



IMPROVING OUTCOMES FOR CHILDREN

COMMUNITY UMBRELLA AGENCY SCORECARD

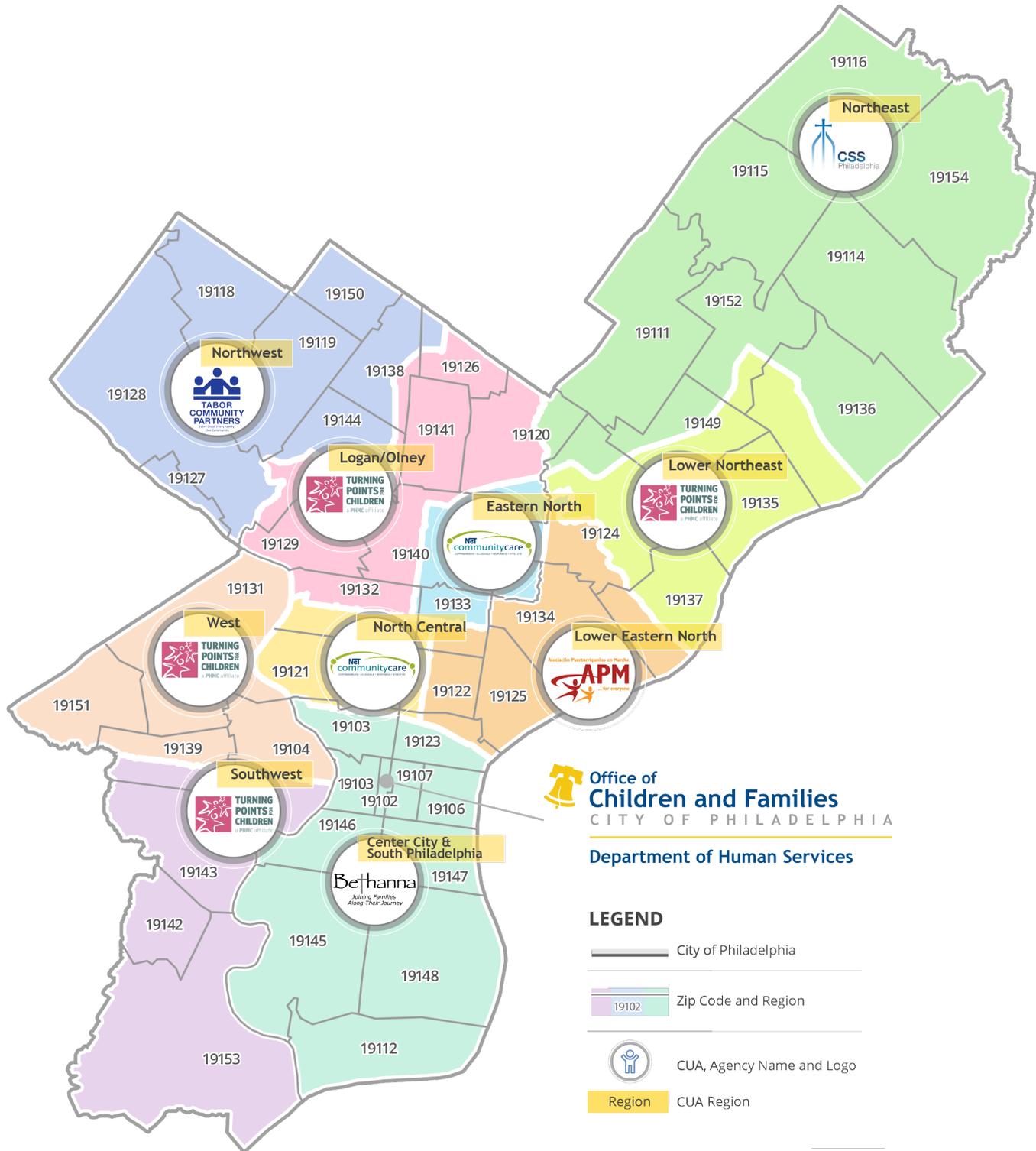
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Six organizations operate Community Umbrella Agencies (CUA) in 10 different geographical regions throughout Philadelphia. In addition to case management for families accepted for service by the Philadelphia Department of Human Services (DHS), CUAs 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 Map

Geographic zones with zip codes as of June 30, 2022





From the Commissioner

Dear Friend,

Welcome to the 2022 CUA Scorecard! This annual publication provides information regarding the system-wide performance of individual CUAs.

