

CY 2011 Update

Continuous Quality Improvement

DC Child and Family Services Agency

Office of Planning, Policy & Program Support - Quality Improvement Division



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I. Overview

For many years, the District of Columbia's cabinet-level child welfare agency, the Child and Family Services Agency (CFSA) was engaged in significant quality improvement activities but without a formal continuous quality improvement (CQI) framework that was vetted and approved. In 2009, CFSA developed such a framework with the assistance of Casey Family Programs and the National Child Welfare Resource Center for Organizational Improvement (NCWRCOI). The results of these efforts were published in 2010 as the Comprehensive Quality Improvement Plan¹, which described the range of quality assurance measures implemented and maintained in 2009 as well as the Agency's work plan and timetable for 2010.

Given that the quality improvement processes within CFSA are dynamic, evolving and designed to achieve national and local outcomes that improve the lives of children and their families, it is no surprise that new elements have been added to the plan while others have been amended. As such, the 2010 CQI Plan is a 'living' document in that there will continue to be updates and changes to practice as CFSA moves forward.

The current document serves as an update to the 2010 CQI Plan and describes enhancements to existing practices as well as the additional quality assurance measures implemented in 2010 and the direction in which CFSA is moving over the next year. If an area of the CQI plan is not addressed in this document, it is understood that the information in the 2010 Plan remains the same for 2011.

II. Internal Quality Assurance Measures

Hotline

CFSA continues to use the comprehensive quality assurance measures put in place in 2009 to evaluate the District's Child Abuse and Neglect Hotline system. Quality Assurance (QA) staff continue to validate a sample of the review tools completed by Hotline supervisors. Initially, the findings indicated that individuals completing the tool were not consistently interpreting the questions to answer. In response, QA and the Hotline staff collaborated to ensure consistent understanding of the questions. From this process, the workgroup will propose recommendations to the Child Protective Services (CPS) administrator to modify the tool and increase the consistency of the data collected.

Investigations

In addition to the quality assurance methods described in the 2010 CQI plan, the Office of Planning, Policy and Program Support (OPPPS) Quality Assurance Unit developed and implemented an evaluation tool for the investigation process, in collaboration with the Federal Court Monitor. This evaluation occurs on a quarterly basis and reviews a total of 40 randomly selected investigations per year. The review sample is comprised of investigations that were closed within the month prior to the review and evaluated on the quality of practice based on the

¹ The 2010 CQI plan can be accessed on CFSA's website at:
<http://cfsa.dc.gov/DC/CFSA/About+CFSA/Who+We+Are/Publications/Continuous+Quality+Improvement+Plan>

information provided in the written case record. This method of reviewing cases replaces Attachment 3, the Rubric for Rating CPS Investigations, in the 2010 Plan.

Screening Panel

The CPS supervisors and program managers meet on a daily basis to review or ‘screen’ referrals of allegations of neglect and abuse that have been made to the CFSA Hotline within the last 24 hours. This process includes referrals that have not yet been assigned (i.e. were not given a response time of ‘immediate’) or which need to be reassigned to another investigator for follow-up. CPS management uses this meeting as an opportunity to evaluate the information in the referral and as a team approach to determine the best way to respond to each referral.

18-Day Review Meeting

The CPS administration convenes a weekly meeting to evaluate the status and provide guidance on any investigation that has been open for 18 days or longer. As noted in the 2010 CQI Plan, the meeting includes a presentation by the supervisor to the review team, which consists of a representative from the Office of the General Counsel (OGC) and CPS program managers. Following the presentation, the review team offers recommendations to achieve safe and timely closure of the investigation.

CPS Grand Rounds

In 2010, the QA unit introduced an enhanced Grand Rounds process. In the enhanced process three open investigations (as opposed to two in the previous model) are randomly selected and reviewed each month, including at least one investigation in which this is the fourth or greater investigations by the Agency. This provides an opportunity to evaluate the quality of performance and identify trends when there has been prior involvement with the family. Further, additional agency representatives, including ongoing program and private agency supervisors, are invited to participate in the Grand Rounds.

Office of Youth Empowerment (OYE)

In 2010, the Office of Youth Empowerment implemented a case review system that had been developed and piloted the previous year with the assistance of the QA unit. The tool and process differ from the one in place for ongoing case management units, described in the 2010 CQI Plan, due to the specific expectations and issues facing the population of older youth in foster care. Each month, the QA unit randomly selects six cases for review. The OYE supervisors and program managers conduct the case reviews by evaluating information provided in FACES², the case file and by the assigned social worker. The case review process will continue through 2011 with the goal of reviewing 94% of OYE’s total caseload by the end of 2012. The results of the case reviews will be used to define trends and determine areas for improvement in case management, as well as the case review process.

