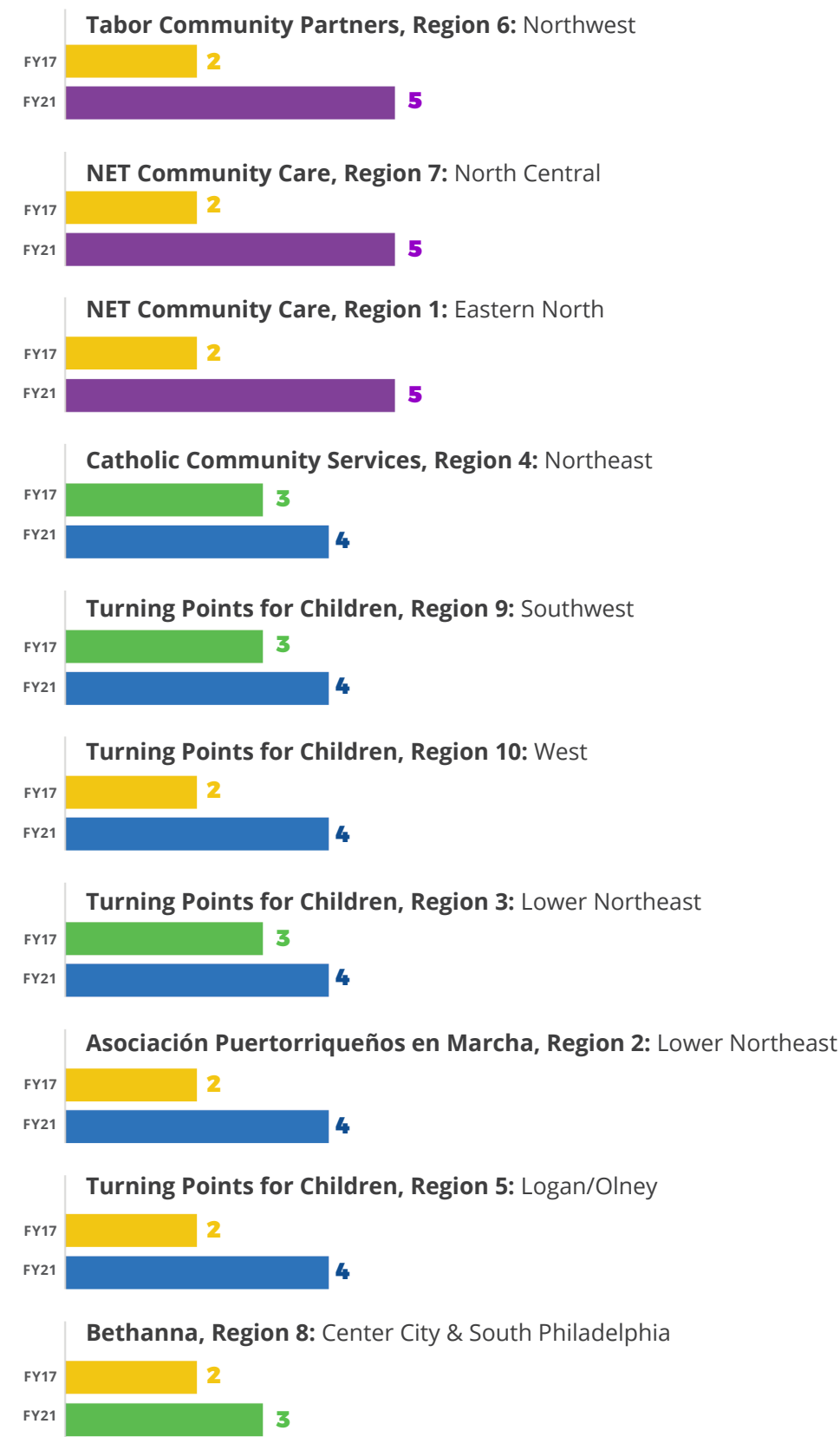
Growth is being measured over time, with monthly leadership and biannual data review meetings to review progress or to adjust technical assistance for problem areas.

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 CUA 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.

