

## Continuous Quality Improvement Project

### STAKEHOLDER INVOLVEMENT

#### STATE

<b>Alabama</b>	<p>The <i>Quality Assurance Guide</i> describes the use of satisfaction surveys and stakeholder interviews by County QA systems:</p> <p>Satisfaction surveys are one tool for the evaluation of systemic performance and issues. Surveys can be developed to target specific areas such as CAN assessments or ISPs or they may target specific groups such as foster parents or educators. Generally surveys are designed to obtain information that is either outcome based (how well are the child and family being served) or on systemic issues (how the agency is collaborating with community partners). Some surveys may be ongoing (e.g., after ISPs) while others may be periodic (e.g., annual surveys of foster parents). Survey results should be shared with county QA Committees and any feedback provided by the Committee should be addressed.</p> <p>County QA Committees will interview stakeholders using the <i>Stakeholder Interview Guide</i> (see Quality Assurance Guide pg. 71) to gather information needed to explain the status of each outcome area and its impact on the children and families being served. Interviewing stakeholders annually is an expectation of the County QA Committee. The Biannual Quality Assurance Report will include a section where the information gathered from these interviews can be summarized in relation to each outcome area.</p> <p>The State reports that they have strong collaboration with community partners. The State QA Committee membership represents a wide variety of community partners. The Department has recently been working closely with the Administrative Office of Courts on projects.</p> <p>Private providers are represented on the local and State QA Committees. If a case is being reviewed that received services from a private provider, the private provider will be interviewed as part of the QSR process.</p>
<b>Arizona</b>	<p>Frequent interaction with stakeholders occurs through ongoing or time-limited committees and workgroups, many of which are attended by a member of the CQI Unit or are supported with data provided by the CQI Unit. Much of this interaction is within work groups or committees that form around particular issues or at formal events, such as a Governor's Task Force or a PIP Closeout Meeting. The State receives input regularly from stakeholder groups, such as The Children's Action Alliance's Child Welfare Committee, which includes a range of child welfare stakeholders who meet to talk about child protective services and juvenile justice issues, the Court Improvement Program Advisory Workgroup, and the Youth Advisory Board. Regions also have relationships with local stakeholders. For example, one region participates in several</p>

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	<p>committees chaired by the court system, using data to discuss particular issues they are addressing.</p>
<b>Colorado</b>	<p>The ARD Steering Committee is a multi-disciplinary team charged with the oversight of the processes and functions of the ARD. The Steering Committee exists primarily to advise, inform, educate and approve proposed changes to the ARD processes and procedures. Before any changes are made to the ARD's processes or procedures, proposals for change are presented to the Steering Committee. This ensures that our numerous stakeholders, through their representatives on the ARD Steering Committee, have the opportunity to discuss proposed changes and provide input from the perspectives of their unique positions.</p> <p>Current membership of the Steering Committee consists of representatives from the following groups and agencies: County Directors, county employees from a wide variety of levels, community members, providers, Child Welfare staff, a City Attorney, the State Court Administrators Office, foster parents, the Foster Parent Association, the Colorado Adoption and Foster Care Association, Denver University's Butler Institute for Families and Children, Trails staff, the Office of the Child's Representative, the Alcohol and Drug Abuse Division, the Mental Health Division and the ARD</p> <p>The ARD works with internal stakeholders in the Division of Child Welfare on a regular basis. Work with external stakeholders is typically based around specific projects. For example, the ARD, the State, and/or the counties will periodically conduct provider surveys to inform changes in policy and practice.</p> <p>Aside from the collaborative relationships previously discussed, the ARD does work with the mental health system, though not through an ongoing reporting system. All data, by judicial district, is provided to the courts.</p> <p>Colorado has one county who contracts its out-of-home services to a private provider. These providers are invited to all exit conferences post ARD review.</p>
<b>Connecticut</b>	<p>Internal and external stakeholders are involved in program improvement and the sharing of data to a limited extent. Connecticut is in the process of upgrading their ROM system to allow for the creation of a public dashboard of information on their website. This will assist with data visibility to internal and external stakeholders. Some regions host quarterly meetings with their providers to discuss concerns. Focus groups are occasionally held as well.</p> <p>Additionally, stakeholder involvement occurs at the state, regional and local level through advisory council membership. An example at the regional level is the Systems of Care teams which meet monthly to discuss with providers and parents a variety of topics related to service array and gaps in these areas.</p> <p>Collaboration with the Courts happens regularly because of the heavy overlap between child welfare and the justice system. Collaboration also occurs with Mental Health &amp; Addiction, Social Services and the Department of Developmental Services.</p> <p>Private agencies providing congregate care are required to submit data on a number of</p>