Private Agencies

As noted in the 2010 CQI Plan, all child placing agencies working under contract with CFSA are required to have their own quality assurance (QA) systems. Though the systems are not uniform

² CFSA employs a state automated child welfare information system (SACWIS) that is web-based. Known as FACES or FACES.net, the system allows case workers to directly enter client-specific data into a system-wide database that generates regular and special reports to meet federal and other reporting requirements.

and can be challenging to quantify, CFSA's Contract Management and Performance Improvement Administration (CMPIA) began using a more robust process in 2010 to evaluate the quality assurance systems used by the private agencies. CMPIA collects the data gathered by the private agencies to review their findings. In addition, the quality assurance systems are evaluated every six months using a 5-point rating scale. To evaluate the system, CFSA evaluates the provider based on the level at which the system has been implemented according to information provided by the private agency itself. The standard for evaluating each private agency's QA system is as follows:

- If a QA system has not been implemented, the agency is rated a 1.
- If the QA system is partially implemented, the agency is rated a 2.
- If the QA system has been mostly implemented and some data on performance has been collected, but the data is not being used to improve performance, the agency is rated a 3.
- If the QA system has been fully implemented, data is being collected and there is some aggregation of the data and implementation of next steps to improve performance, the agency is rated a 4.
- If the QA system has been fully implemented, data is being collected, and the results of the data are used to set goals to improve performance, as well as to reassessing progress, the agency is rated a 5.

These ratings were first given by CMPIA monitors in 2010. The process for determining the rating for any given agency is still being developed and will be further refined in 2011. Beginning in 2011, evaluations will be completed on an annual basis and private agencies will be required to submit quarterly status reports. Beginning in 2011, a workgroup comprised of individuals from CFSA and the private agencies will be established to expand existing QA systems within the private agencies and to enhance tracking methods for data collection.

Office of Structured Progress Review (formerly Office of Administrative Review)

The 'Office of Administrative Review' became the 'Office of Structured Progress Review (OSPR)' in May 2010. Originally, Administrative Reviews were developed to monitor and improve the Agency's compliance with federal and local mandates, and with Agency policy on timely permanency planning. These outcomes-focused meetings were held every six months for all children residing in Agency care and custody and enhanced the accountability of all case stakeholders in moving each child's case toward permanency. Following the Agency's successful redesign and reorganization effort in the summer of 2010, this process now benefits from greater expert input aiding the pursuit of permanency for two traditionally challenging populations:

1. For youth ages 17 to 21 years, the process will be integrated into ongoing periodic meetings administered by the Office of Youth Empowerment. These reviews will be customized to the processes and outcomes specific to older youth, such as services for preparation for adult living, promoting meaningful relationships and connections, and self-sufficiency in daily living.
2. For children with a goal of adoption who are in a pre-adoptive home for less than nine months, referrals are made for periodic barrier staffings through the 'Permanency Opportunities Project (POP)', which focuses on removing barriers to permanency.

All other children in out-of-home care receive a Structured Progress Review (SPR) every six months for the duration of their placement in foster care. These reviews are facilitated by SPR Specialists, all of which are licensed clinical social workers. These staff evaluate the progress of each case and provide recommendations to the case management team to support effective safety, well-being and permanency planning. The review maintains the system of accountability that was in place under the previous Administrative Review framework, including the prescriptive requirements for planning, participating in, and following up on the review. The structured agenda continues to allow for a thorough appraisal of the child's well-being, including verification of annual medical, vision, dental, developmental, psychiatric and any other evaluations and/or treatment. The child's school, grade, academic services and progress are also addressed in addition to discussions related to any risks or safety issues, and steps required to address such concerns. This approach supports the case management team to plan for appropriate services.

In addition, CFSA utilizes the SPR as a forum to evaluate CFSA (and private agency) case practice in general and its performance with respect to various federal and local oversight benchmarks, including the requirements mandated by Fostering Connections Act, the CFRS Performance Improvement Plan (PIP), and the Amended Implementation Plan (AIP). The SPR is among the Agency's most effective quality assurance vehicles for assessing service and permanency planning for children who have been in care for at least 180 days. Each review examines child and family well-being indicators, focuses on permanency for children, identifies emerging issues, triggers timely responses from program management staff, allows Quality Improvement staff to reexamine performance and progress, and affords the direct service staff involved with the case an independent assessment of the case progress. The SPR also provides CFSA with an ongoing opportunity to assess whether children, youth, families and/or foster families are receiving the services and supports they need.