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

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

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 2021. All CUAs have improved and the CUA Scorecard process has proven to be a valuable tool to encourage positive change.

Tabor Community Partners, Region 6: Northwest
- FY17: 2
- FY21: 5

NET Community Care, Region 7: North Central
- FY17: 2
- FY21: 5

NET Community Care, Region 1: Eastern North
- FY17: 2
- FY21: 5

Catholic Community Services, Region 4: Northeast
- FY17: 3
- FY21: 4

Turning Points for Children, Region 9: Southwest
- FY17: 3
- FY21: 4

Turning Points for Children, Region 10: West
- FY17: 2
- FY21: 4

Turning Points for Children, Region 3: Lower Northeast
- FY17: 3
- FY21: 4

Asociación Puertorriqueños en Marcha, Region 2: Lower Northeast
- FY17: 2
- FY21: 4

Turning Points for Children, Region 5: Logan/Olney
- FY17: 2
- FY21: 4

Bethanna, Region 8: Center City & South Philadelphia
- FY17: 2
- FY21: 3

THE CITY OF BROTHERLY LOVE: NOTES OF THANKS TO OUR CUA MANAGER

CUA Case Managers make outstanding contributions to children, families, and communities. Through their work, they help to improve lives and give Philadelphians better access to the resources they need and deserve. We sat down with a local family to learn how their case manager helped to make a difference. Here's what they had to say about Eric Hawkins from Tabor Community Partners.
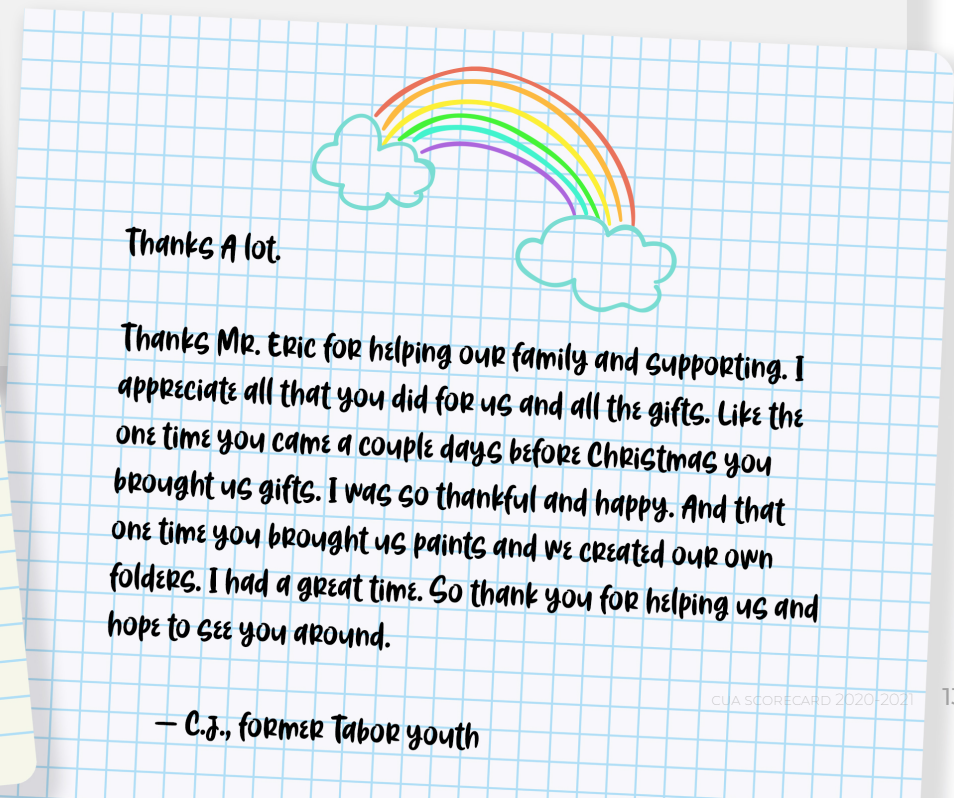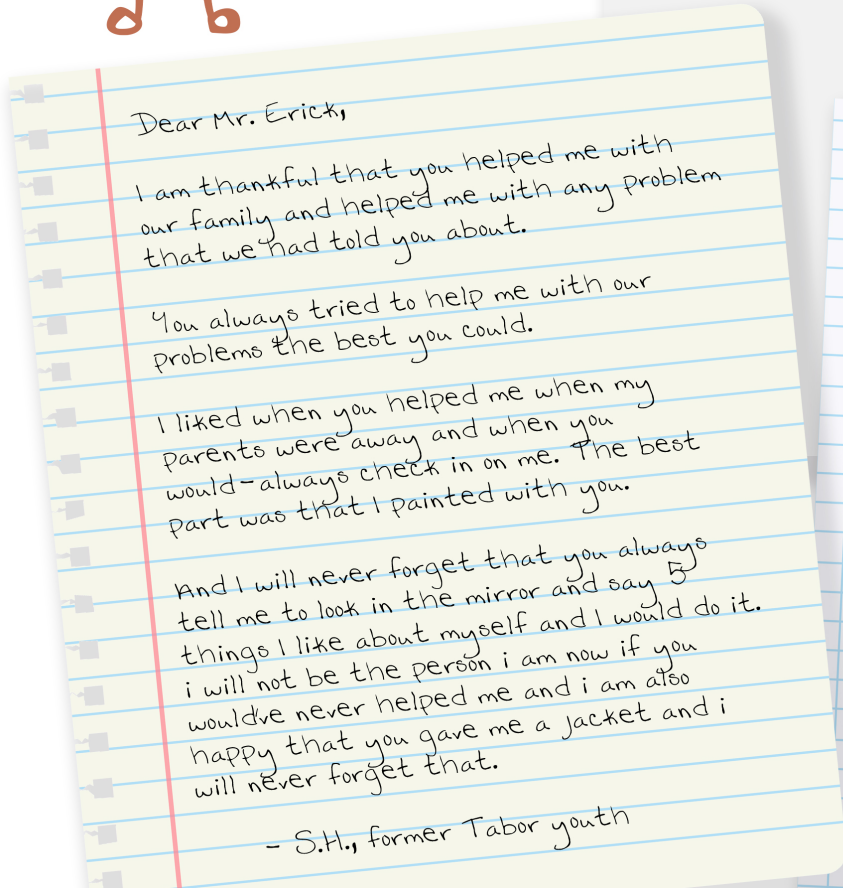
Eric has been such a great asset to my family. He came to us on a broken scale that me as a mother could not find a way to get my family back to equal grounds. Eric Hawkins has been a tremendous help to my daughters and me. He has helped me to realize how I can be a better parent as well as being a better me.