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### District of Columbia

indicators to the Programs and Services Data Collection and Reporting System (PSDCRS), an information system for describing the populations served and identifying client and program level outcomes. To date, the PSDCRS does not include data on in-home cases. Additionally, private agencies are responsible for reporting data back to the State as part of their provider contract.

The [2011 CQI Report](#) describes stakeholder involvement and collaboration in the District:

CFSA continues to seek feedback and advice from external partners whenever reviewing Agency performance and identifying future initiatives for quality improvement. In 2011, for example, the Citizen's Review Panel (CRP) completed a study of children who are returned to their families after brief stays in foster care. This study includes both a series of case record reviews and analysis of aggregate CFSA data.

CFSA also continues to coordinate the follow-up to a three-part series of permanency forums convened in 2010 that provide 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. The 2010 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.

After the forums, workgroups have continued to meet to resolve the identified barriers. As such, the Agency has improved its practices based on the input of a broad base of stakeholders that are educated to all of the successes and the issues, and are partners in owning the new path to the achievement of permanency for youth in foster care.

### Florida

As a result of Florida being a privatized system, there is a lot of stakeholder involvement in the CQI process. The State Secretary has an advisory board of community stakeholders from across the State and the Governor has a Children's Cabinet chaired by the Secretary of the Department of Children and Families. At the local level, there are also a number of community coalitions and alliances.

In addition to working with all contracted agencies, the State works closely with the Office of State Court Improvement; in particular, they've been helping to roll out the State's new ABA safety framework. Stakeholders in domestic violence, mental health, substance abuse, and law enforcement are also teaming up to help with implementation of this framework. Last year, the Department did a joint review with the Department of Juvenile Justice to look at casework practice for children committed to delinquency residential programs.

### Georgia

Internal and external stakeholders are actively involved in program improvement at the State level. Regional and local levels of stakeholder involvement varies, although it is certainly encouraged. The State has a number of avenues to bring in external

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### Hawaii

stakeholders and appreciates the value that their involvement brings.

Georgia's Office of Quality Management works closely with Georgia State University and collaborates with numerous other State units with an interest in child welfare.

Georgia has private agencies that provide residential care for children, but do not privatize their services other than that.

The PIP Steering Committee includes line staff, community agency stakeholders, resource caregivers, former clients, birth mothers, grandparents, etc. These stakeholders receive and review data during the quarterly Committee meetings. The Court Improvement Project Director also participates in the PIP Steering Committee and PIP Core meetings. Her involvement is helpful in improving issues that involve working with the family court and delivering training to lawyers and judges. The State continues to strengthen their use of data in regular management meetings with Supervisors, Section Administrators and Branch Administrators.

The CQI Project Director collaborates through several improvement initiatives. Recently, the State has had a problem with temporary restraining orders and their impact on child abuse investigations. The Project Director has helped to coordinate meetings to bring parties together to work on these issues.

Unlike the CFSR, in the CQI Review process, interviews are not scheduled with stakeholders to gather feedback. Steady collaboration with the community and stakeholders helps the State to address issues as they arise.

Private providers participate in CQI activities, including working as reviewers and participating on the PIP Steering Committee and PIP workgroups.

### Idaho

The State shares data with many stakeholders, including: university partners, Casey Family Programs, CASA, the courts, the court improvement project, the Children's Risk Task Force, the tribes, etc. There is no formal system for interviewing stakeholders, however feedback is collected through an annual survey sent from central office to the following stakeholders:

- Prosecutors
- CASA
- Child Protection Magistrates
- ICWA Child Welfare Specialists
- Defense Attorneys assigned to child welfare cases
- Keeping Children Safe Panel Members

The [Idaho Child Welfare Plan for CQI](#) describes collaboration with the Keeping Children Safe Panels:

Each region has a Keeping Children Safe (KCS) Panel that provides citizen review for the child protection system in the region. Although the panels operate independently, each panel reviews a sampling of child protection cases in the region. Additionally, they may interview stakeholders such as judges, prosecutors, CASA, foster parents, child

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welfare social workers, and supervisors as part of their review of the child welfare system. Their reviews and recommendations are an important part of the CQI activities in the region since they assist the regional child protection staff in evaluating the quality of services.

