POI	LICY TITLE: Quality	PAGE 1 OF 7	
*	Town & Frankly Secures	CHILD AND FAMILY SERVICES AGENCY Approved by: <u>Roque Gerald</u> Agency Director Date: <u>September 9, 2010</u>	REVISION HISTORY:
	EST REVISION: 29, 2010	EFFECTIVE DATE: September 9, 2010	
I.	AUTHORITY	All applicable federal and District of Columbia laws, including D.C. Official Code § 4-1371.01 <i>et seq.)</i> (20 LaShawn Modified Final Order (November 18, 1983) <i>Fenty</i> Amended Implementation Plan (February 200	06 Supp.), the), and the <i>LaShawn A. v.</i>
II.	APPLICABILITY	All Agency staff, contracted agency staff and contract	cted personnel.
	RATIONALE	Prior to the Quality Service Review, the Child and Fa (CFSA) assessed case practice primarily through re- quantitative analysis. While case record reviews pro- information about documentation of activities and co and timeframes, CFSA determined the need for a m- analysis of case practice. The Quality Service Review examines case practice outcomes for individual children and families to ident in need of improvement. Together, quantitative and co a deeper understanding of family dynamics and need delivery and system performance. The goal of the Quality Service Review is to identify care that will inform the social worker and supervisor improve social work practice and the quality of servic families. The QSR also serves to inform system imp method to gain input from relevant stakeholders (for parents, and youth).	cord reviews and vide meaningful mpliance with policies ore comprehensive , systems, and tify strengths and areas qualitative data provide ds, and of service patterns in quality of r along a continuum to ces to children and provements and is a example, providers,
IV.	POLICY	It is the policy of CFSA to employ quality assurance improvement processes in tandem with quantitative practices and a high performing service delivery syst component of the continuous quality improvement po- Service Review (QSR). CFSA has aligned tenets of the agency-wide Practic outlines values, guiding principles and practice proto teaming, assessing, case planning, supervision, and indicators (child status, parent/caregiver status, and measure the level of quality in service provision.	analysis to sustain best tem. An essential rocess is the Quality e Model – which pools (engagement, training) – with QSR

ν.	CONTENTS	A. Planning
••	CONTENTO	B. Conducting the QSR
		C. Following-up on the QSR
VI.	ATTACHMENTS	A. Quality Service Review Fact Sheet
		B. Case Contact Sheet
		C. QSR Protocol Summary
		D. Example of QSR Scoring Protocol
VII.	PROCEDURES	Procedure A: Planning the QSR
		1. Case Selection and Notification
		a. The Quality Service Review staff determines which CFSA and/or private agency cases will be scheduled for a Quality Service Review at least eight weeks prior to the scheduled review.
		b. The Quality Service Review staff notifies the CFSA or private agency supervisor and program manager/program director by electronic mail that a case (or cases) within their unit has been selected for a QSR. QSR staff also sends to supervisors and program managers/directors information that outlines the QSR process. <i>(See Attachment A: Quality Service Review Fact Sheet)</i>
		c. Using FACES.net management reports, QSR staff places the selected cases from the identified social worker's caseload in random order and uses the top three to create the sample list for the review.
		d. At least six weeks prior to the scheduled review, the QSR supervisor contacts the CFSA and/or private agency supervisor by telephone to discuss the cases selected for the QSR. The QSR Supervisor verifies that the social worker identified is still assigned to the specific case and that each case will remain open prior to and during the review. If neither can be verified, the QSR Supervisor also schedules an information meeting (or conference call) involving the supervisor and social worker(s) and discusses the QSR process, including the roles and responsibilities of the supervisors and social workers (see below).
		e. Following the call, the QSR Specialist shall forward the list of cases to be reviewed to the supervisor and social workers via electronic mail along with the Case Contact Sheet (see <i>Attachment B: Case Contact Sheet</i>). This sheet asks for the name and contact information for all team members, service providers and supports that have been involved in the case for at least the most recent six months. Information on the Case Contact Sheet will be used to schedule participants for interviews for the QSR. The assigned social worker shall complete a Case Contact Sheet for each selected case and submit via electronic mail the completed document to the QSR Specialist for review prior to the initial information meeting.