We did a lot of self-worth exercises and sessions that included painting, drawing, [and] making a self-positivity list that we have to stand in front of the mirror every day to motivate our positive spirit. He has helped us with resources within Philadelphia that can help my family! Myself and my daughter still practice these exercises. I want to thank Tabor Community Partners for having such a passionate and understanding [case worker] who is willing to go to the end of the earth to make sure things are in order for me and my daughters – Eric Hawkins!

He is an amazing person and I will miss him because he has brought my family balance. THANK YOU ERIC FOR EVERYTHING THAT YOU HAVE DONE FOR MY FAMILY.
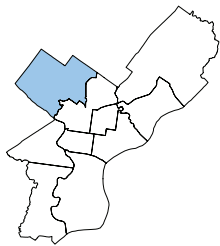
– E.J., parent

Dear Mr. Erick,

I am thankful that you helped me with our family and helped me with any problem that we had told you about.

You always tried to help me with our problems the best you could.

I liked when you helped me when my parents were away and when you would-always check in on me. The best part was that I painted with you.

And I will never forget that you always tell me to look in the mirror and say 5 things I like about myself and I would do it. i will not be the person i am now if you would've never helped me and i am also happy that you gave me a jacket and i will never forget that.

– S.H., former Tabor youth

Thanks A lot.

Thanks Mr. Eric for helping our family and supporting. I appreciate all that you did for us and all the gifts. Like the one time you came a couple days before Christmas you brought us gifts. I was so thankful and happy. And that one time you brought us paints and we created our own folders. I had a great time. So thank you for helping us and hope to see you around.

