

**Blue Earth County  
Minnesota Child and Family Service Review**

**Program Improvement Plan**

**I. General Information**

<b>County/Tribal Agency:</b> Blue Earth County		<b>Address:</b> 410 S. 5 <sup>th</sup> Street, Mankato, MN 56001
		<b>Telephone Number:</b> 507-304-4459
<b>Primary Person Responsible for PIP:</b> Anne Broskoff	<b>E-mail Address:</b> anne.broskoff@blueearthcountymn.gov	
	<b>Telephone Number:</b> 507-304-4459	
<b>DHS Quality Assurance Contact:</b> Debra Anthony	<b>E-mail Address:</b> Debra.anthony@state.mn.us	
	<b>Telephone Number:</b> 651-431-4702	

<b>To be completed by DHS:</b>	
<b>Date of Agency/DHS PIP Meeting:</b> 3/14/14	<b>Date PIP Approved:</b> 11/12/14
<b>Due Dates for PIP Updates:</b> <ul style="list-style-type: none"> <li>• Update 1: January 15<sup>th</sup>, 2015</li> <li>• Update 2: April 15<sup>th</sup>, 2015</li> <li>• Update 3: July 15<sup>th</sup>, 2015</li> <li>• Update 4: October 15<sup>th</sup>, 2015</li> </ul>	<b>Date PIP Progress Reviews Received/Occurred:</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
<b>PIP Completion Date:</b>	

## II. MN CFSR PIP Recommendations (As Identified in the Exit Conference)

### PIP RECOMMENDATIONS

#### **SAFETY:**

- Improve timely contact with children in response to maltreatment reports receiving a Family Assessment response (MnCFSR Item 1, Timeliness Data Report)

#### **Permanency:**

- Address factors related to re-entry following discharge from foster care (Federal Indicator C1.4)
- Address barriers to placement stability for children/youth in care 12 months or less, Improve stability and permanency for youth in foster care for extended period (Federal Indicator C4.1,)
- Improve relative search and placement practices. (MnCFSR Item 14, 15, 2013 Child Welfare Report)

#### **WELL-BEING:**

- Ensure comprehensive engagement of parents in services and case planning efforts (MnCFSR Items 18, 20)
- Ensure Children's Mental Health screening tools (CMHST) are completed in a timely manner (MnCFSR Item 23)

#### **SYSTEMIC:**

- Internal Quality Assurance Process/Ongoing Continuous Quality Improvement Process

<b>Goal #1:</b> Improve timely contact with children in response to maltreatment reports receiving a family assessment response.																																				
<b>Barriers identified in the review:</b> Cases that rated as ANI had delays in Family Assessment F/F contact within 5 days. <b>Agency identified barriers:</b> Newer assessment staff; change in supervisors in Winter/Spring '14 may result in delay in monitoring due to supervisory workload in Spring 2014.																																				
<b>Baseline (Performance at the time of the review):</b>																																				
<input type="checkbox"/> 2014 Case Review Data (if applicable to PIP development) <ul style="list-style-type: none"> <li>Item 1: 40% (2/5) Cases were rated as a Strength</li> </ul>	<input checked="" type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)	Timeliness of Contact in Maltreatment Assessments & Investigations (Source: CW Data Dashboard)																																		
	<table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Baseline</th> <th colspan="4">PIP Updates</th> </tr> <tr> <th>Q3, '13</th> <th>Q4, '13</th> <th>Q1,14</th> <th>Q2, '14</th> <th>Q3, '14</th> <th>Q4, '14</th> </tr> </thead> <tbody> <tr> <td>SCE</td> <td><b>100%</b> (5/5)</td> <td><b>100%</b> (6/6)</td> <td><b>met</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>NSCE-Inv</td> <td><b>0.0%</b> (0/2)</td> <td><b>100%</b> (6/6)</td> <td><b>met</b></td> <td></td> <td></td> <td></td> </tr> <tr> <td>NSCE-FA</td> <td><b>60%</b> (12/20)</td> <td><b>78%</b> (32/41)</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Baseline		PIP Updates				Q3, '13	Q4, '13	Q1,14	Q2, '14	Q3, '14	Q4, '14	SCE	<b>100%</b> (5/5)	<b>100%</b> (6/6)	<b>met</b>				NSCE-Inv	<b>0.0%</b> (0/2)	<b>100%</b> (6/6)	<b>met</b>				NSCE-FA	<b>60%</b> (12/20)	<b>78%</b> (32/41)					
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<b>Performance Goal/Method of Measurement:</b>																																				
90% of children will have face-to-face contact within statutory timelines, using the MN <a href="#">CW Data Dashboard</a> as the method of measurement.																																				
<b>Action Steps (include persons responsible)</b>	<b>Date Completed</b>	<b>Updates</b>																																		
A. Extract Data from State Outcome Indicators "MN10" (timeliness of child contacts for Family Assessments) and Analyze data by the CFS Supervisor: <ol style="list-style-type: none"> <li>Run report quarterly- coincide with PIP reporting quarters</li> <li>Obtain the "data" (child/case specific) details for each quarter.</li> </ol>		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>																																		