After reviewing the child welfare system and participating in case reviews, annually the KCS Panels prepare a report, listing their recommendations for improving child protection services in the state. The Statewide CQI Committee will review and implement the KCS recommendations as feasible. Within six months of receiving the KCS panel member's recommendations, Central Office child welfare specialists will respond in writing, communicating the states progress in implementing their recommendations.

All cases contracted out to private agencies are subject to the State's CQI case review. Some private agencies attend exit meetings. Contracted agencies are not required to have an internal CQI process.

### Illinois

Within Illinois private agencies are considered external stakeholders, and are involved in program improvement and sharing of data. Some foster parents also participate in the Regional PIP processes, but there is a desire to see a more meaningful engagement specific to CQI. Staff and stakeholder surveys are conducted, but the State is exploring more ways to effectively engage stakeholders.

Illinois' QA Division also works with the courts and Court Improvement Project team.

All private agencies in Illinois have their own CQI systems and QA divisions. Private agency cases are also reviews as part of the OERs and APTs (see above for more details).

### Indiana

Internal and external stakeholders are invited to attend the Quality Service Review (QSR) data presentation at Regional Service Council meetings. They are also welcome to attend local data presentations and meetings. At the regional level, stakeholders are involved in the Regional Service Councils and at the State level, stakeholders were involved extensively during the creation of the State's most recent PIP. Stakeholders receive practice indicator reports as well as other internal data reports.

Specific interviews for identifying systemic issues are not part of the State's Performance & Quality Improvement (PQI) process, however, the PQI Unit reports that many of these issues come out during the QSR interviews. For example, if a case is stalled for permanency, then an issue with the courts becomes apparent.

Internal and external stakeholders are also invited to participate in regional QSRs as third party shadows to the process. The Regional Manager will inform stakeholders of the review dates. Those who are interested in shadowing cases are assigned to cases outside of their service area but within the region as there is no financial reimbursement for their participation. Following the review, stakeholders debrief their experiences with the Regional Manager.

The State contracts with Indiana University to assist with the delivery of training, so

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	<p>they have been a critical partner in developing curriculum and training staff. The PQI Unit works closely with mental health providers and facilities to implement the Child &amp; Adolescent Needs and Strengths Survey. Weekly or biweekly meetings are held to make sure the initiative is running smoothly. The Unit had also partnered with the Department of Mental Health in the past on a QSR-like process they were using. The Department lost funding for the project and so the PQI Unit is in the process of approaching their department in hopes of joining with them in to the child welfare review process.</p> <p>Private providers are involved in PQI to the extent that they are involved in a case that is being reviewing in a QSR. There is no requirement that providers have an internal CQI process.</p>
Iowa	<p>Quarterly meetings are held at the state level involving stakeholders from a wide array of areas to make sure that everyone is on board with all current planning and decision-making. Each of the service areas holds quarterly meetings with local service providers and local management in a similar manner. The State is working with stakeholders to develop a public face of the Results Oriented Management (ROM) system. This will allow providers to look at their results. Additionally, stakeholder interviews are conducted with any sort of redesign projects in the State.</p> <p>The Quality Assurance &amp; Improvement (QA&amp;I) Unit has been involved in the State's court improvement project.</p> <p>Private providers are only involved in CQI processes indirectly. Some providers do have internal CQI staff persons. The QA&amp;I Unit may begin providing training and opportunities for those staff.</p>
Kansas	<p>Internal stakeholders are involved in the State's Performance Improvement (PI) structure through participation in the Regional and State Performance Management Groups. External stakeholders such as judges, guardian at items, youth and family members are involved through participation in the Citizen Review Panels. Many providers also have stakeholder roundtables which involve members of the community.</p> <p>The State describes their collaboration with the courts and local communities as very strong.</p> <p>Kansas has a privatized child welfare system. All PI activities previously discussed apply to services contracted out to private providers and all services/program not contracted out.</p>
Kentucky	<p>Kentucky's <a href="#">CQI State Plan</a> describes the use of foster/adoptive parents and community partners in the CQI process:</p> <p><b>Resource Parent CQI Meetings</b></p> <p>Each region is expected to operate a regional foster/adoptive parent group that meets with resource parents to resolve problems and share information. These meetings</p>