– C.J., former Tabor youth

TABOR COMMUNITY PARTNERS
Region 6: Northwest

OVERALL BELL LEVEL
2021
2020

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2021 / 2020
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2021 / 2020
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2021 / 2020
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2021 / 2020
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2021 / 2020
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2021 / 2020
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2021 / 2020
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2020.	2021 / 2020
Workforce	The Workforce Domain includes a measure of staff retention.	2021 / 2020

Fiscal Year CUA Started
2014

Address
57 E. Armat Street
Philadelphia, PA 19144
267-339-3171

CEO/Chairperson Tabor
Tinesha Banks
tinesha.banks@tabor.org

Director
Karen Coleman
karen.coleman@taborcp.org

Website
tabor.org

Facebook
TaborCommunityPartners

Twitter
@taborservices

Minority Board Participation
100%

Total # of Families Served for FY21
449

NET COMMUNITY CARE
Region 7: North Central

OVERALL BELL LEVEL
2021
2020
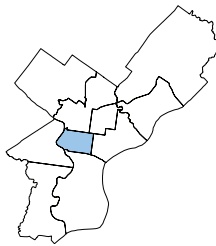
Fiscal Year CUA Started
2014

Address
3133 Ridge Avenue
Philadelphia, PA 19132
267-479-5900

CEO
Regan Kelly
regan.kelly@net-centers.org

Executive Director
Christopher Waiters
cwaiters@net-centers.org

CUA Director
Margaret Farmer
margaret.farmer@net-centers.org

Website
netcenters.org

Facebook
NCCCUA7

Twitter
@NETCommCare

Instagram
cua7net

Minority Board Participation
83%

Total # of Families Served for FY21
489

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2021 / 2020
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2021 / 2020
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2021 / 2020
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2021 / 2020
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2021 / 2020
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2021 / 2020
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2021 / 2020
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2020.	2021 / 2020
Workforce	The Workforce Domain includes a measure of staff retention.	2021 / 2020

NET COMMUNITY CARE

Region 1: Eastern North

CATHOLIC COMMUNITY SERVICES

Region 4: Northeast
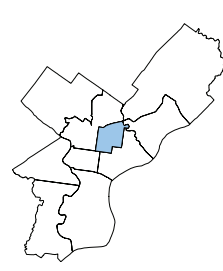
Fiscal Year CUA Started
2013

Address
2701 N. Broad Street
Philadelphia, PA 19132
267-339-0520

CEO
Regan Kelly
regan.kelly@net-centers.org

Executive Director
Christopher Waiters
cwaiters@net-centers.org

CUA Director
Traci Allen
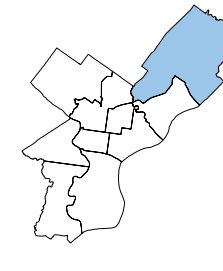traci.allen@net-centers.org

Website
netcenters.org

Facebook
netcommunitycare

Minority Board Participation
83%

Total # of Families Served for FY21
515

Fiscal Year CUA Started
2014

Address
1926 Grant Avenue
Philadelphia, PA 19115
267-341-1253

Executive Director
James J. Black, Ph.D
Community-Based
Catholic Social Services
jblack@chs-adphila.org

CUA Director
Teresa Thompson
tthompson@chs-adphila.org

Website
cssphiladelphia.org

Facebook
Catholic-Community-Services-CCS-
Strengthening-Families-
Uniting-Communities

Instagram
CCS_CUA4

Minority Board Participation
17%

Total # of Families Served for FY21
470

NET COMMUNITY CARE — Bell Levels

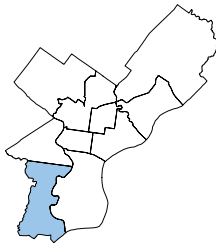| DOMAIN	Description		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	**2021**	🔔🔔🔔🔔
		2020	🔔🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	**2021**	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	**2021**	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	**2021**	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	**2021**	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	**2021**	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	**2021**	🔔🔔🔔🔔
		2020	🔔🔔🔔🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2020.	**2021**	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Workforce	The Workforce Domain includes a measure of staff retention.	**2021**	🔔🔔
		2020	🔔🔔