At DHS, we believe that it is important to hold both ourselves and our partners accountable in improving the outcomes for children, youth, and families. The CUA Scorecard helps to bring a public accountability to the child welfare system. It promotes transparency, accountability, and commitment as we serve young people in Philadelphia.

This year, five out of the 10 CUAs earned four and five bells. Five bells is the highest performance level. Five CUAs received three bells.

Like in many other cities and states around the country, maintaining a stable child welfare workforce is a challenge in Philadelphia. While we have seen some progress as a system, CUAs have continued to struggle with workforce retention, specifically, case managers who work directly with the families.

Addressing this challenge is a top priority for our system. CUAs are actively working on implementing strategies to bolster workforce retention. This includes salary increases, improving the onboarding and recruitment process, and focusing on coaching, self-care, and therapeutic supports.

Through these efforts, together we will continue to work to stabilize the workforce to ensure that children, youth, and families receive the services that they need.

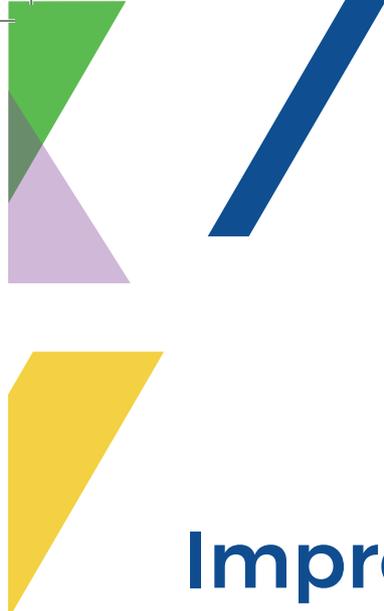
I remain encouraged by our collective work to improve the outcomes of children, youth, and families.

In spirit of working together, I present the 2022 CUA Scorecard!

In Service,

A handwritten signature in black ink, appearing to read 'Kimberly Ali'.

Kimberly Ali
Commissioner



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.
- **Residential placements are 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 with their children.

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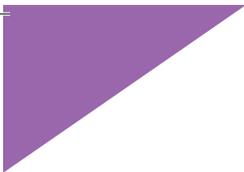
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Supporting Families

Philadelphia DHS has made it a priority to support families so that children and youth can safely remain in their own homes and communities. This means providing families with diversion services when possible and opening families for in-home services when a child's safety can be maintained. And, if placement is necessary, children are reunified with their family as soon as it is safe for them to return.