Since the inception of the SPR format, over 95% of reviews have occurred within the required timeframe (i.e. each case is reviewed within 180 days of a child's removal and every 180 thereafter). Six weeks prior to a review, the OSPR sends written notification to parents and involved family members of the scheduled SPR. The SPR support staff also telephone family participants with a reminder two to three days prior to the review date. All parents are invited to attend and contribute to the SPR except in cases where parental rights have been terminated, or the parent or their whereabouts is unknown (or incarcerated or otherwise physically unable to attend). Unless it is determined to not be in the child's best interest, efforts are made to engage and include the parent in the review, either in person or by telephone.

To increase the participation of birth fathers in the Structured Progress Review process, the OSPR implemented the Fathers Participation Enhancement Project. This initiative seeks to maximize participation of fathers through direct contact with social workers and diligent search staff to identify potential contact information for fathers who had not been identified as participants in case planning prior to the review. Engagement of fathers includes educating them on the purpose and benefits of case planning process, and encourages their participation in the reviews and lives of their children. In many instance, these fathers responded to this initiative by participating in the reviews and contributing to permanency discussions. For example, 44 fathers

participated in August 2009 reviews and 56 in January 2010 reviews, an increase of 27% in the father participation. Expanding on the Fathers Participation Enhancement Project, the OSPR is also reaching out to paternal relatives in ongoing efforts to engage family members in the case planning and decision making process.

Other significant developments to positively affect the OSPR include:

- In Fiscal Year (FY) 2010, in response to an evaluation of the Administrative Review process, the SPR program developed guidelines for writing Review Summaries. It was mandated for recommendations to contain timelines for goal achievement to better measure outcomes. These guidelines capture the requirements for reimbursement by Medicaid and Title IV-E. Additionally, the Program Manager and all staff have made themselves available in order to conduct early morning and evening Reviews to optimize participation by family members and other team members.
- The opportunities for stakeholders to participate by telephone continue to be made available to further engage and team with them in the case review and planning process.

SPR instituted a process of elevating those recommendations that were made at a previous review but remain unmet in the most recent review, to bring them to the attention of CFSA's and private agencies' senior staff for immediate follow-up.

- CFSA integrated the Alternative Planned Permanent Living Arrangement (APPLA) review process into standard case practice so that cases can be monitored and evaluated on an ongoing basis. This sustainability plan charged SPR staff to build accountability measures to ensure timely action and follow-up on all APPLA review recommendations. SPR staff began elevating APPLA cases for which action steps have not been addressed through the appropriate chain of command. Through this sustainability plan, SPR staff continuously assess if youth with the goal of APPLA could move toward permanency through more permanent permanency options. Furthermore, over the past six months there has been an ongoing evaluation of the SPR function in the interests of advancing its effectiveness and the continuous quality improvement for children and youth placed out-of-home.

Quality Service Reviews (QSRs)

In CY 2011, the Agency will employ a more targeted approach to utilizing the Quality Service Reviews to gain insight into the needs of specific populations served by CFSA while looking at common practice issues across CFSA and the private agencies. Two populations will be identified to focus on during the calendar year, with approximately 30-35 case reviews for each population. Cases will be reviewed within a 4-month time span with 2 months in between for data recording and reporting, and follow-up meetings will be convened 30-45 days post-QSR instead of the current 60 day model to include outcomes in both reports.

The first population to be reviewed was identified in response to the Agency's ongoing efforts to address the permanency needs of our older youth and the redesign of the Office of Youth Empowerment, specifically youth ages 18 years and older with a particular focus on the

transition planning process. The cases will be selected from across CFSA divisions and private agencies. To ensure a broad cross-section of cases, the ‘unit based’ process will not be used for this population. A second population of children ages 0-17 in out-of-home care will be reviewed using the unit-based approach described in the 2010 CQI plan. Cases will be drawn from private agencies and CFSA units who have not had a QSR in at least 12 months.

DC ChildStat

DC ChildStat is a macro-level case review process that looks at both system and practice issues by reviewing a case in the context of Agency performance and critically looking at how decisions are made, what promotes effective-decision making and what components of the system need improvement. As noted in the 2010 CQI Plan, the results of the QSR are included in the ChildStat presentation. Similarly, SPR reviewers are invited to attend the ChildStat to provide additional insight and discussion on their involvement with the case. Also, in 2010, updates on recommendations and issues from previous ChildStat meetings are routinely discussed. This serves as a means to measure progress on case practice, as well as trends related to policy and training.