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	2. Soc	ial Worker/S	Supervisor Information Meeting	
	a.		Ir weeks prior to the scheduled review, th r conference call) is held with the social v	
	b.	All affected	l social workers and the supervisors mus	t be present.
	C.	purpose, pur	meeting, the QSR Specialist shall discust rocess and protocols with the social work them for the upcoming review. The QSF of the QSR Protocol Summary (<i>Attachme</i> are and supervisor explaining the indicate art of the review. The QSR Specialist, in worker and supervisor, will determine the escheduled for QSR review. The social receive notification that they shall attend the end of all interviews.	ker and supervisor R Specialist shall <i>nt C</i>) with the ors that will be conjunction with date(s) that each worker and
	3. Iden	tification of	Participants for Interviews	
	a.	following p	two-day review, interviews should be co ersons, at minimum, when applicable:	nducted with the
		i. Social V		he shild are couth
		are age	generally of school-age). Questions for t e-appropriate, even for a child that is not	of school-age.
		•	arents (unless parental rights have been eceased or whereabouts unknown)	relinquished or
		include	vers for children who are in out-of-home : foster parent(s), kinship care providers residential treatment staff.	•
			er/school personnel (e.g. special education counselor, etc.)	on coordinator,
			nt Attorney General (AAG)	
	Not		an ad Litem (GAL) orker interviews are scheduled first. Fac	e-to-face
			preferred for the focus child and parents/	
	b.	be interview household child's life, the QSR S interviewee	worker and the family may identify additi wed that could include the therapist/psyc members and friends who play a signific additional service providers, etc. The so pecialist shall jointly determine the final l es, based on their relevance to the case n with the child and family.	hiatrist, relatives, ant role in the ocial worker and ist of
	C.	social work	Specialist shall review the Case Contact ter to ensure that all relevant case partic nd included, and that their contact inform	pants have been
	4. Sch	eduling and	Coordination	
	a.	Case Conta	ee weeks prior to the QSR, the QSR Sta act Sheets to reach out to the people list e and telephone interviews with them for	ed to schedule
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	D. Parents/legal guardians have the option of opting out of a QSR during the initial scheduling telephone conversation. For those families that decline to participate, the QSR Team will move on to the next case in the sample. (The QSR Staff will then work with the social worker to prepare the Case Contact Sheet for the next case selected.)
	c. The QSR Specialist shall compile review packets for each review team prior to the start of interviews. The review packets shall include the last case plan, recent court orders, court reports, case contact notes from the last three months, the most recent version of the QSF Protocol, case profile and rating sheets, recommendations/next step documents, outlines for conducting debriefing meetings and writing of the case summary, etc.
	d. The QSR unit responds to all requests made by service providers for signed consents in order to participate in the QSR. The QSR unit shall work with the social worker and parent/legal guardian to secure a signed release authorizing service providers to release information to the QSR as needed.
F	cedure B: Conducting the QSR
1	eviewers
	a. In addition to the QSR Specialists, the QSR unit draws on experienced staff from other divisions within CFSA as well as outside agencies to serve as reviewers during the QSR process.
	b. Staff from CFSA, the private agencies and other stakeholders (for example, the Department of Mental Health, the Healthy Families/Thriving Communities Collaboratives, the Center for the Study of Social Policy, independent contractors, the Foster and Adoptive Parent Advocacy Center, the Citizen's Review Panel, etc.) shall contact the QSR unit to be placed on the list for training on the QSR process. QSR staff notifies the individuals on the list when the training is available (at minimum once per year for internal and external staff, and "refresher" courses for those previously trained).
	c. The two-day formal training (classroom) is designed around the QSF model to enable participants to conduct independent, objective and evidence-based assessments based on information obtained during the review.
	d. At the conclusion of the training, participants are presented with a calendar of upcoming QSRs. Participants are asked to tentatively select a date(s) of QSRs when they will be available to be a reviewer.
	e. A member of the QSR staff contacts members of the "reviewer pool" approximately six to eight weeks prior to a scheduled QSR to determine availability and interest in participating in the QSR.