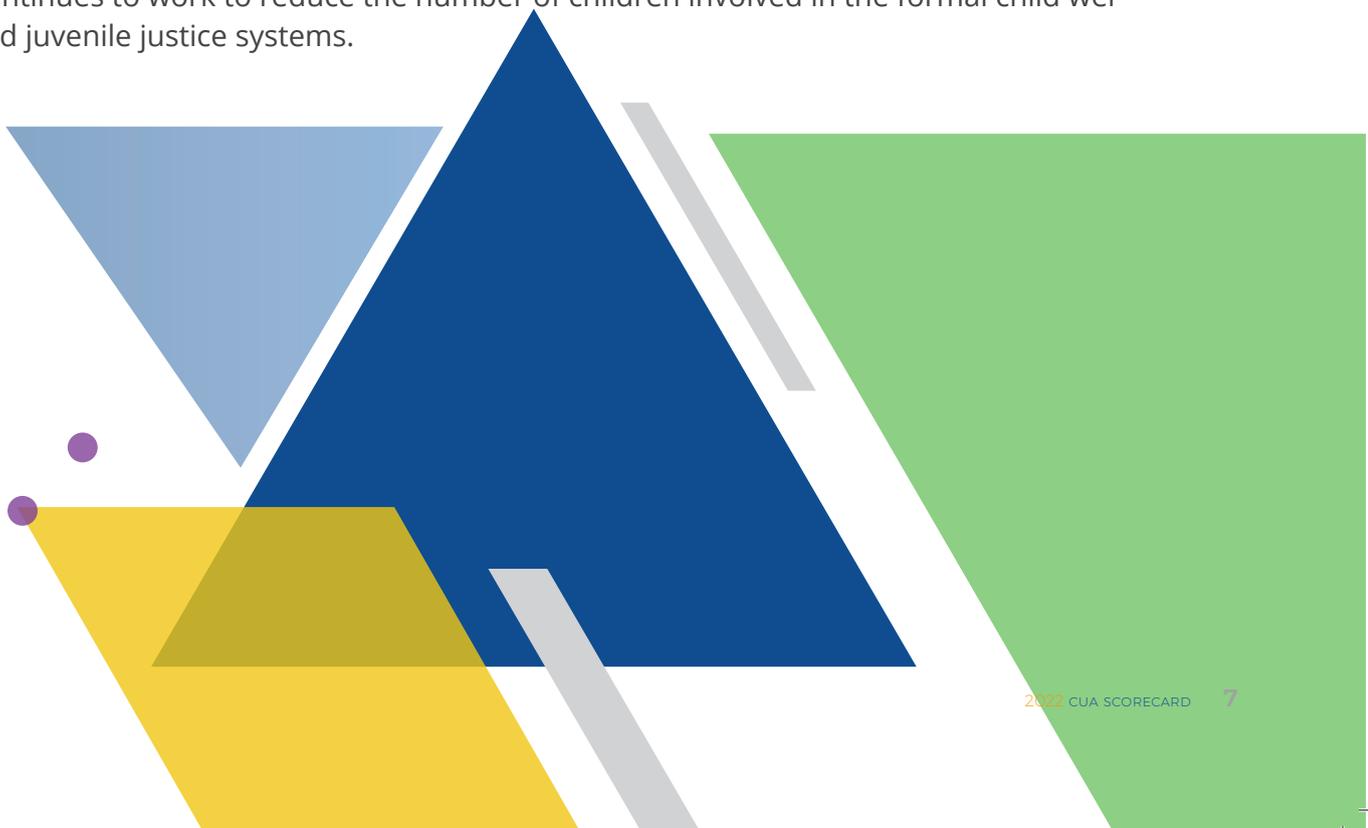
We work to ensure families receive the best fit for services. DHS and our system partners have worked to improve reunification efforts through family supports including, Family Teaming Conferences, the Achieving Reunification Center, and the Parent Action Network. Our efforts are working. There are about 2,800 fewer children in out-of-home placements now than there were in 2017.

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 children living in out-of-home placement in the United States are in kinship care. Philadelphia is well above the national benchmark, as more than 51 percent of children in Philadelphia's child welfare system 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 guardianship and adoption.

By focusing efforts to keep children within their homes and communities, additional supportive reunification services, and the implementation of innovative diversionary services, DHS continues to work to reduce the number of children involved in the formal 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. This is to ensure that children and youth are safe in their homes and in out-of-home care. 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

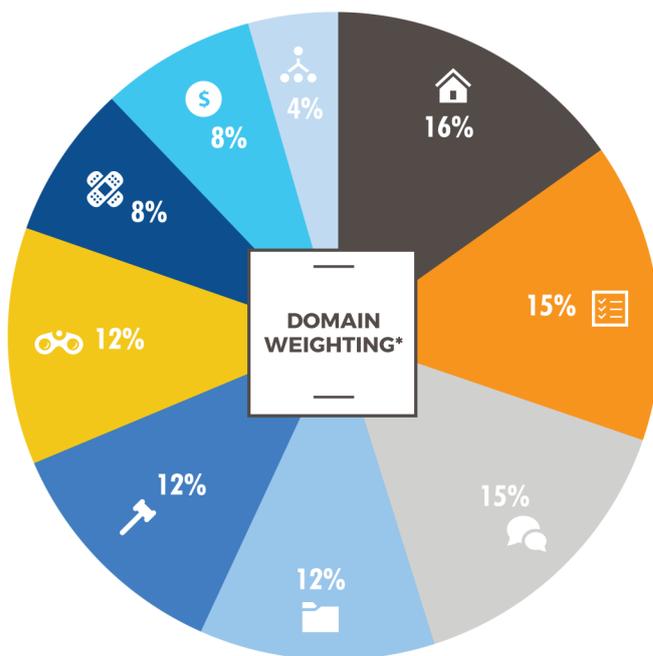
For each metric, CUAs receive a performance rating. These ratings will be displayed as liberty bells with more bells equating to better performance. Overall score is a combination of the scores in all nine domains.