<ol style="list-style-type: none"> <li>3. Identify the specific reports for which did NOT meet the timelines</li> <li>4. Look up those cases in SSIS and determine cause for delays <ol style="list-style-type: none"> <li>i. Read case notes</li> <li>ii. Conduct interview with assigned worker</li> </ol> </li> <li>5. Document causes for delays</li> </ol>		
<p>B. Information Sharing (see #1 and #2 below) will be performed by the CFS Supervisor after the analysis is completed from action step "A" above. The purpose of the meeting/communication will be identified. The information will be shared with:</p> <ol style="list-style-type: none"> <li>i. The HS Director, HS assistant Director via an e-mail no later than a week following completion of step "A" above.</li> <li>ii. The CFS Assessment Staff via a verbal report at the next weekly staff meeting</li> <li>iii. The Child Protection Team Meeting via a verbal report at the next monthly meeting</li> </ol> <ol style="list-style-type: none"> <li>1. Quarterly performance data (percentages and raw numbers)- MN10 Report</li> <li>2. Documented causes for delays taken from A5 above.</li> </ol>		<p><b>1:</b>  <b>2:</b>  <b>3:</b>  <b>4:</b></p>
<p>C. Refine Strategies for Family Assessment practice to improved timeliness response.</p> <ol style="list-style-type: none"> <li>1. Obtain feedback and engage in problem solving to address causes for delays with CFS Assessment staff, HS administration and CP Team members.</li> </ol>		<p><b>1:</b>  <b>2:</b>  <b>3:</b>  <b>4:</b></p>

<ul style="list-style-type: none"> <li>i. Brainstorm ideas</li> <li>ii. Prioritize solutions based on <ul style="list-style-type: none"> <li>a. Immediacy- change what can be changed tomorrow</li> <li>b. Cost-no additional agency resources are needed</li> <li>c. Impact-implement solutions that address the greatest number of delay causes.</li> </ul> </li> <li>iii. Select Solutions</li> </ul> <ol style="list-style-type: none"> <li>2. Implement Solutions</li> <li>3. Monitor Solutions through subsequent analysis described in Action Steps A-C above.</li> </ol>		
<p>D. Inform DHS of refinement or newly developed strategies.</p>		<p><b>1:</b>  <b>2:</b>  <b>3:</b>  <b>4:</b></p>
<p>E. Report PIP updates Quarterly</p>		<p><b>1:</b>  <b>2:</b>  <b>3:</b>  <b>4:</b></p>

<b>Goal #2:</b> Address factors related to re-entry following discharge from foster care. Safely reduce re-entry.					
<b>Barriers identified in the review:</b> – Multiple placement entries due to same reasons.					
<b>Agency identified barriers:</b> Use of correctional consequence placements included in SSIS data.					
<b>Baseline (Performance at the time of the review):</b>					
<input type="checkbox"/> 2014 Case Review Data (if applicable to PIP development) <ul style="list-style-type: none"> <li>Item 5: 33.3% (2/3) cases were rated as a Strength</li> </ul>	<input checked="" type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)				
	<b>County Performance on Federal Data Indicators:</b>				
		Nat'l Standard	<b>2012</b> (Baseline)	<b>2013</b> (Update)	<b>2014</b> (Update)
	<b>C1.4</b>	<b>9.9%</b> ↓	<b>36.2%</b> (17/47)	<b>34.8%</b> (23/66)	
<b>Performance Goal/Method of Measurement:</b>					
<b>Performance Goal/Method of Measurement:</b> Reduce Reentry by at least 5% as determined by SSIS Charting and Analysis data. Use Q1 2014 Data of only Social Service Children, Develop Strategies to address re-entry. Establish baseline in Q2.					
<b>Action Steps (include persons responsible)</b>	<b>Date Completed</b>	<b>Updates</b>			
A. Extract data from Federal Outcome Indicator Round 2 C1.4 (permanency of Reunification - Re-Entry) and analyze data by the CFS Supervisor: <ol style="list-style-type: none"> <li>Run report quarterly- coincide with PIP reporting quarters</li> <li>Obtain the "data" (child/case specific) details for each quarter.</li> <li>Separate out corrections placement data to only identify social services cases</li> <li>Identify the percentage of re-entry using</li> </ol>		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>			