CATHOLIC COMMUNITY SERVICES — Bell Levels

DOMAIN	Description		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	**2021**	🔔🔔🔔
		2020	🔔🔔🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	**2021**	🔔🔔🔔
		2020	🔔🔔🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	**2021**	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	**2021**	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	**2021**	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	**2021**	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	**2021**	🔔🔔🔔
		2020	🔔🔔🔔🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2020.	**2021**	🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Workforce	The Workforce Domain includes a measure of staff retention.	**2021**	🔔🔔
		2020	🔔

TURNING POINTS FOR CHILDREN

Region 9: Southwest

TURNING POINTS FOR CHILDREN

Region 10: West

Region 9: Southwest

DOMAIN		BELL LEVEL	
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2021	🔔🔔🔔🔔
		2020	🔔🔔🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2021	🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2021	🔔🔔🔔🔔
		2020	🔔🔔🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2021	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2021	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2021	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2021	🔔🔔🔔🔔
		2020	🔔🔔🔔🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2020.	2021	🔔🔔🔔🔔
		2020	🔔🔔🔔
Workforce	The Workforce Domain includes a measure of staff retention.	2021	🔔🔔
		2020	🔔🔔

Fiscal Year CUA Started
2014

Address
3901 Market Street
Philadelphia, PA 19104
215-875-8200

CEO
Dawn Holden-Woods
dholden@turningpoints.phmc.org

Director of Operations
Cydney Dasent
cdasent@turningpoints.phmc.org

CUA Director
Scott Eldredge
seldredge@turningpoints.phmc.org

Website
turningpointsforchildren.org

Facebook
TurningPointsCUA9

Twitter
@TP4CCUA9

Instagram
tpfccua9

Minority Board Participation
62%

Total # of Families Served for FY21
568
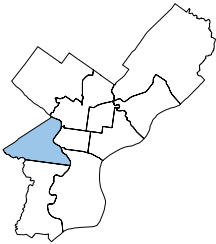
Fiscal Year CUA Started
2014