Office of Fair Hearings (OFH)

As part of CFSA’s commitment to ensure quality services for all clients served by the District’s child welfare system, the OFH continues to team with several administrations within the Agency as well as with external stakeholders and the hearing examiners to inform the Agency’s continual evaluation of the fair hearing process. An example of this was the CPS management team’s increased involvement with quality assurance review of CPS cases through Program Administrator’s Reviews (PARs). The PAR is an information hearing that occurs prior to an official fair hearing. Each PAR is an important opportunity for discussion and potential resolution for any disputes over the reasons for the Agency’s determination and will frequently serve to avoid the need for a formal fair hearing, saving time and expense. In 2010, the CPS administration dedicated a Hotline social worker to schedule all CPS-related PARs which both prevented backlogs and further reduced the need for formal fair hearings. The efforts of CPS management, along with the increase in PARs, will continue to help inform OFH’s ongoing efforts to fully understand trends regarding practice, decision-making procedures and training.

In addition, OFH implemented a pilot survey in 2010 to gather feedback from CFSA staff members who participate in the fair hearing process. Designed in collaboration with the OPPPS’ Data Unit, the survey involved 15 questions specifically focused on the issues raised by hearing examiners in the past as well as current issues that may be creating barriers to successful CFSA outcomes. Staff members were also asked to provide suggestions and recommendations for their role in the fair hearing process. The results of these initial surveys will be used to inform any improvement strategies that are implemented during 2011.

Accountability Subcommittee of the Partnership for Community-Based Services (PCBS)

The PCBS is in the process of conducting a multi-year study of the implementation of the new practice protocol for ongoing cases involving the joint case management of CFSA in-home social workers and staff from the Healthy Families/Thriving Communities Collaboratives. A report on the first year of the study was released in 2010 and in 2011 there will be a full evaluation of PCBS to date.

OPPPS Recommendation Committee (formerly OPPPS CQI Committee)

In 2010, the CQI Committee became the Recommendation Committee and consists of the same participants from OPPPS top-level management. The Recommendation Committee meets on a monthly basis to identify and discuss and systemic issues that have surfaced in any of the program areas, as well as possible strategies to address them. These issues are then submitted to others in the agency, if appropriate, or managed by the OPPPS management team. Each issue is reviewed on a monthly basis until it is resolved to the team's satisfaction.

III. Additional Activities

Monthly Trend Analysis

As part of its CQI, CFSA monitors and analyzes the trends surrounding the population served and closely measures performance outcomes of service delivery through a variety of indicators. The CFSA monthly trend analysis is a major monitoring report that reflects CFSA's efforts to pursue continuous quality improvement. The primary data sources of the trend analysis are FACES monthly reports generated from the Agency's automated database system³ by the CFSA's Child Information System Administration (CISA). The FACES monthly reports provide detailed data on clients and the Agency's service delivery performance on a given day or in a given month. The Office of Planning, Policy and Program Support, in collaboration with the Office of the Director and data analysis staff across the Agency, further analyzes the trend and patterns of the client population and the Agency's performance outcomes over time, and presents findings along with tables and charts in a monthly trend analysis report. The report is designed to support development of strategies to enhance practice through a better understanding of the client population and constant evaluation of overall service delivery.

The trend analysis report is composed of two sections. The first section, *Caseload and Population Served by CFSA*, summarizes the trend of the Agency's overall caseload and portrays characteristics of the population served by the agency. The second section, *Performance Trend*, provides the Agency's practice performance data primarily on measures included in the Exit Plan.

Agency Performance Scorecards

Monthly, the Agency publishes Best Practice Performance Scorecards providing a snapshot on the performance of CFSA and its private child-placing agency partners on selected indicators. These agencies are under contract to CFSA to manage approximately half of the caseload of children and youth in out-of-home care. Data presented in the scorecard is extracted from reports in FACES.net, which produces monthly reports to track performance data for each outcome. OPPPS publishes the monthly performance scorecard at the end of the following month.

Management Meetings

As described in the 2010 CQI Plan, the senior management of CFSA meets monthly to review data performance (comprised of selected FACES.net reports, national standard measures and other performance benchmarks) regarding the Agency's progress toward meeting national and

³ CFSA implemented the web-based application (FACES.NET) in May, 2006. In addition, CFSA is now publishing scorecards on its website and reporting on both our performance and that of our contractors. The site is located at www.cfsa.dc.gov

self-imposed standards. At these meetings, responsible parties, primarily staff, lead discussions on the data which impacts their division or staff, explaining any movement or lack of progress, and describing in detail what steps are being taken to improve the Agency's outcomes. Beginning in 2011, reporting has been reformatted to reflect the new performance benchmarks and standards under the Exit Plan.⁴ The reports detail quantitative measures to be maintained and Agency performance as of the month under review. For some measures, new FACES reports are being generated or logic changes to existing reports will be required over the course of the year. This format creates a forum where senior management can probe deeper into the factors impacting performance on standards, recognize successes, and revisit concerns in a consistent manner.