<p>only social services cases</p> <ol style="list-style-type: none"> <li>5. Identify social services cases that experience a re-entry from the above report.</li> <li>6. Request from the assigned social workers the reason for the re-entry</li> <li>7. Document and categorize the reasons</li> </ol>		
<p>B. Review re-entry brief and apply applicable strategies, if they apply to above analysis. If the reason for re-entry does not co-relate to an applicable and established strategy</p> <ol style="list-style-type: none"> <li>1. Obtain feedback and engage in problem solving to address causes for placement re-entry with CFS Staff and HS administration. <ol style="list-style-type: none"> <li>i. Brainstorm ideas</li> <li>ii. Prioritize solutions based on <ol style="list-style-type: none"> <li>1. Immediacy- change what can be changed tomorrow</li> <li>2. Cost-no additional agency resources are needed</li> <li>3. Impact-implement solutions that address the greatest number of delay causes.</li> </ol> </li> <li>iii. Select Solutions</li> </ol> </li> <li>2. Implement Solutions</li> <li>3. Monitor Solutions through subsequent analysis described in Action Step A above.</li> </ol>		<p><b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b></p>
<p>C. Communicate social services findings from A &amp; B above to the following groups:</p> <ol style="list-style-type: none"> <li>1. HS Director &amp; Assistant HS Director in an e-mail or monthly meeting.</li> </ol>		<p><b>1:</b> <b>2:</b> <b>3:</b></p>

2. CFS Staff as part of weekly staff meeting 3. CJI Meeting- at next scheduled meeting		<b>4:</b>
D. Inform DHS of any effective strategies developed as part of quarterly PIP updates.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>

<b>Goal #3: Improve Placement Stability for Children in Foster Care 12 months or less. Federal Measure C4.1</b>			
<b>Barriers identified in the review:</b> Multiple moves due to children’s behavior and unplanned placement disruptions.			
<b>Agency identified barriers:</b> Lack of concurrent homes available for older youth with behavioral needs.			
<b>Baseline (Performance at the time of the review):</b>			
<ul style="list-style-type: none"> <li>✓ 2014 Case Review Data (if applicable to PIP development)</li> <li>• Item 6: 63% (5/8) Cases were rated as a Strength</li> </ul>		<ul style="list-style-type: none"> <li>✓ Annual/Quarterly Performance Data (if applicable to PIP development)</li> </ul>	
<b>Blue Earth County Performance on Federal Data Indicators:</b>			
C4.1	Nat'l Standard 86%^	<b>2013 Baseline</b> 81.6% 71/87	<b>2014 (Update)</b>
<b>Performance Goal/Method of Measurement:</b> Blue Earth County will meet the National Standard as determined by SSIS charting and analysis report		<b>Performance Goal/Method of Measurement:</b>	
<b>Action Steps (include persons responsible)</b>		<b>Date Completed</b>	
<b>Updates</b>			
A. When multiple foster care providers are available for a child, the placement worker will evaluate the provider’s ability to meet the child’s needs through		<b>1:</b> <b>2:</b> <b>3:</b>	

<ol style="list-style-type: none"> <li>1. Case consult with licensor, or</li> <li>2. Case consult with CP/CMH staff for prior experience/expertise/training of foster parents, or</li> <li>3. Utilizing placement factors</li> <li>4. Case consult with providers</li> </ol> <p>Case consult: the worker/s with the most knowledge and familiarity of the child/family will engage in a verbal conversation with above noted individuals. The verbal conversation will entail discussing the child needs and strengths across all life domain areas (as they are known or unknown). Family information will also be shared to help assist with the provider making a fully informed decision. It is also possible for written documentation about the child's needs and strengths may be shared with the decision making parties.</p>		<p><b>4:</b></p>
<p>B. Extract data from Federal Outcome Indicator Round 2 C4.3 (Placement Stability-24 Months or Longer) and analyze data by the CFS Supervisor:</p> <ol style="list-style-type: none"> <li>1. Run report quarterly- coincide with PIP reporting quarters</li> <li>2. Obtain the "data" (child/case specific) details for each quarter.</li> <li>3. Identify the case manager for those children who have less than 2 settings.</li> <li>4. Develop an open response survey soliciting from case managers and placement providers what factors lead to placement stability</li> <li>5. Distribute by e-mail survey to case managers and placement providers to</li> </ol>		<p><b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b></p>