Performance Expectations

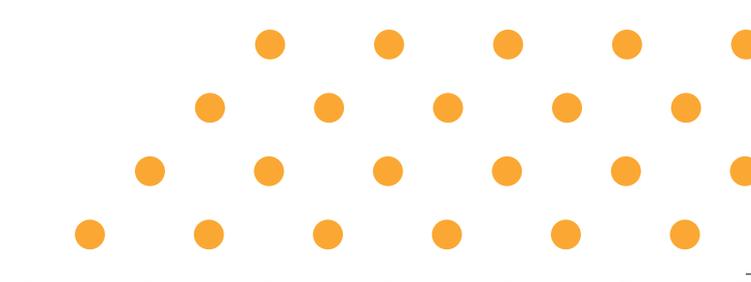
Not all metrics on the CUA Scorecard can be measured on the same scale. Therefore, the CUA Scorecard has different performance expectation levels for each metric. For most metrics, a CUA needs to perform at 70 percent or higher to achieve three liberty bells. It is important to note that because these 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.



- 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”

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.

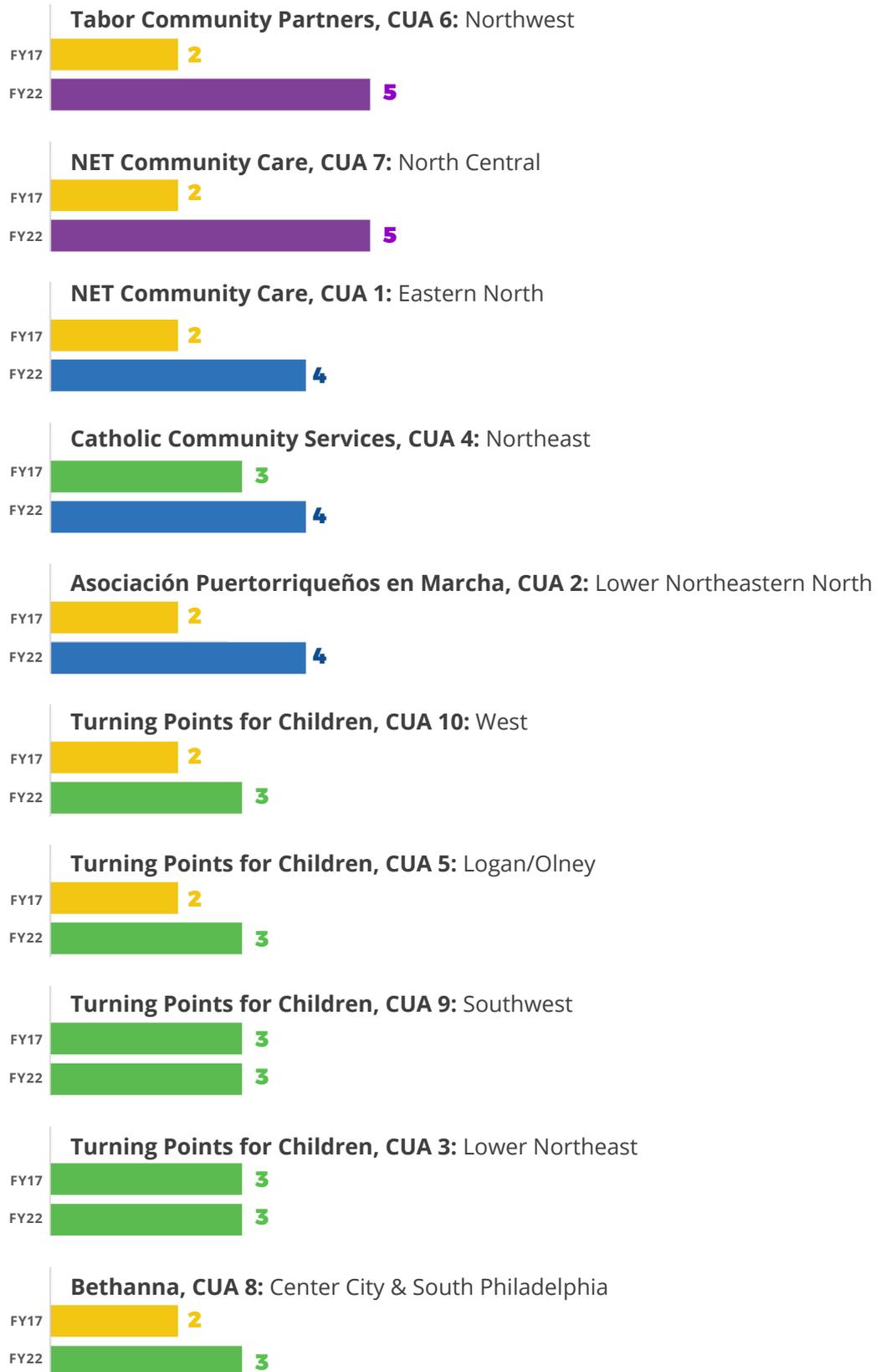
In addition, the following actions will be used to ensure ongoing accountability and improvement:

- 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.



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 2022. All CUAs have improved and the CUA Scorecard process has proven to be a valuable tool to encourage positive change.



CUA Spotlight: Teresa Thompson and Catholic Social Services

Teresa Thompson
recently retired
after 45 years of
service at CSS.



Since 2019, Catholic Social Services (CSS) has ranked in the top four of the annual CUA Scorecard. This success was under the leadership of Teresa Thompson, who retired in December 2022.

Read on to learn how Thompson led CSS in improving outcomes for children, youth, and families.

What propelled you to dedicate so many years of service to improving the lives of children and families?

My reason for becoming a social worker was always because I enjoy working with children and families. Helping to stabilize them, reunite families, or to help get them adopted if the children couldn't return home. All of it is rewarding work. What's rewarding about it is if a child can go home, if a child can find permanency, or if you can find a resource for a child that they can rely on as they grow older.

What programs or initiatives have been most important to you in creating or sustaining in your years at CSS?

The focus of the work was always trying to get youth reunited with their families. What started making a difference was performance-based contracting – our partnership with DHS, which was always a good partnership. The one thing I'm most proud of is our monthly visitations for safety measurement. We struggled initially, then we took off. Ever since then we've been in the high 90s. Our workers are out there regularly, they're seeing kids. They're able to assess and document the safety of children. That's been a highlight because we looked at it as on a weekly basis. It was a culture here – to make sure we were staying on top and providing safety for children.

What aspects of the work do you love the most?

Team building always encouraged and pushed me. I couldn't have had a better team. My model has always been a team effort. I'm a consensus builder. I work to strengthen a team and look to help develop

their professional development, too. I've felt the impact I've had from my staff, and leadership. I've always had supportive workers around me and the support of leadership. That trickles down and then encourages my staff. They know they can go to their leadership. I always had an open-door policy.

Why do you think it's important that places like CSS exist in the community?

CSS services the far northeast. I think it's important knowing that you have someone in the community that can provide a service to you, lend an ear, or provide concrete connections. For example, we have a diaper bank. People know we offer that a couple days per week. They can come there and rely on that service.

CSS has remained in the top four of the CUA Scorecard for several years now. How do you think the publication has helped CSS to strive towards excellence?

The CUA Scorecard is a barometer to see where we are with compliance and work towards that. We have to gauge ourselves to see what we need to do to improve our numbers and remove barriers for families. We are committed.

The one thing we're all proud of is we finally obtained an overall ranking of "5" in fiscal year 20. That was done when we were in the process of moving two sites into one and when the pandemic started. We're proud ranking as high as we did, especially in the midst of COVID.