Change Support Committee

On a monthly basis, CFSA Child Information Systems Administration (CISA) convenes the Change Support Committee (CSC). The committee is comprised of members from the FACES.net application and information management teams as well as staff representing all other areas of the Agency. The purpose of the meeting is for CISA to provide updates and solicit feedback regarding changes to the FACES.net application and data reports extracted from the system.

Data Reliability and Accountability Workgroup

The Data Reliability and Accountability Workgroup (DRAW) was convened in 2010 to identify, address, elevate and resolve prevalent and pervasive Agency data reporting errors. The DRAW's scope is focused on addressing issues that have a significant negative impact on operational outcomes (e.g. fiscal) as well as those that would have a significant positive impact if corrected. The group will also focus on addressing ongoing data entry issues and will work with staff where necessary to modify existing reports to increase accurate reporting. All issues identified internally are directed to the DRAW designee and shared with the group leads for appropriate elevation or to be addressed by the group participants. Reporting issues are categorized within three areas (Implementation Plan, internal mandate and federal mandate) and prioritized based on alignment with current Agency priorities and immediate impact; program area priorities; individual priorities raised by staff; and, external priorities (e.g. City Administrator).

Driving the work is the identification of data discrepancies where the data reported does not reconcile with the actual information or actuality, as well as identification of prevalent and pervasive data reporting errors. Consideration is also given to how impactful the data issue is and its relation to identified priorities. Working closely with Agency management to identify reporting errors, the workgroup meets bi-weekly following the Change Support Committee (see above). While the CSC covers more technical matters with the FACES.net system as well as those systemic changes that support programmatic functions and changes, the DRAW is primarily oriented towards data issues that are more programmatic in origin or impact. Technical issues may be referred back to the CISA team as appropriate. While the CSC functions at a more

⁴ On December 17, 2010, US District Court Judge Thomas F. Hogan issued an [Implementation and Exit Plan](#) that supersedes and replaces the February 2007 Amended Implementation Plan in the *LaShawn* lawsuit. The Implementation and Exit Plan includes the exit standards the District must achieve and maintain (Sections I and II) and the actions the District intends to undertake to meet the exit requirements (Section IV). For the first time, the Plan also includes clear sustainability and exit provisions (Section III).

macro level, the DRAW has a more micro-level orientation related to data entry, recording, reporting and performance impact.

Periodic Audits of CFSA Programs and Operations

As the single state agency (SSA) for child welfare in the District of Columbia, the Child and Family Services Agency (CFSA) is subject to various federal and local audits of its stewardship of federal funding designated for child welfare services. Moreover, as a public agency operating in the District, CFSA is also subject to local audit oversight of the DC Auditor and the Office of Inspector General (OIG). These audits vary greatly in scope, duration, frequency, and impact. Appendix A presents an overview of the various audits and reviews to which the Agency is regularly subjected.

Cross-Systems Integration Committee (formerly Systems Integration Committee)

As noted in the 2010 CQI Plan, the Agency implemented a monthly program managers/administrators workgroup in 2009 to interface with other programs within CFSA to discuss cross-systems administration. Beginning in 2010, the Committee transitioned from being chaired by the Deputy Directors for Agency Programs and Community Services, to becoming a self-governing entity, seeking senior leadership input as needed. This committee is charged with reviewing and prioritizing the multiple initiatives currently underway that directly impact practice and policy. The group has developed a formal structure that can be sustained long-term and functions as a mechanism for administrators and program managers to bring issues to the table and collectively identify (and subsequently assess) strategies or next steps to address concerns.

Needs Assessment

On a bi-annual basis, the Agency completes a Needs Assessment that is not limited to, but focused on, current and projected placement and placement resource services for children, youth and families served by the child welfare system. In 2011, the Agency's Needs Assessment will assess placement support services, to determine what services are available, and the number and categories of additional services and resources, if any, that are necessary to meet the needs of children and families served by CFSA.