<p>complete and return to CFS Supervisor</p> <p>6. Read all submissions and document responses into similar categories.</p>		
<p>C. Communication and Practice Changes: Take the information learned from the data analysis completed above:</p> <ol style="list-style-type: none"> <li>1. Share info with HS Director and HS Assistant Director</li> <li>2. Share info with CP/CMH/Licensing staff: <ol style="list-style-type: none"> <li>i. Discuss practices that resulted in positive outcomes and how those can be applied to other situations.</li> <li>ii. Share any training or supportive services that resulted in positive outcomes with foster parents/case managers.</li> </ol> </li> </ol>		<p><b>1:</b></p> <p><b>2:</b></p> <p><b>3:</b></p> <p><b>4:</b></p>

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**Goal #4:** Improve relative search and relative placement practices. (MnCF SR Item 14, 15)

**Barriers identified in the review:** Inadequate contact with extended relatives and inadequate ongoing relative search.

**Agency identified barriers:** Difficult to recruit for concurrent foster homes.

<p><b>Baseline (Performance at the time of the review):</b></p> <p>√ 2014 Case Review Data (if applicable to PIP development)</p> <ul style="list-style-type: none"> <li>• Item 14: 62.5%% (5/8) Cases were rated as Strength</li> <li>• Item 15: 66.6%% (4/6) Cases were rated as Strength</li> </ul>	<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)																			
	<p><b>Blue Earth County Broader Performance:</b> Rate of Relative Placement 2012:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td rowspan="2" style="width: 15%;"><b>2013 State Baseline</b></td> <td rowspan="2" style="width: 15%;"><b>County 2012</b></td> <td colspan="4" style="text-align: center;"><b>PIP Updates:</b></td> </tr> <tr> <td style="width: 12.5%; text-align: center;">Q1, 14</td> <td style="width: 12.5%; text-align: center;">Q2, 14</td> <td style="width: 12.5%; text-align: center;">Q3, 14</td> <td style="width: 12.5%; text-align: center;">Q4, 14</td> </tr> <tr> <td style="text-align: center;">39.4%</td> <td style="text-align: center;">8.3%</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>					<b>2013 State Baseline</b>	<b>County 2012</b>	<b>PIP Updates:</b>				Q1, 14	Q2, 14	Q3, 14	Q4, 14	39.4%	8.3%			
<b>2013 State Baseline</b>	<b>County 2012</b>	<b>PIP Updates:</b>																		
		Q1, 14	Q2, 14	Q3, 14	Q4, 14															
39.4%	8.3%																			

**Performance Goal/Method of Measurement:** Increase placement with relatives by 10%. State target is set at 45% of children are in relative foster family homes or pre-adoptive homes.

**Performance Goal/Method of Measurement:**

Action Steps (include persons responsible)	Date Completed	Updates
<p><b>A. Identification:</b></p> <ol style="list-style-type: none"> <li>1. As part of the child protection assessment, inquiries will be made of the parents as to identification and location of paternal and maternal relatives.               <ol style="list-style-type: none"> <li>i. It is expected this inquiry will be conducted within the 45 day timeframe for which an assessment must be completed.</li> </ol> </li> <li>2. Assessment staff and intake worker will utilize Lexis Nexus to also aid in the</li> </ol>		<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>

<p>identification and location of paternal and maternal relatives.</p> <ul style="list-style-type: none"> <li>i. It is expected this inquiry will be conducted within the 45 day timeframe for which an assessment must be completed.</li> </ul> <p>3. This information obtained from 1 &amp; 2 above will be completed in the assessment worksheet, in SSIS case notes or printed information from Lexis Nexus.</p> <p>4. Assigned on-going child protection staff will continue relative identification efforts and document those efforts in court reports.</p>		
<p><b>B. Placement Practices:</b></p> <ul style="list-style-type: none"> <li>1. CMH Cases: As a part of the placement screening meeting, inquiry by the team will be made about relative placement options or a determination that relatives will not be sought due to the intensity of the child's needs. The CMH worker will utilize identification practices as noted above. <ul style="list-style-type: none"> <li>i. Capacity of the relatives to meet the child's needs will include: <ul style="list-style-type: none"> <li>1. All relevant information about the child.</li> <li>2. Current and potential services to support the child</li> <li>3. Current and potential services to support the relative foster parents</li> </ul> </li> <li>ii. Relative search efforts will be documented as they occur in SSIS case notes any other such documentation (copies of sent letters).</li> </ul> </li> <li>2. CP Cases: as it has always been, placement with a relative will be the priority for child protection cases.</li> </ul>		<ul style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ul>