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most often occur quarterly and may be embedded within other meetings such as those of the foster parent association. It is not necessary to have a separate meeting labeled as the CQI meeting; it is necessary to include exchange of data or information, discussion on practices and outcomes, and/or a solution-focused approach to issues and barriers. Resource parents may send representation as appropriate or possible to the regional level team. Issues identified by foster/adoptive team are shared during the regional team meetings. Representatives of the foster parent association meet quarterly with the Commissioner and other state leadership to resolve issues that impact quality.

## **State and Regional Community Partner Teams**

The Statewide Community Partner CQI Team includes representatives from other state agencies; university faculty; Department of Community Based Services (DCBS) administrators and supervisors; health agencies; child advocacy groups; domestic violence prevention programs; Kentucky courts and law enforcement and juvenile justice agencies; education agencies; local governments; and housing and economic development agencies. It includes foster parents, youth, and sometimes families as they are able to attend. The group has met quarterly as a CQI team since early 2006. It advises the commissioner, Central Office staff and service region administrators on implementation of the CFSR, PIP and other initiatives. Similar teams meeting periodically in most regions through the CCC (Community Collaborations for Children) regional networks.

Kentucky's [CQI State Plan](#) describes the use of customer, employee and community partner surveys in the CQI process:

Since State Fiscal Year 2001-2002, DCBS has employed a systematic, statewide survey process to measure satisfaction with services among its clients, employees and community partners. Surveys have been conducted by a variety of methods (mailed surveys, web-based surveys, surveys handed out at meetings and mailed in, and face-to-face interviews). Each survey employs the best practices in survey methods to ensure reliable, valid and representative findings. The survey process is designed and implemented at the central office level with assistance from the regions. Results of customer satisfaction surveys have provided rich information to guide program improvements, the federal Child and Family Service Reviews, and a number of key program initiatives.

DCBS annually seeks input from a variety of stakeholders. Surveys are developed and distributed from the central office. When possible, analyses of the results are completed by region and reports on the findings are provided to each region. Survey findings may prompt further assessment through the CQI system and, where necessary, corrective steps. For example, a survey of all circuit, district and family court judges in Kentucky, conducted in 2004-2005, informed efforts to enhance partnerships between DCBS and courts. Results of a pair of surveys conducted in 2006 – one directed at physicians and one at Protection and Permanency (P&P) field staff – guided efforts to improve physicians' awareness of the signs of child abuse and neglect and to strengthen the relationship between community medical providers and DCBS.

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Surveys of families receiving family preservation services in 2008 identified the need to expand services to more families because of their high satisfaction with services. A survey of staff on their values and beliefs in 2010 identified needs for focused discussion on values related to engaging families in decisions about their care. See, for example, survey results included in the program evaluation of family preservation: [http://chfs.ky.gov/NR/rdonlyres/1C6C930E-A2D9-4336-8CBF-CDA1C2D2D31A/0/FPPEvaluation\\_Final.pdf](http://chfs.ky.gov/NR/rdonlyres/1C6C930E-A2D9-4336-8CBF-CDA1C2D2D31A/0/FPPEvaluation_Final.pdf)

Currently, a web-based customer satisfaction survey is in development. The URL for this survey is printed on all forms shared with clients in P&P so that they can access the survey and respond. Larger offices may include a computer terminal accessible to clients for completing surveys while in the DCBS office.

The State is also working to establish a Youth and Care CQI Team. This team would help to filter the voice of children in care into the CQI process.

Recently, collaboration between child welfare, mental health, and the judicial branch has taken place to address an increasing drug abuse problem in the State. Forums across the State have been organized to discuss the problem. Each of the counties also interfaces with its local mental health provider on a regular basis.

If indicated that the CQI staff needs to consult with a private provider during a case review, they will do so, though it doesn't happen often. Local private providers are primarily involved in the CQI process through the Community Collaborations for Children Network. The information gathered from these monthly meetings is fed through the CQI process.