Address
5070 Parkside Avenue
Suite 2500
Philadelphia, PA 19131
215-452-5172

CEO
Dawn Holden-Woods
dholden@turningpoints.phmc.org

Director of Operations
Cydney Dasent
cdasent@turningpoints.phmc.org

CUA Director
Heidi Hochstetler
hhochstetler@turningpoints.phmc.org

Website
turningpointsforchildren.org

Facebook
TurningPointsCUA10

Instagram
tp4ccua10

Minority Board Participation
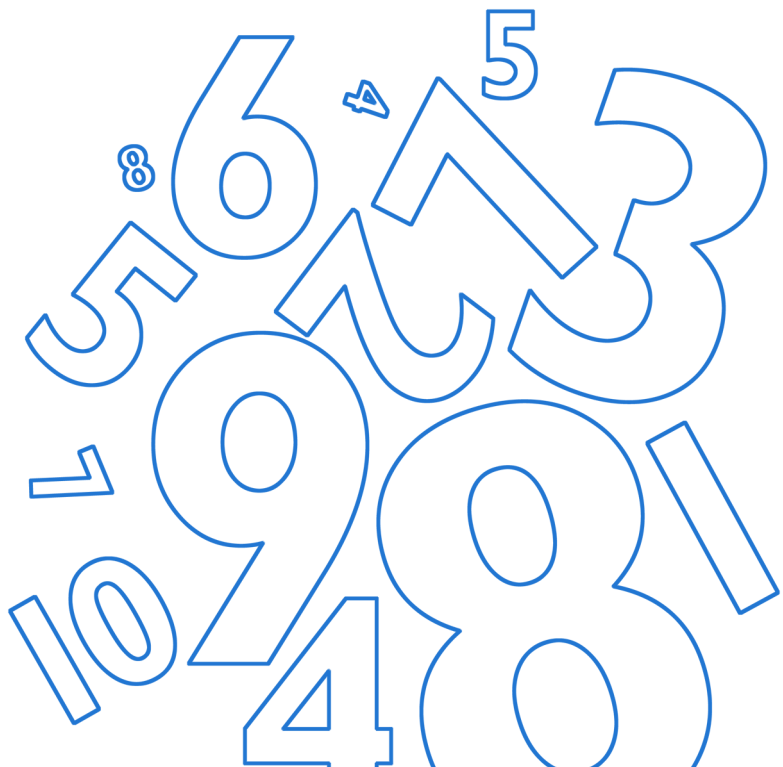62%

Total # of Families Served for FY21
569

Region 10: West

DOMAIN		BELL LEVEL	
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2021	🔔🔔🔔
		2020	🔔🔔🔔
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2021	🔔🔔🔔🔔
		2020	🔔🔔🔔🔔
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2021	🔔🔔🔔🔔
		2020	🔔🔔🔔🔔
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2021	🔔🔔🔔🔔
		2020	🔔🔔🔔🔔
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2021	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2021	🔔🔔🔔🔔🔔
		2020	🔔🔔🔔🔔🔔
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2021	🔔🔔
		2020	🔔🔔
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2020.	2021	🔔🔔🔔🔔
		2020	🔔🔔🔔
Workforce	The Workforce Domain includes a measure of staff retention.	2021	🔔🔔🔔🔔🔔
		2020	🔔🔔

TURNING POINTS FOR CHILDREN
Region 3: Lower Northeast

OVERALL BELL LEVEL
2021
2020

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2021 / 2020
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2021 / 2020
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2021 / 2020
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2021 / 2020
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2021 / 2020
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2021 / 2020
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2021 / 2020
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2020.	2021 / 2020
Workforce	The Workforce Domain includes a measure of staff retention.	2021 / 2020

Fiscal Year CUA Started
2014

Address
4329 Griscom Street
Philadelphia, PA 19124
215-268-5845

CEO
Dawn Holden-Woods
dholden@turningpoints.phmc.org

Deputy CEO
David Fair
dfair@turningpoints.phmc.org

Director
Rosita Martinez
rmartinez@turningpoints.phmc.org

Website
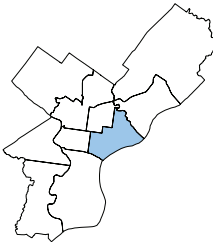turningpointsforchildren.org

Facebook
TurningPointsCUA3

Twitter
@tp4cCUA3

Minority Board Participation
62%

Total # of Families Served for FY21
639

Fiscal Year CUA Started
2013

Address
1900 N. 9th Street, Suite 102
Philadelphia, PA 19122
267-296-7200

President & CEO
Nilda Ruiz
nilda.ruiz@apmphila.org

Chief Operations Officer
Manuel Delgado
nilda.ruiz@apmphila.org

CUA Director
Kyanna Hunter
kyanna.hunter@apmphila.org

Website
apmphila.org

Facebook
apmforeveryone

Twitter
@apmforeveryone

Minority Board Participation
77%

Total # of Families Served for FY21
577

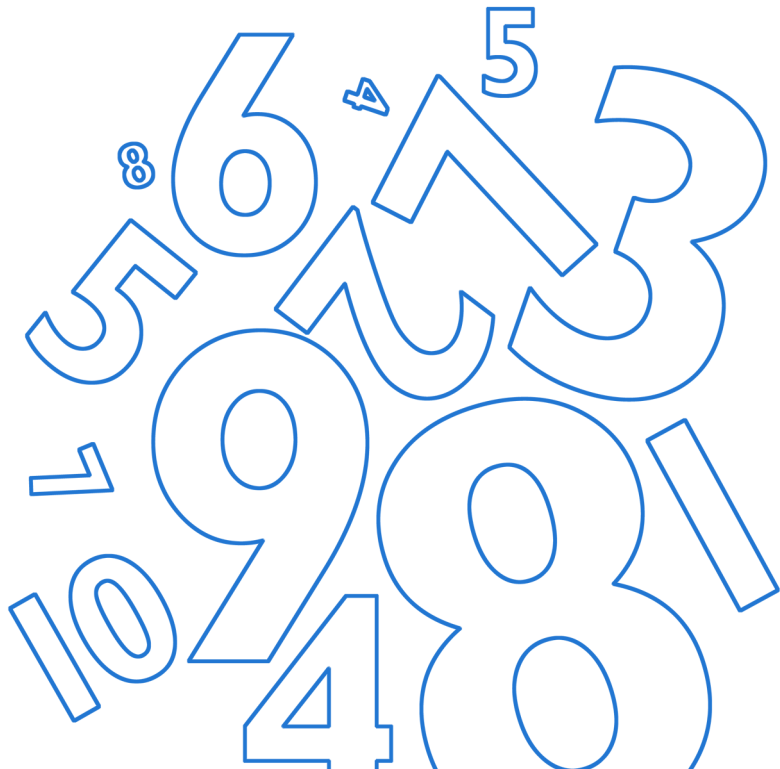## ASOCIACIÓN PUERTORRI-QUEÑOS EN MARCHA (APM)
Region 2: Lower Eastern North