It's been a pleasure and privilege to work with all the CUA agencies and providers, and especially DHS, who has always supported us. We've always prided ourselves on that.

Thank you to Teresa Thompson and CCS for all their hard work and dedication!

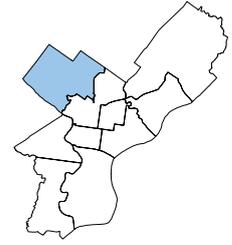
OVERALL BELL LEVEL

2022 

2021 

TABOR COMMUNITY PARTNERS

CUA 6: Northwest



DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2022  2021 
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2022  2021 
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2022  2021 
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2022  2021 
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2022  2021 
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2022  2021 
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2022  2021 
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2021.	2022  2021 
Workforce	The Workforce Domain includes a measure of staff retention.	2022  2021 

Fiscal Year CUA Started
2014

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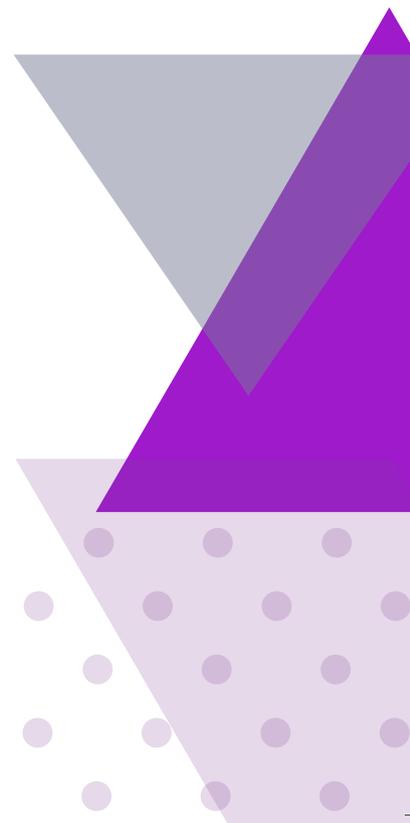
Website
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TaborCommunityPartners

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Minority Board Participation
60%

Total # of Families Served for FY22
431





NET COMMUNITY CARE

CUA 7: North Central

OVERALL BELL LEVEL

2022

2021

Fiscal Year CUA Started
2014

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Minority Board Participation
67%

Total # of Families Served for FY22
474

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2022 2021
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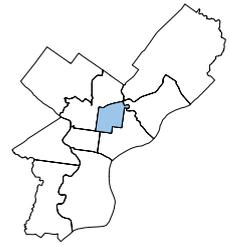
OVERALL BELL LEVEL

2022 

2021 

NET COMMUNITY CARE

CUA 1: Eastern North



Fiscal Year CUA Started
2013

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Minority Board Participation
67%

Total # of Families Served for FY22
467

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2022  2021 
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Workforce	The Workforce Domain includes a measure of staff retention.	2022  2021 





CATHOLIC COMMUNITY SERVICES

CUA 4: Northeast

OVERALL BELL LEVEL

2022

2021

Fiscal Year CUA Started
2014

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Minority Board Participation
25%

Total # of Families Served for FY22
444

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2022 2021
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2022 2021
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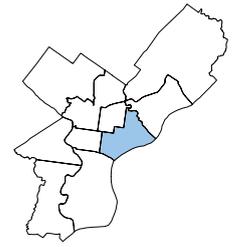
OVERALL BELL LEVEL

2022 

2021 

ASOCIACIÓN PUERTORRI- QUEÑOS EN MARCHA (APM)

CUA 2: Lower Eastern North



Fiscal Year CUA Started
2013

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Minority Board Participation
79%

Total # of Families Served for FY22
551

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2022  2021 
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2022  2021 
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TURNING POINTS FOR CHILDREN

CUA 10: West

OVERALL BELL LEVEL

2022

2021

Fiscal Year CUA Started
2014

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Minority Board Participation
47%