<p><b>C. Data Reports:</b></p> <ol style="list-style-type: none"> <li>1. Extract data from SSIS General Report: Count of children in Out-Of-Home Care – by Setting. Quarterly time frame</li> <li>2. Combine both relative categories of foster family and pre-adoptive relatives</li> <li>3. Add both percentages together and compare to the total # of foster care and pre-adoptive placements and arrive at a % of relative placement.</li> <li>4. Report Percentage as part of quarterly PIP reporting.</li> <li>5. Extract data from DHS Dashboard-Rate of Relative Care</li> <li>6. Report Percentage as part of quarterly PIP reporting.</li> <li>7. Share relative placement findings from #4 &amp; #6 to CJI team, CP staff and County Administration.</li> </ol>		<ol style="list-style-type: none"> <li><b>1.</b></li> <li><b>2.</b></li> <li><b>3.</b></li> <li><b>4.</b></li> </ol>

<b>Goal #5:</b> Ensure comprehensive assessments and engagement of both parents needs in case planning, caseworker visits and visitation arrangements.		
<b>Barriers identified in the review:</b> Additional efforts are needed to engage both mother and father in case planning initially and ongoing; Increased need for monthly visits with parents.		
<b>Agency identified barriers:</b>		
<b>Baseline (Performance at the time of the review):</b>		
<ul style="list-style-type: none"> <li>✓ 2014 Case Review Data (if applicable to PIP development) <ul style="list-style-type: none"> <li>• Item 13: 50% (3/3) Cases were rated as Strength</li> <li>• Item 16: 50% (3/3) Cases were rated as Strength</li> <li>• Item 17B: 64% (7/11) Cases were rated as Strength</li> <li>• Item 18: 58% (7/12) Cases were rated as Strength</li> <li>• Item 20: 64% (7/11) Cases were rated as Strength</li> </ul> </li> </ul>	<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)	
<b>Performance Goal/Method of Measurement:</b> Client contact report, Internal Case Reviews		<b>Performance Goal/Method of Measurement:</b>
<b>Action Steps (include persons responsible)</b>	<b>Date Completed</b>	<b>Updates</b>
a. Analyze the data from the case review tools to determine commonalities of cases where there were strengths and areas needing improvement. Discuss findings at staff meeting and identify worker or systemic solutions, when applicable.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>
b. Use of FDGM throughout life of case; early on in case in addition to at permanency.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>
c. Supervisor will view and share with staff Center for Advanced Studies in Child Welfare On-Line module: "Parental Incarceration and Child Welfare Module Series". It is expected that all		<b>1:</b> <b>2:</b> <b>3:</b>

<p>staff will view the three modules either as a group or individually and discuss content at a subsequent staff meeting. The discussion will focus on practice standards employed consistently across all staff. The estimated time to complete the series will be by the end of March 2015.</p>		
<p>d. Non-Resident Parent Involvement:</p> <ul style="list-style-type: none"> <li>a. Lexis Nexus will be used to provide contact/location of the non-resident parent.</li> <li>b. FGDS will be used to find/locate and engage non-resident parent in planning for the child</li> <li>c. When mapping cases (activity completed as part of transitioning the case from assessment to ongoing) is to always inquire about the non-resident parent in terms of services, next steps, visitation and planning input.</li> </ul>		