OVERALL BELL LEVEL
2021
2020

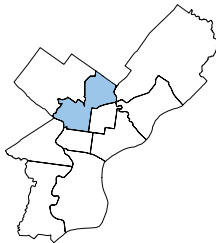| DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2021 / 2020
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2021 / 2020
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2021 / 2020
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2021 / 2020
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2021 / 2020
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2021 / 2020
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2021 / 2020
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2020.	2021 / 2020
Workforce	The Workforce Domain includes a measure of staff retention.	2021 / 2020

TURNING POINTS FOR CHILDREN
Region 5: Logan/Olney

OVERALL BELL LEVEL
2021 🔔🔔🔔🔔
2020 🔔🔔🔔

DOMAIN		BELL LEVEL	
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2021	🔔🔔🔔 (green, 3)
		2020	🔔🔔🔔 (gray, 3)
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2021	🔔🔔🔔🔔 (blue, 4)
		2020	🔔🔔🔔🔔 (gray, 4)
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2021	🔔🔔🔔🔔 (blue, 4)
		2020	🔔🔔🔔🔔 (gray, 4)
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2021	🔔🔔🔔🔔 (blue, 4)
		2020	🔔🔔🔔 (gray, 3)
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2021	🔔🔔 (yellow, 2)
		2020	🔔🔔 (gray, 2)
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2021	🔔🔔🔔🔔🔔 (purple, 5)
		2020	🔔🔔🔔🔔🔔 (gray, 5)
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2021	🔔🔔🔔 (green, 3)
		2020	🔔🔔🔔 (gray, 3)
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2020.	2021	🔔🔔🔔🔔 (blue, 4)
		2020	🔔🔔 (gray, 2)
Workforce	The Workforce Domain includes a measure of staff retention.	2021	🔔🔔🔔 (green, 3)
		2020	🔔🔔 (gray, 2)

Fiscal Year CUA Started
2014

Address
3300 Henry Avenue, Suite 600
Philadelphia, PA 19129
267-766-2000

CEO
Dawn Holden-Woods
dholden@turningpoints.phmc.org

Deputy CEO
David Fair
dfair@turningpoints.phmc.org

CUA Director
Natasha Watson
nwatson@turningpoints.phmc.org

Website
turningpointsforchildren.org
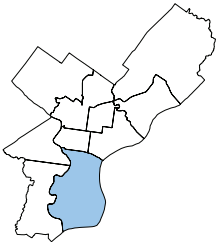
Facebook
TurningPointsCUA5