Total # of Families Served for FY22
548

DOMAIN	BELL LEVEL
<p>Permanency</p> <p>The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.</p>	<p>2022 </p> <hr style="border: 0.5px solid #ccc;"/> <p>2021 </p>
<p>Safety: Assessment & Plan</p> <p>The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.</p>	<p>2022 </p> <hr style="border: 0.5px solid #ccc;"/> <p>2021 </p>
<p>Safety: Visitation</p> <p>The Safety Visitation Domain includes measures of visitation completion and quality.</p>	<p>2022 </p> <hr style="border: 0.5px solid #ccc;"/> <p>2021 </p>
<p>Case Planning</p> <p>The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.</p>	<p>2022 </p> <hr style="border: 0.5px solid #ccc;"/> <p>2021 </p>
<p>Practice: Court</p> <p>The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.</p>	<p>2022 </p> <hr style="border: 0.5px solid #ccc;"/> <p>2021 </p>
<p>Practice: Supervision</p> <p>The Practice Supervision Domain includes measures of supervision, timeliness, and quality.</p>	<p>2022 </p> <hr style="border: 0.5px solid #ccc;"/> <p>2021 </p>
<p>Practice: Assessments, Health & Education</p> <p>The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.</p>	<p>2022 </p> <hr style="border: 0.5px solid #ccc;"/> <p>2021 </p>
<p>Finance</p> <p>The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2021.</p>	<p>2022 </p> <hr style="border: 0.5px solid #ccc;"/> <p>2021 </p>
<p>Workforce</p> <p>The Workforce Domain includes a measure of staff retention.</p>	<p>2022 </p> <hr style="border: 0.5px solid #ccc;"/> <p>2021 </p>



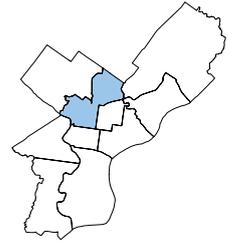
OVERALL BELL LEVEL

2022 

2021 

TURNING POINTS FOR CHILDREN

CUA 5: Logan/Olney



Fiscal Year CUA Started
2014

Address
3300 Henry Avenue, Suite 600
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Minority Board Participation
47%

Total # of Families Served for FY22
819

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2022  2021 
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2022  2021 
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2022  2021 
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2022  2021 
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2022  2021 
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2022  2021 
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2022  2021 
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2021.	2022  2021 
Workforce	The Workforce Domain includes a measure of staff retention.	2022  2021 





TURNING POINTS FOR CHILDREN

CUA 9: Southwest

OVERALL BELL LEVEL

2022

2021

Fiscal Year CUA Started
2014

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Instagram
tpfccua9

Minority Board Participation
47%

Total # of Families Served for FY22
520

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	<p>2022 </p> <p>2021 </p>
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	<p>2022 </p> <p>2021 </p>
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	<p>2022 </p> <p>2021 </p>
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	<p>2022 </p> <p>2021 </p>
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	<p>2022 </p> <p>2021 </p>
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	<p>2022 </p> <p>2021 </p>
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	<p>2022 </p> <p>2021 </p>
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2021.	<p>2022 </p> <p>2021 </p>
Workforce	The Workforce Domain includes a measure of staff retention.	<p>2022 </p> <p>2021 </p>

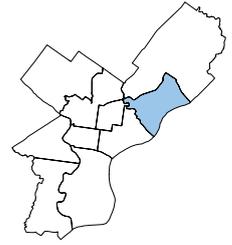
OVERALL BELL LEVEL

2022 

2021 

TURNING POINTS FOR CHILDREN

CUA 3: Lower Northeast



Fiscal Year CUA Started
2014

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

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Minority Board Participation
47%

Total # of Families Served for FY22
569

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2022  2021 
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2022  2021 
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2022  2021 
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2022  2021 
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2022  2021 
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2022  2021 
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2022  2021 
Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2021.	2022  2021 
Workforce	The Workforce Domain includes a measure of staff retention.	2022  2021 





BETHANNA

CUA 8: Center City & South Philadelphia

OVERALL BELL LEVEL

2022

2021

Fiscal Year CUA Started
2014

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

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Vice President/CUA Director
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Minority Board Participation
50%