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		f.	reviewers to Newly train Lead review assessmen applying a QSR. Non	to QSR staff, other reviewers are design based on completion of the QSR certifica- ied reviewers shall participate as "shado wers team with a partner/shadow review hts of the quality of services and social w structured protocol designed specifically -CFSA staff are required to sign a stater lity prior to reviewing a case which is file visor.	ation process. w reviewers". er to conduct ork practices by for the CFSA nent of
		g.	interviews, and superv	ers are responsible for reviewing cases, completing the protocol, debriefing with risor, collaboratively developing next step a constructive case summary.	the social worker
		h.	are also reared to n be brought	wers are responsible for protecting conf sponsible for reporting special situations nandated reporting requirements. These to the attention of the QSR Supervisor a y, for guidance and follow up in reporting	, particularly as e situations must and/or Manager,
		i.	• •	concerns are to be immediately discuss for appropriate follow up.	ed with the QSR
	2.	Pro	otocol		
		a.	Protocol St life areas, t system of c	has been designed for the QSR (see Att ummary). It measures the current status he status of the parent/caregiver, and pe care practices and services. The Protoco QSR staff, as needed.	of the child in key erformance of
		b.	each categ Protocol).	ol has a very specific rating scale, which ory (see <i>Attachment D: Example of QS</i> . As some ratings may not perfectly fit the n interpretive rating scale is used to sco ent.	R Scoring circumstances of
	3.	Fo	cus of the R	eview	
		a.	related to the months. Re the informative record prov	of the QSR is on a target child and the so he child, based on the case activity over eviewers must gather historical data and ation in the packet and from the hard cop vided by the social worker) about the cas ference when considering the current sta	the past 12 information (from by of the case se to use as a
		b.	status over	ent and Caregiver status indicators are rate the past 30 days (with the exception of School, and Permanency Prospects indi s).	the Stability in
		C.	System sta past 90 day	itus indicators are rated based on case a ys.	activities over the
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	4.	Int	erviews		
			Interviews and can be other arran	with case participants are to last approxi e conducted at the participants' homes, o nged locations. Interviews can also be co e person is unwilling or unable to meet ir	ffices, school or onducted by
		b.	Interviews	for each case will occur over one and a l	nalf days.
	5.	Ra	ating of Case	es	
		•	case using	bletion of the interviews, each review tea the protocol rating system. Reviewers r uring the interviews to support each ratir	nust use evidence
	6.	De	ebriefing		
		a.		clusion of the two day case review, each will participate in a case specific "debrie	
		b.	perception	se of this debriefing is to assure that the of the case is factually accurate and to c be considered to improve case outcomes	offer suggestions
		C.	•	session, the reviewers will provide feed hs and practice challenges that were ide	.
		d.	identify 3-5	, in collaboration with the social worker a i next steps to address challenges and/o that can be completed and measured wit	r improve case
		e.		will fill out the "next steps" document and and social worker sign and provide copie	
		f.	A date for t of this mee	the 60-day follow-up should be identified sting.	prior to the close
	7.	De	velopment o	of Case Summaries	
		a.	i. a sun ii. a sun iii. a six-	w team will write a case summary that pennary of the child and parent/caregiver sommary of system performance, mary of system performance, month projected status, and steps.	
		b.	relating to	maries will also include specific example the status ratings. The recommended ne ggestions to improve case practice and q	ext steps shall
		C.	forwarded manager/p	ase summary should be three-five pages to the social worker, supervisor and prog rogram director by the lead reviewer. Ca ade available to other team members, up	ram ase summaries
		d.	The final cathe QSR.	ase summary is due one week following	the conclusion of
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Pr	ocedure C: Follow-Up on the QSR
1.	<u>60-Day Follow-up</u>
	a. Two months after the QSR, a QSR Specialist will meet with the social worker and supervisor to evaluate the status of the recommended next steps and the impact their implementation has made on case progress.
	 The QSR Specialist shall complete a narrative of the activities associated with each recommendation and/or next step, including any outcomes.
	c. The QSR Specialist shall forward the narrative to the social worker, supervisor and program manager/program director.
2.	Analysis
	 Upon completion of the reviews, the QSR Specialist collects the scored protocols and case summaries and completes the data analysis.
	b. The ratings obtained from the protocols will help identify the areas of strength and those in need of practice development.
	c. These figures will be calculated and analyzed, then supported by the documentation from the case summaries.
	d. The Quality Service Review Specialist will also record and analyze the data from the 60-day follow-up.
3.	<u>Feedback</u>
	a. The QSR Specialist provides a summary to the Program Manger/Program Director and Supervisor containing a discussion of common trends, strengths and challenges in the cases reviewed, and a tally of the percentage of the next steps that have been completed upon the completion of the 60-day follow-up
	b. The Program Manager/Program Director of the unit where the cases were reviewed presents the QSR findings and subsequent actions to CFSA senior management within three to twelve months of the end of the QSR.
	c. The QSR staff presents findings to stakeholders, as required, and through the Annual QSR Report, which is posted on the agency's website.
	d. The presentations may include examples or supportive evidence; however, at no time will any identifiable information be disclosed.