### Maine

Stakeholders are involved at the State level through the PIP Steering Committee, with representatives from the Assistant Attorney General's Office, Community Partners (Community Care, Community Concepts), Department of Education, Department of Corrections, Courts, Tribal Child Welfare, and the Training Institute. This group of stakeholders comes together on a quarterly basis to talk about the status of the PIP, and all members are provided a copy of the PIP update before it's sent to ACF. They go through this document and talk about what they're finding, challenges that they're having, and what the data is showing. There are very open conversations during these meetings. This group also receives information as the Performance and Quality Improvement (PQI) Program Manager is preparing the APSR so they have a sense of what the agency has done over the course of the year. This group is facilitated by the PQI Program Manager.

In November of 2011 Maine had their annual evaluation meeting for the PIP with their Federal partners, which many members from the PIP Steering Committee attended. Again, they went through the last year of the PIP and looked at where they were when they started, where they are now, and what needs to happen within the next year or two.

There are also many things regarding stakeholder involvement happening at the

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	<p>district level (i.e. community collaborative). All districts are actively engaged with their community partners. At the Central Office level there are also ongoing meetings occurring with various stakeholder groups.</p> <p>The PQI Manager also involves Tribal stakeholders by participating as a member on the Indian Child Welfare Act Workgroup. This group meets with members from Tribal Child Welfare and the Central Office staff on a quarterly basis to talk about Tribal and State Child Welfare.</p> <p>Members of the PQI Unit meet with district staff to share data, but there are currently no collaborative efforts to collect and analyze data.</p> <p>Within the Central Office, there are specific staff that conduct site reviews for privatized systems. That is a division separate from the PQI Unit.</p>
<b>Michigan</b>	<p>The Division of Continuous Quality Improvement (DCQI) believes that quality improvement processes should be transparent. There is an expectation that CQI information be shared throughout all levels of the Department and private providers. The Division wants stakeholders to have easy access to data through public websites and publications and to practice direct participation in DCQI teams once they have been developed. DCQI discussions will be rolled into meetings that have already been established. The goal will be to provide multiple forums for sharing DCQI information with all stakeholders.</p> <p>As discussed previously, private agencies will be part of the State's DCQI process. Private agencies will be responsible for using data collected through Quality Service Reviews to develop strategic plans to address identified issues.</p>
<b>Minnesota</b>	<p>Stakeholders are primarily involved in QA activities through the MnCFSR's interview process. Stakeholder interviews are conducted with local agency administration and caseworkers, court partners, older youth and tribes. The county is able to make requests of the QA Unit to meet with other groups (e.g. multi-disciplinary teams, child protection teams, the Citizen Review Panel). Additionally, input is sought from licensed foster parents through a written survey. Performance on national child welfare standards are shared with court improvement teams across the State. In the two largest counties, the State court coordinator participates in all MnCFSRs and leads the court stakeholder focus group. The court coordinator will also bring data from the State court system to share with the group.</p> <p>The QA Unit does not have a formal system for interacting with private agencies. Private agencies may be interviewed as part of the MnCFSR process.</p>

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### New Mexico

New Mexico has opportunities for internal stakeholders to be involved in looking at data, trying to understand it and possibly coming up with methods for improvement. They see the most active efforts at this time in relation to their Implementation Center grant and work with the Court Improvement Project. For the Implementation Center grant, the State recently developed a Statewide Practice Model and are looking at implementation. Because of this there continues to be a fairly significant involvement of internal stakeholders through an advisory committee with representatives from the courts, foster parents, youth advisory group, Citizen Review Panel, CASA panel, University and Tribes. The State also works actively with New Mexico's Court Improvement Project to collaboratively use data from both systems to identify systemic strengths and barriers.

Periodically, stakeholder interviews are conducted to look at larger systems issues. The one most recently completed was in December of 2011. These interviews were conducted with a group of foster parents. New Mexico also has a Federal Diligent Recruitment Grant. As part of this grant focus groups were conducted, primarily focused on foster parents, at pilot implementation zones.

### New York

The CQI Unit works very closely with the court system in New York, as well as the Child Welfare Court Improvement Project team (i.e.: OCFS staff co-chair the statewide agency/court collaborative, participated in the Court's data metrics development workgroup, provides technical assistance to local county/Family Court collaborations).