As noted in the 2010 CQI Plan, findings from the Needs Assessment directly inform the Agency's *Resource Development Plan* (RDP). The RDP is also informed by formal reports and programmatic assessments, including quality assurance reviews, published periodically by internal and external stakeholders. These quantitative and qualitative assessments provide an effective feedback loop along with useful insight into the needs of CFSA's service population. Together with the strengths and challenges of system-wide child welfare practice, the RDP weighs all gathered information to inform specific action steps, which are developed during the six-month period between the completion of the Needs Assessment and submission of the RDP. The RDP is updated internally on a quarterly basis, providing senior leadership with the opportunity to address challenges or concerns with proposed action steps throughout the implementation period to make adjustments as needed based on current fiscal and other constraints.

Communication Plans

Beginning in 2010, communication plans were developed for all program areas under OPPPS. The overall purpose of the communication plans is to support OPPPS' functions through clear and ongoing communication with internal and external stakeholders. This means providing, in a credible and consistent way, the vital information and opportunities for feedback to effectively support the Agency's CQI process. On a quarterly basis, the program areas have identified what is working well with communicating information as well as evaluating those areas in need of further support and adjusting the mechanisms for communicating as needed. Over the next year, emphasis will be given to expanding external awareness and understanding of the OPPPS functions throughout the Agency and across stakeholders.

CFSA Child Welfare Training Academy (formerly Office of Training Services)

The 'Office of Training Services' was relaunched as the 'Child Welfare Training Academy (CWTA)' in August 2010. The introduction of CWTA has further integrated training into the Agency's overall effort to improve outcomes for children, youth and families. The CWTA has implemented a four-tier training curriculum for CFSA and private agency staff that includes pre-service training (tiers 1 and 2) and in-service trainings (tiers 3 and 4). The pre-service trainings are required for all case-carrying social workers from CFSA and private agencies and include both classroom training and Applied Professional Training (APT). APT provides the social workers with opportunities to apply the skills and knowledge gained in the classroom into practice through simulated practice experiences and exercises. The in-service trainings include courses that reinforce the principles of the Practice Model, as well as a specialized (tier 4) intensive supervisory training curriculum that is mandatory for all new supervisors of case-carrying social workers. Lastly, in addition to the required trainings, the CWTA has the capacity to develop and deliver trainings on special topics in response to best practice initiatives or based on needs identified through quality assurance measures.

All of the pre-service and in-service courses offered by CWTA have been approved for Continuing Education Units (CEUs) by the DC Board of Social Work as meeting its professional standards for social work training curriculum. The CWTA has developed an extended calendar of training events that details the schedule of all trainings offered up to a year in advance, allowing social workers and supervisors to plan their professional development and monitor compliance with local licensing requirements. Furthermore, the CWTA recognizes the important role of foster parents, foster youth, and kinship and adoptive families in achieving the best outcomes for families and is committed to expanding inter-professional and shared learning opportunities to include such stakeholders in the courses offered by the CWTA.

The CWTA is confident that the goals that have been achieved in 2010 will help to improve overall quality of practice. In 2011, the CWTA will seek to identify and develop quality assurance measures to monitor the effectiveness of the four-tiered curricula in achieving the Agency's overall goal of better outcomes for children and families.

External Partners

CFSA continues to seek feedback and advice from external partners when reviewing Agency performance and identifying future initiatives for quality improvement. In 2011, the Citizen's Review Panel (CRP) is planning to undertake a study of children who are returned to their

families after brief stays in foster care. This study will include both a series of case record reviews and analysis of aggregate CFSA data.

As noted in the 2010 CQI plan, CFSA convened an invitation-only forum in 2009 that included workshops with CFSA stakeholders and management staff to review the steps being taken to operationalize the Agency's vision on permanency. To further support this initiative, CFSA coordinated a three-part series of permanency forums in 2010. The first forum was held at the end of September 2010 and subsequent forums were held in October 2010. This event provided an opportunity for an expanded group of stakeholders to identify, prioritize and consider how to resolve key barriers to permanency for children and youth in care, particularly the large number of "legacy" youth growing up in the District system. These forums engaged key stakeholders, including CFSA and private-provider managers and staff, youth, foster parents, birth parents, members of the legal community and other partners from across the District of Columbia's child welfare system.

During the three forums, participants:

- (1) Reviewed and identified barriers to achieving permanency;
- (2) Confirmed and set priorities among these concerns based on data about children and youth served as well as information about existing and necessary resources;
- (3) Developed a broad consensus on the short- and long-term strategic solutions that could reduce barriers and increase permanency outcomes; and
- (4) Identified key elements of an implementation plan including major timelines and the roles and responsibilities of key stakeholders.