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Quality Service Review

Fact Sheet

What is a Quality Service Review (QSR)?	 Proven process for developing <u>best practices</u> and <u>refining the service</u> <u>delivery system</u> Innovative <u>case study</u> technique based on guided professional appraisal <u>Close review</u> of selected daily frontline practice and performance Helps to identify <u>what's working or not working</u> for children and families Qualitative assessment of Practice Model principles
How does CFSA conduct a QSR?	 Cases are randomly selected for each social worker for review. Parents (or youth over 18) are asked to participate. If they say no, another case is selected from that social worker. Teams interview case participants (child, birth parents, extended family, foster parents, social workers, therapists, teachers, attorneys, and others). QSR team debriefs social worker and supervisor on findings through individual and unit meetings. QIA engages senior managers in developing an action plan for implementing findings. QIA presents findings to CFSA and selected external stakeholders twice a year.
What information do QSR reviewers explore?	 <u>Case activity, past three months</u> <u>Child status</u>: Safety, stability, well being, development, progress toward permanence <u>Parent/Caregiver status</u>: Physical and emotional support of child, participation in decision making, progress to closure <u>Service System Performance</u>: Engagement of child and family, coordination/leadership, service team structure and functioning, assessment and understanding of case, case planning, implementation of case plan, Family Court interface, family connections, path to permanency
What happens with the information gathered by reviewers during the QSR?	 Confidentiality is maintained. Feedback is given without sharing who provided the information. Case information that is shared outside of the unit in reports or oral presentations is stripped of identifiers. Review teams identify strengths and areas in need of improvement for each case and for CFSA's service delivery system as a whole. Review teams provide detailed feedback to social workers and supervisors. The QSR unit works with senior management to develop an action plan based on findings. Overall results are provided to CFSA and others through presentations and a written report.

<text></text>	 Social Workers: Provide case record for review and ensure FACES is up to date Inform family, foster parents, and service providers of the QSR and that they will be interviewed Participate in an interview at the start of the QSR (1 hour) Participate in a debriefing/feedback meeting with reviewers (1 hour) Discuss follow-up of next steps after 60 days (30 minutes) Support full participation of social workers. Participate in debriefings for each case (1 hour each) Discuss follow-up of next steps after 60 days (30 minutes each) Administrators and Program Managers: Support full participation of social workers and supervisors. Provide additional insight on problematic cases, when needed
What happens after the QSR?	 After the QSR is conducted, reviewers and social workers agree upon 3-5 next steps. Reviewers will return after 60 days to assess whether or not the recommendations were followed and whether or not they helped the case Follow-up will be done via FACES research and a meeting with the social worker and supervisor Concerns and/or successes will be shared with the supervisor
Contacts	 For more information about the QSR, contact: John Vymetal-Taylor, Quality Assurance Program Manager, (202) 727-2799, John.Vymetal-Taylor@dc.gov Candice Greenidge, Supervisory QSR/Case Practice Specialist, (202) 727-3646, Candice.Greenidge@dc.gov Maureen Williams-James, QSR/Case Practice Specialist, (202) 727-3306, Maureen.WJames@dc.gov Danike' Grant, QSR/Case Practice Specialist, (202) 727-3085, Danikec.Grant@dc.gov Sophia Malone, QSR/Case Practice Specialist, (202) 727-3602, Sophia.Malone@dc.gov Kim Shirriel, QSR/Case Practice Assistant, (202) 727-3357, Kim.Shirriel@dc.gov