Upon implementation of the data reports and data packets distributed to the counties and residential care agencies, the CQI Unit made a great effort to ensure that the data and reports they were providing were what the field would find useful; throughout the development of the data reports, they sought input to help agencies understand the reports and find them useful. The CQI Unit has reached out numerous times to stakeholders and continues to do so as they redefine the data. They also share data with other agencies (i.e. substance abuse, juvenile justice, etc).

Targeted partnership groups have sprung up as a result of the data, such as the collaboration between the counties and courts. Twenty-one of the larger districts (counties) now have regular stakeholder meetings with between stakeholder partners such as the courts and mental health systems.

The CQI Unit has been working with Casey Family Programs and Chapin Hall's Multi State Foster Care Data Archive.

The voluntary agencies within New York are privatized systems. In addition to the bi-annual end outcomes reports generated by the CQI Unit, many of the voluntary agencies conduct their own CQI reviews. Some have CQI Directors and staff. CQI is a continual focus within these privatized systems based on data and any other issues that arise within their agencies.

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<b>Oklahoma</b>	<p>The CFSR process requires one external stakeholder to be on each review team. Stakeholders have been involved throughout the development and implementation of the State's current federal PIP. Additionally, as a result of the 2008 class-action lawsuit against the State, there are several committees involving legislative and other staff working toward improving child welfare on the statewide level.</p> <p>The CQI Unit has partnered with both Casey programs and some of the Children's Bureau's National Resource Centers for training and technical assistance. Data is provided to the courts on a regular basis and there has been more consistent collaboration with the courts as part of the State's current PIP. The CQI Unit also collaborates with therapeutic foster care agencies throughout the State. Collaboration with medical and mental health agencies has expanded and improved physical and mental health services for children in foster care. Oklahoma is in the process of implementing trauma informed care with assistance through Casey Family Programs. Medical passports for foster children are available to foster parents and linked to SACWIS through the Health Care Authority. There is collaboration with the Oklahoma Department of Education to develop educational passports for foster children, as well.</p> <p>Private child placement agencies are reviewed by the CPR team on a routine basis to collect contract compliance information as well as informing on safety, permanency, and well being outcomes for children in their care. Individuals from the agencies participate as reviewers and some agencies have used the CPR tool to conduct ongoing QA processes. If compliance issues are found during the review a plan to reach conformance is developed by the private agency and follow-up is conducted by the CPR team to assure conformance.</p>
<b>Pennsylvania</b>	<p>Key stakeholders around the State, including: County Children and Youth Agencies (CCYAs); Pennsylvania's Department of Public Welfare, Office of Children, Youth and Families (OCYF); the Private Provider community; the Courts; and the technical assistance community, are involved and committed to the State's CQI effort. In conjunction with the implementation of the CQI effort, the State is looking to enhance their TA collaborative with organizations like CWRC, the Statewide Adoption and Permanency Network (SWAN), the Administrative Office of Pennsylvania Courts (AOPC), and the American Bar Association (ABA).</p> <p>Pennsylvania is working to apply a CQI approach to its own efforts to increase collaboration and communication both internally and with stakeholders. At the State level, youth and parent ambassadors assist with the writing of policy (e.g. the Independent Living Bulletin). Additionally, youth and parent ambassadors serve as QSR reviewers and trainers throughout the State.</p> <p>The State's CQI effort also includes collaborating with the Administrative Office of Pennsylvania's Courts (AOPC); this group has been integrally involved in the process since the beginning and helped to write the QSR protocol.</p> <p>Private providers whose cases have been pulled for the QSR are included in the QSR case review process and counties also have the option of having focus groups with</p>

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### **South Dakota**

their private providers. Often times, after experiencing the process as an interviewee, private providers want to become a QSR reviewer. Additionally, private providers have been involved in the CQI roll out, including participation in the Sustaining Change workgroup tasked with developing the CQI process.

### **Tennessee**

Stakeholder involvement depends heavily on the area and/or region. The independent living workgroup has youth as participants. The permanency workgroups has a member of the court improvement project. Some regions are working closely with the mental health community in their Systems of Care initiative.

The State reported some collaboration with mental health providers and Tribes. Private agencies are involved in the interview process if they have provided services to a SPWB Review case.