Director's Youth Advisory Board

In FY 2009, the Director committed to making sure that youth are regular participants in CFSA's ongoing programmatic review and planning efforts. As part of this effort he has established CFSA's Youth Leadership Council. This body consists of forty-five youth who elect officers to participate on the CFSA Director's Youth Advisory Board, which provides feedback and recommendations on program planning for youth in foster care. The Director meets directly with the Youth Advisory Board to discuss concerns on youth services, and to solicit their feedback. The Board members act as experts and directly participate in the development of Agency policies and grants, and are supported in the development of leadership, teamwork, and public speaking skills during group trainings and public presentations. Over the past year, and continuing into 2011, youth will participate in foster parent recruitment and orientation, as well as foster parent pre-service and in-service training. Incorporating the youth perspective has proven to be an effective mechanism to gauge Agency performance in areas directly impacting the children and families served through the child welfare system.

IV. Next Steps

Moving into the next year, CFSA's broad Continuous Quality Improvement process continues to focus on engaging staff, supervisors and managers at all levels in quality assurance. Through this effort, we are seeking to ensure that the use of information and approaches to assessment support improvement of practice and achievement of outcomes. Over the next year, this will

include developing an approach to the non-casework functions of the Agency (e.g., human resources and contracting).

For more information, please contact:

Government of the District of Columbia
Child and Family Services Agency
Office of Planning, Policy and Program Support
Quality Improvement Division
(202) 727-2799 (direct)
(202) 724-7100 (main)

Appendix A – CFSA AUDITS OVERVIEW

OMB A-133 Title IV-E Audit (aka Title IV-E Single State Audit)

Description:	Federally required local audit of CFSA's compliance with federal Title IV-E requirements. (OMB A-133)	
Frequency/ Duration:	Annual audit; usually lasts 6-8 weeks. The next audit will occur before the end of FY 2011 (exact date has not yet been determined).	
Agency Impact:	Single State Auditors complete a findings report; publish it to ACF Region III for federal review. There is no direct fiscal impact, but the audit provides ongoing updates to the Agency's federal counterparts regarding CFSA strengths and material weaknesses with respect to Title IV-E stewardship and compliance.	
Required Information/Source	<i>Office of Planning, Policy & Program Support (OPPPS); Office of Facility Licensing (OFL)</i>	Overall coordination of the review; congregate Care licensure documentation [licenses and decision memos]
	<i>Business Services Administration (BSA); FACES</i>	Title IV-E Eligibility documentation, Title IV-E Claims documentation
	<i>Licensing Division</i>	Foster home licensure documentation [licenses, criminal background checks, Child Protection Register checks]
	<i>Agency Programs</i>	CFSA child case files [court orders, removal narrative, placement information]
	<i>Private Agencies</i>	Child case files, foster home licensure documentation
	<i>Fiscal Operations Administration (FOA)</i>	Expenditure information, Cost Allocation documentation
	<i>Contracts and Procurement Administration (CPA)</i>	Contract documentation to support IV-E expenditure
	<i>Contract Monitoring and Performance Improvement Administration (CMPIA)</i>	Contract monitoring documentation
	<i>Collaborative Liaison Office</i>	Day care provider licenses

Medicaid (Title XIX) Cost Reconciliation Audits

Description:	Historically, this has been an annual audit of the Agency's XIX Rehab Services Option (Rehab) and Targeted Case Management (TCM) programs, but CFSA suspended both programs in 2009 due to compliance issues. The Agency resumed Medicaid claiming for the Healthy Horizons Assessment Center (Fee-for-Service) and TCM for Nurse Care Managers in FY 2010.
Frequency/ Duration:	This annual audit usually lasts 6-8 weeks. The next audit is scheduled to occur before the end of FY 2011, but an exact date has not yet been determined.