GOVERNMENT OF THE DISTRICT OF COLUMBIA Child and Family Services Agency

Case Contacts Sheet

Child Name:	FACES Client #:	Case Name:	FACES Case #:
Child Sex:	Child Age:		
Social Worker:		Cubicle/Room #:	
Office Phone #:		Cell #:	
Supervisor:		Phone #:	Office #:
Review Dates:		Debriefing Date/Time:	

	Name	Address	Phone Number(s)	Notes
Current Caregiver/ Foster Parent				
Focus Youth				
Birth Mother				
Birth Father				
Other Family Member/Friends				
School Teacher or Day-care Provider				
Guardian ad Litem (GAL)				
Therapist/ MH Professional (Psychiatrist)				
DMH Case Manager / Family Support Worker				
Other CFSA participant (FTM, DV, SA, Family SW, investigator)				
Community Representative				
(Collaborative/ Church/other)				
Mentor/Tutor/ Coach. Etc.				
Assistant Attorney General (AAG)				
Mother's Attorney				
Father's Attorney:				
Other:				

QSR PROTOCOL SUMMARY

The tool used to conduct Quality Service Reviews is a protocol designed by a company called Human Systems and Outcomes. The protocol provides a professional appraisal of the following areas in a case:

- Child Status
- Parent/Caregiver Status
- System Performance

Each area is divided into subsets that give a vivid snapshot of the current status of the focus child and all the systems working toward the goal of achieving safety, permanency, and ensuring the child's well-being.

Child Status Indicators: (assessed over the past 30 days)

Living & Well-being

- **Safety of the child/others** Is the child safe from injury? Are others safe from the child? Is the child free of abuse, neglect, and sexual exploitation?
- **Stability** To what degree is the child's daily learning, living, and work arrangements stable and free from risk of disruption? To what degree are known risks being substantially reduced?
- **Permanency Prospects** Is the child living with caregivers who the child, parents/caregivers, and other stakeholders believe will endure until the child becomes independent?
 - *Health/Physical Well-Being* Is the child in good health? To what degree are the child's basic physical needs being met? To what degree are the child's health care/maintenance needs being met?
- *Emotional/Behavioral Well-Being* To what degree is the child symptom free of anxiety, mood, thought, or behavioral disorders that interfere with their ability to function daily?

Developing Life Skills

- Academic Status Is the child learning, progressing, and gaining essential functional capabilities at a rate commensurate with his/her age and ability?
- **Responsible Behavior (over age 14)** To what degree is the child or youth making responsible choices that are self-protective and respectful to others? To what degree does the child engage in age-appropriate social interactions and self-regulations, follow simple directions and generally behave similarly to other children the same age, and generally accept and facilitate daily routines?
- Life Skills Development To what degree has the child been making progress toward developing essential life skills? To what degree is the youth demonstrating a developing ability to live safely and function successfully without outside supervision?





Parent/Caregiver Status Indicators (past 30 days):

• **Physical and Emotional Support of the Child** – To what degree are the parents (or caregiver with whom the child is residing) willing and able to provide the child with the needed assistance for successful daily living? To what degree are the parents/caregivers making efforts to support the child? Are the child's primary caregivers in the group home or facility supporting the education and development of the child on a daily basis?



- Participation and Engagement To what degree are the child's parent and/or caregiver on-going participants in decisions made about education, treatment, and supportive services necessary to meet safe case closure conditions?
- **Progress To Safe Case Closure** To what degree is the birth family or resource family making progress toward meeting safe case closure requirements?

Practice Performance Indicators (past 90 days):

Performance of Core Practice Functions

- **Family Engagement** To what degree have efforts been made to include the child, mother, father, and any other family members or caregiver, and to increase participation in the process? Are the child, parent/caregiver, and family active participants in service planning? Are interveners building a trust-based working relationship with the child and family?
- Coordination & Leadership To what degree is there a single point of coordination and leadership necessary for convening and facilitating an effective service team and decision-making process for the child and family?
- **Team Formation and Functioning** To what degree have the "right people" formed a working team that meets, talks, and plans together? To what degree do members of the service team collectively function as a unified team?