CQI data is shared with several stakeholders. The Advisory Board, made up of ten members appointed by the Commissioner, receives data and makes recommendations accordingly. Data has been provided to judges, though none have sat permanently on any CQI teams. The State is also working with a young man who is in post-custody (formerly in foster care) to determine how to attract more youths to getting involved in the CQI process. Private contractors are educated on CQI and encouraged to use the process, but are not required. Scorecards are given to all providers, which include breakdowns of data that may be useful for improving their services.

Surveys are given to contract providers, youth, birth-parents, resource parents and community partners. The results are anonymous and broken down by region or county. The information from these surveys is used to learn about issues causing low service satisfaction, which then helps to set performance improvement goals. Stakeholder interviews are completed as part of the QSR process. Additionally, youth groups meet on a monthly basis and report back to the CQI unit on identified needs/issues. The Department of Children and Families (DCS) facilities have developed Youth CQI Teams to give kids a chance to voice their opinions and learn critical thinking skills. Older youth from Interdependent Living Groups or those with Post-Custodial Services have been included, as well as birthparents and relative caregivers. The State's Foster Parent Association has the ability to train on the CQI process and several members have taken advantage of this opportunity. Legislative and Constituent Services of DCS reviews and responds to concerns and/or inquiries of clients, parents, foster and adoptive parents, advocates, legislators, and other concerned citizens regarding all areas within DCS. The CQI Unit uses some of their data to look at concerns stakeholders may have.

The Unit is currently working with two local hospitals to better understand their CQI system and how it could be used in child welfare.

The CQI Unit Program Coordinator is currently reading incident reports for kids receiving services from contract agencies and coding them for quality. This information can then be used by the provider's unit (part of the PQI unit) to make decisions regarding provider contracts. The State utilizes performance-based contracting for all residential and foster care services and uses outcomes to determine each provider's

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### Texas

reimbursement.

The CFSR process involves a multitude of internal/external stakeholders, including the courts, youth, foster care alumni youth, parents, relatives and foster care providers. The Investigations Team only works internally. Stakeholder interviews to look at larger systems issues are not utilized in Texas beyond the CFSR on-site review when a large number of stakeholders are interviewed.

The State Office division of the CFSR Team collaborates with the courts and juvenile justices. The Investigations Team does not collaborate with other organizations or agencies as part of the paper review it conducts, but does participate with courts, juvenile justice and other stakeholders on a regular basis.

Texas does not utilize private providers for case management services. The CFSR Team will involve private providers in the CFSR process via stakeholder interviews; if for example, the foster parents are contracted through a private agency.

### Virginia

The CQI Unit interacts with stakeholders in a number of ways. The CQI quality manager has presented to the Family Services Subcommittee of the League of Social Services Executives (made up of directors from all 120 agencies in the State). The Unit has also presented at the League's annual conference on quality service reviews. The CQI quality manager moderated a panel for local directors to attend that featured directors who had already experienced the QSR process. The Unit has also been influential in speaking with local private agencies, regional consultants, regional directors and local directors about the importance of CQI.

The Unit conducted focus groups with stakeholders in the past, however the team decided that they were too burdensome on the local department during review weeks. The Unit now makes itself available for focus groups post-QSR to discuss any major issues concerning the local department.

Collaboration occurs more frequently on the local level than at the state level. For example, judges, court service staff, CASA, mental health providers, etc. attend local QSRs. Collaboration will occur following the QSR as well, as local departments call on community partners to help with their System Improvement Plans.

The CQI Unit has partnered with a graduate class at Virginia Commonwealth University for a Practical Optimization project. The students will explore several components of the QSR process, including: resources (financial/human), QSR requirements, number of cases for an adequate sample, reviewers, etc., to determine the capabilities of the Unit. This will provide the Unit a clearer picture of how many trainers are needed to complete reviews across the State and how long the project should take.

Virginia does not use private providers for case management services; all case management is handled in-house. During the quality service review, if a case is pulled that has used a private provider (e.g. therapeutic services, foster care), the provider is asked to participate in the QSR interview process.

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### West Virginia

In the CQI process, the Office of Planning and Quality Improvement (DPQI) unit interviews stakeholders in each District on their involvement in case-related activities. CQI data is informally discussed in committees throughout the State; however, there is no formal system for regularly sharing data with stakeholders.

DPQI supports the Bureau for Children and Families efforts for stakeholder involvement.

Contracted providers are involved in the internal CFSR process if they have provided services on a case selected for review.