Total # of Families Served for FY22
442

DOMAIN	BELL LEVEL
<p>Permanency</p> <p>The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.</p>	<p>2022 </p> <hr/> <p>2021 </p>
<p>Safety: Assessment & Plan</p> <p>The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.</p>	<p>2022 </p> <hr/> <p>2021 </p>
<p>Safety: Visitation</p> <p>The Safety Visitation Domain includes measures of visitation completion and quality.</p>	<p>2022 </p> <hr/> <p>2021 </p>
<p>Case Planning</p> <p>The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.</p>	<p>2022 </p> <hr/> <p>2021 </p>
<p>Practice: Court</p> <p>The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.</p>	<p>2022 </p> <hr/> <p>2021 </p>
<p>Practice: Supervision</p> <p>The Practice Supervision Domain includes measures of supervision, timeliness, and quality.</p>	<p>2022 </p> <hr/> <p>2021 </p>
<p>Practice: Assessments, Health & Education</p> <p>The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.</p>	<p>2022 </p> <hr/> <p>2021 </p>
<p>Finance</p> <p>The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2021.</p>	<p>2022 </p> <hr/> <p>2021 </p>
<p>Workforce</p> <p>The Workforce Domain includes a measure of staff retention.</p>	<p>2022 </p> <hr/> <p>2021 </p>





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.



APPENDIX

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.

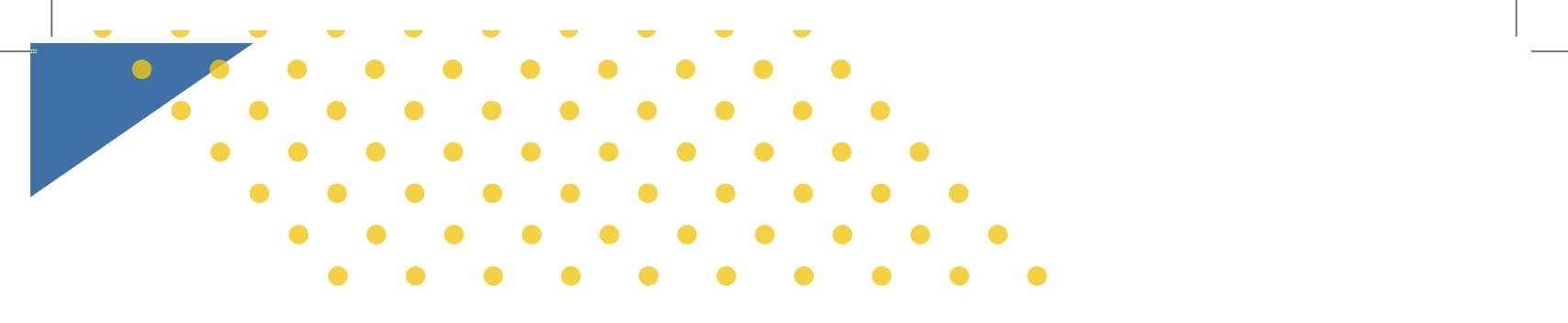
Permanency

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).

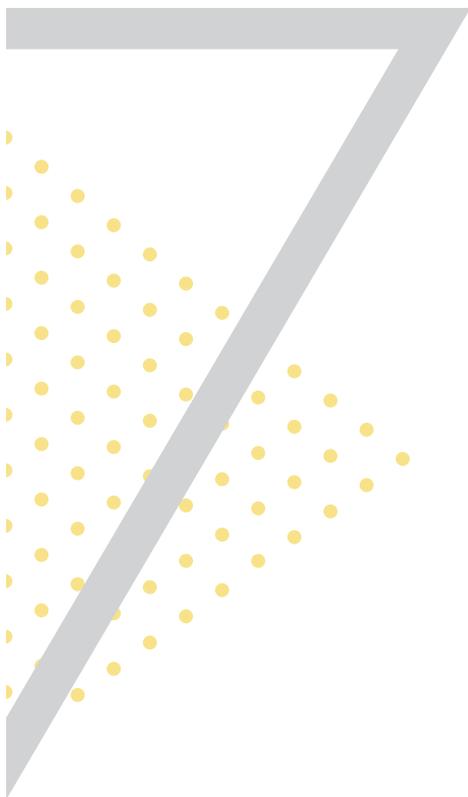
Safety Plan

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.





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