Twitter
@tp4c

Minority Board Participation
62%

Total # of Families Served for FY21
883

Fiscal Year CUA Started
2014

Address
2501B Reed Street
Philadelphia, PA 19146
215-568-2435

CEO
Karen Hamilton
khamilton@bethanna.org

Vice President/CUA Director
Benita Williams
bwilliams@bethanna.org

Website
bethanna.org

Facebook
Bethanna_CS

Twitter
@Bethanna_CS

Minority Board Participation
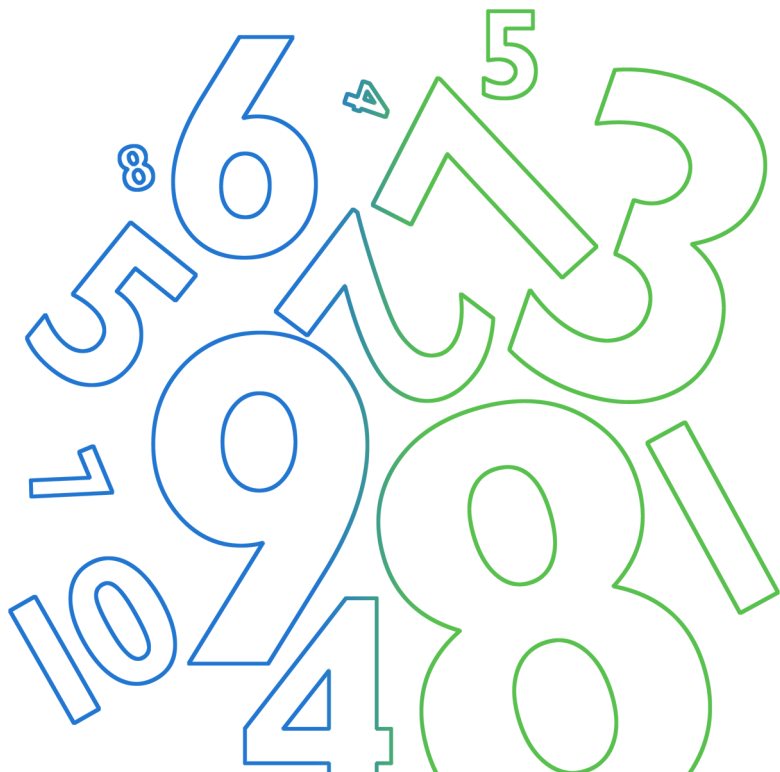50%

Total # of Families Served for FY21
416

BETHANNA
Region 8: Center City & South Philadelphia

OVERALL BELL LEVEL
2021 🔔🔔🔔
2020 🔔🔔🔔

DOMAIN		BELL LEVEL	
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2021	🔔🔔🔔 (green, 3)
		2020	🔔🔔🔔 (gray, 3)
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2021	🔔🔔🔔 (green, 3)
		2020	🔔🔔🔔🔔 (gray, 4)
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2021	🔔🔔🔔🔔 (blue, 4)
		2020	🔔🔔🔔 (gray, 3)
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2021	🔔🔔🔔🔔 (blue, 4)
		2020	🔔🔔🔔 (gray, 3)
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2021	🔔🔔🔔🔔🔔 (purple, 5)
		2020	🔔🔔🔔🔔 (gray, 4)
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2021	🔔🔔🔔🔔🔔 (purple, 5)
		2020	🔔🔔🔔🔔🔔 (gray, 5)
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2021	🔔🔔 (yellow, 2)
		2020	🔔🔔 (gray, 2)
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2020.	2021	🔔🔔 (yellow, 2)
		2020	🔔🔔 (gray, 2)
Workforce	The Workforce Domain includes a measure of staff retention.	2021	🔔 (orange, 1)
		2020	🔔🔔 (gray, 2)

APPENDIX

CUA Scorecard FAQs

What is the need for creating a CUA Scorecard?
The CUA Scorecard is an accountability tool that measures the CUA performance. 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 CUA 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 CUA 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:

Evaluating the child's safety. CUA 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 CUA Case Manager to ensure the child's continued well-being. Additionally, if the child is not living with their family, the CUA Case Manager is responsible for coordinating visits between the child and their family.

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 CUA Case Managers to ensure supports are aligned to youth needs and adjust 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.

Checking in with supervisors so that all decisions affecting a family can be reviewed and discussed before taking place. Good, regular supervision also helps CUA Case Managers to identify barriers that might be inhibiting progress on a case.

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.

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.

How is DHS measuring and tracking these activities?
Data comes from three sources: reviews of case files (detailed records that CUA 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. CUA 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 CUA 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 CUA 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
CUA Case Managers are expected to visit with children on a regular basis to ensure their safety and well-being. CUA 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.