• Assessment & Understanding – To what degree is the child's and family's situation understood by the service team? Does the team have knowledge of family strengths, needs, risks, and underlying issues? Is this understanding reflected in safe case closure requirements and selected change strategies?



Pathway to Safe Case Closure – To what degree does everyone involved in the case clearly understand the permanency goal, including any concurrent planning and timelines set for reaching permanency? Are reasonable efforts being made to achieve permanency and inform the parents of progress and consequences of not progress and consequences of not progress.

meeting necessary requirements on time?

- **Case Planning Process** Does the case planning process strategically focus on the purposes, paths, and priorities of intervention necessary to achieve specific results and functional outcomes for the child/family? Are efforts of all providers unified through coordinated planning activities? Are results tracked and plans adjusted as the family's situation changes?
- **Implementation** How well are the actions, timelines, and resources planned for each of the issues being implemented to help the parent/family meet conditions necessary for safety, permanency, and case closure and to help the child achieve and maintain adequate daily functioning at home and school?

Attachment C: QSR Protocol Summary Page 2 of 3

• **Family Connections** – When children and families are temporarily living away from each other, are family connections being maintained through visits and other means, unless compelling reasons exist for keeping them apart?



Attributes and Conditions of Practice

 Post-Permanency Supports – To what degree is the family/older youth being connected to informal supports that will assist them in maintaining well-being, safety, permanence, independence, after case closure?



• **Family Court Interface** – Are all parties working together, both before and during hearings, towards the same goals and outcomes to achieve the permanency goal? Who is making recommendations for services, timelines, and goals – an individual or the team as a whole? Are the parent/caregiver and child receiving adequate

legal representation?

 Medication Management – Is the use of psychotropic medications for the person necessary, safe, and effective? Does the person have a voice in medication decisions and management? Are routine screenings occurring for the side effects and treatment administered as needed?

EXAMPLE OF QSR SCORING PROTOCOL

Protocol Scoring

Reviewers score indicators based on a six-point scale. Table 1 presents the "QSR Interpretive Guide for Child Status" as an example. The scale runs from **1—adverse** status—to **6—optimal** status. After scoring, the protocol provides two options for viewing findings:

- By zones—Improvement, Refinement, or Maintenance—or
- By status—Acceptable or Unacceptable.

The QSR is a qualitative tool, and the review sample is not representative, making it impossible to generalize findings. However, findings do offer insights into ways to improve practice. Information in the case stories is the primary source for areas we identify as strengths and challenges.

Table 1: Example of QSR Scoring Protocol						
QSR Interpretive Guide for Child Status						
Zones	Scoring	Status				
MAINTENANCE Status is favorable. Maintain and build on a positive situation.	 6 = OPTIMAL Best or most favorable status for this child in this area (taking age and ability into account). Child is doing great! Confidence is high that long-term goals or expectations will be met. 5 = GOOD Substantially and dependably positive status for the child in this area, with an ongoing positive pattern. This status level is consistent with attainment of goals in this area. Situation is "looking good" and likely to continue. 	ACCEPTABLE				
REFINEMENT Status is minimal or marginal, possibly unstable. Make efforts to refine situation.	4 = FAIR Status is minimally or temporarily sufficient for child to meet short- term goals in this area. Status is minimally acceptable at this time but may be short term due to changes in circumstances, requiring adjustments soon.					
	3 = MARGINAL Status is marginal/mixed, not quite sufficient to meet the child's short-term objectives now in this area. Not quite enough for the child to be successful. Risks may be uncertain.					
IMPROVEMENT Status is problematic or risky. Act immediately to improve	2 = POOR Status has been and continues to be poor and unacceptable. Child seems to be "stuck" or "lost" and is not improving. Risks may be mild to moderate.	UNACCEPTABLE				
situation.	1 = ADVERSE Child status in this area is poor and getting worse. Risks of harm, restrictions, exclusion, regression, and/or other adverse outcomes are substantial and increasing.					