Medicaid (Title XIX) Cost Reconciliation Audits (cont'd)		
Agency Impact:	Findings result in direct fiscal impact to the Agency. The District's Department of Healthcare Finance (DHCF) may either withhold additional funds during the reconciliation process and/or they may assess a penalty requiring payback of funds already received by CFSA.	
Required Information/Source	<i>FOA; BSA; OPPPS</i>	Overall coordination of the review
	<i>BSA; FACES</i>	Medicaid claims documentation
	<i>Office of Clinical Practice (OCP)</i>	Healthy Horizons Assessment Center license/certification/credential documentation; child specific service/lab documentation
	<i>Agency Programs/ Private Agencies</i>	Child case files [court orders, case plans, clinical notes]
	<i>Human Resources</i>	Nurse credential documentation
	<i>FOA</i>	Expenditure information, cost allocation documentation
Title IV-E Foster Care Eligibility Review		
Description:	Tri-annual federal review of CFSA's Title IV-E Foster Care eligibility determination and claiming practices. Involves case review of 80 (primary review) or 150 (secondary review) Title IV-E eligible children over a six-month Period Under Review (PUR).	
Frequency/ Duration:	Secondary Review scheduled to occur in September 2012. On-site review will last one week (Mon-Fri).	
Agency Impact:	<p>Fiscal impact varies depending on whether it is a primary vs. secondary review.</p> <p>If the Agency fails to meet the 95% compliance threshold for a primary review, repayment to the federal government of the dollars found to be erroneously claimed within the sample is required. This is usually <i>tens of thousands</i> of dollars.</p> <p>If the Agency fails to meet the 90% compliance threshold for the secondary review, the non-compliance percentage is extrapolated to the entire IV-E claim for the 6-month PUR. It would be assessed in <i>millions</i> of dollars.</p>	
Required Information/Source	<i>OPPPS</i>	Overall coordination of the review; Office of Facility Licensing congregate care licensure documentation [licenses and decision memos]
	<i>BSA; FACES</i>	Title IV-E Eligibility determination files, Title IV-E Claims; documentation/ payment history reports
	<i>Licensing Division</i>	Foster home licensure documentation [licenses, criminal background checks, Child Protection Register checks]

Title IV-E Foster Care Eligibility Review (cont'd)		
	<i>Agency Programs</i>	CFSA child case files [court orders, removal narrative, placement information]
	<i>Private Agencies</i>	Child case files, foster home licensure documentation
	<i>Collaborative Liaison Office</i>	Day care provider licenses
Federal Child and Family Services Review (CFSR)		
Description:	This comprehensive federal program/practice review assesses Agency performance in the child welfare outcomes of safety, permanency, and well-being on 65 CFSA or private agency cases (40 foster care cases and 25 in-home cases).	
Frequency/ Duration:	Two of these have occurred since 2000 (2002, 2007). The next CFSR is likely to occur in 2012 or 2013. The on-site review lasts one week (Mon-Fri).	
Agency Impact:	If found to be <i>not in substantial compliance</i> with any of the child welfare outcomes, the District must develop a Program Improvement Plan (PIP) and submit it to ACF for approval. Once approved, CFSA has two years to implement corrective action steps to improve outcomes. If the District is unsuccessful in implementing its prescribed action steps, it faces a fiscal penalty that varies on the degree of non-compliance with the PIP.	
Required Information/Source	<i>OPPPS</i>	Statewide Assessment development; overall coordination of on-site review; development and implementation of Program Improvement Plan (PIP) resulting from the review
	<i>FACES</i>	CISA provides a series of ad-hoc reports in support of the on-site review
	<i>Agency Programs</i>	CFSA child case files [court orders, removal narrative, placement information]
	<i>Private Agencies</i>	Child case files, foster home licensure documentation
	<i>Community Stakeholders</i>	The federal review teams conduct a series of interviews with various community partners, such as the Community Collaboratives, CASA and GALs, sister-agency staff, advocates, court staff, etc.
	<i>Clients</i>	The federal review teams also interview clients to gain their perspective on CFSA's performance and practice.
Comprehensive Annual Financial Report (CAFR)		
Description:	This is the annual District-wide audit of all fiscal operations.	
Frequency/ Duration:	The CAFR occurs annually, and by District law, must be completed and issued to the public by the end of February following the end of a fiscal year.	

Comprehensive Annual Financial Report (CAFR) (cont'd)	
Agency Impact:	Generally, the CAFR makes findings on system-wide strengths and issues, but it will also highlight/emphasize particularly troublesome material weaknesses at the agency level if they occur.
Required Information/Source	The audit primarily affects the Agency Chief Fiscal Officer and the Contracts and Procurement Administration (CPA) and includes comprehensive review of the entire operation of CPA.
Office of the Inspector General (OIG) Audit 11-1-01MA, Audit of the Management of Financial Operations at CFSA	
Description:	The OIG conducts irregular audits on an as needed basis at the request of the Mayor or a member of the DC Council. OIG No. 11-1-01MA is occurring at the request of Councilmember Tommy Wells.
Frequency/ Duration:	Field work on this audit is scheduled to commence on or around February 14, 2011.
Agency Impact:	TBD
Required Information/Source	<p>According to the notification letter from the OIG the audit objectives are to determine whether CFSA:</p> <ol style="list-style-type: none"> 1. Adequately managed controls over business operations, including vendor and provider payments, grant funds, and financial transactions; 2. Effectively processed and managed Medicaid claims; and, 3. Implemented internal controls to safeguard against fraud, waste, and abuse.