<b>Goal #6:</b> Children’s Mental Health screening tools (CMHST) will be completed within 30 days of case management opening and appropriately documented (MnCFSR Items 22, 23)		
<b>Barriers identified in the review:</b> CMHST tool not completed within 30 day timeline, no documented exception noted in file. <b>Agency identified barriers:</b>		
<b>Baseline (Performance at the time of the review):</b>		
<input checked="" type="checkbox"/> 2014 Case Review Data (if applicable to PIP development) MnCFSR Item 23: 33.3% (8/12) Cases rated as Strength	<input type="checkbox"/> Annual/Quarterly Performance Data (if applicable to PIP development)	
<b>Performance Goal/Method of Measurement:</b> Blue Earth County will achieve at least 90% completion of the CMHST for all applicable cases.		<b>Performance Goal/Method of Measurement:</b>
<b>Action Steps (include persons responsible)</b>	<b>Date Completed</b>	<b>Updates</b>
a. Complete assessment tool quarterly report, (CMH exception report) and provide feedback to individual staff on performance.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>
b. Discuss with staff regulation, instruction on the completion of this task and monitoring of individual staff performance at staff meeting.		<b>1:</b> <b>2:</b> <b>3:</b> <b>4:</b>

## SYSTEMIC FACTORS

Goal #7: Improve the agency's quality improvement system in the five functional components listed below: (for additional definition of a functional CQI system, refer to <http://www.acf.hhs.gov/programs/cb/resource/im1207>)

- **FOUNDATIONAL/ADMINISTRATIVE STRUCTURE**

- Develop/enhance agency capacity and resources to sustain an ongoing CQI process

The Child and Family Services Supervisor will add on the duties of MnCF SR continued quality improvement as outlined below and as part of the duties described above. At this time there are no other staffing resources to direct towards this effort other than the current supervisor. There is administrative support for enhancing a CQI process, as Blue Earth County is engaging with program supervisors to develop and implement Key Performance Indicators (KPI). The Child and Family Service KPI will coincide with MNCFSR outcomes/items. The Supervisor has quite a bit of familiarity with the MnCF SR process and is believed to have sufficient knowledge to proceed with implementation strategies.

- **QUALITY DATA COLLECTION**

- Clear processes that the agency will use to collect and extract accurate quantitative and qualitative data

The Child and Family Services Supervisor will follow the above process/activities to collect and extract the data in order to demonstrate progress in improving outcomes in achieving child safety, permanency and well-being. The supervisor will collate data in a meaningful format that can be easily evaluated and shared with other parties. The supervisor will immediately address data quality issues (errors, mistaken entries, etc.) with the appropriate parties to fix and ensure the data is of high quality and accurately measures the intended outcome/item.

- **CASE RECORD REVIEW**

- Agency case review process (consider scheduling/sampling including representation of the populations served)
  - Collect specific case-level data that provides context and addresses agency performance
  - Examine the quality of services for the children and families served and efficacy of agency interventions with families

As outlined in a number of the goals (#1,2,3 & 5), case record data will be reviewed through interview, survey and case file examination that provides context and addresses agency performance for the goals of the PIP. Specific to goal 5 the supervisor will use the MnCF SR review instrument specific to the item to target the qualitative data and determine performance. It is anticipated that 4 to 6 cases will be reviewed each quarter with at least half represent placement cases. Most record reviews will occur on a quarterly basis.

- **ANALYSIS AND DISSEMINATION OF QUALITY DATA**

- Agency develops/reviews processes utilized for analyzing data
- Agency processes in sharing/analyzing/understanding of data with agency decision makers, courts, tribes and other stakeholders

The CFS Supervisor will be responsible for the analysis and dissemination of the data. The agency will share the data with the following stakeholders/groups: Children's Justice Initiative, Child Protection Team and agency administration.

- **FEEDBACK TO STAKEHOLDERS AND DECISION MAKERS; ADJUSTMENT OF PROGRAMS AND PROCESS**

- Feedback loops of results (i.e. trends, comparisons and findings) used by agency leadership, courts, tribes and other stakeholders to help guide collaborative efforts and to improve practice, services and monitor/track progress towards goals
- Feedback loops within agency to ensure supervisors/staff receive data/information to inform how results link to daily casework practices and result in frontline staff continually assessing and improving practices.

It is anticipated those groups receiving the data and summary findings of CQI will be asked to engage in a dialogue to provide input and further analysis and understanding. Ultimately, the dialogue will focus on identifying targeted improvements and practice changes. Since the CFS Supervisor will be conducting all of the activities (data collection, record review, analysis, dissemination and soliciting feedback) the feedback loops will be coherent. Additional strategies, new practices or tools that come as a result of this examination will be included as part of the PIP reporting process.

**FEDERAL DATA INDICATORS**

C1.1	Of all children discharged from foster care to reunification in the year shown, and who had been in foster care for eight days or longer, what percent were reunified in less than 12 months from the time of the latest removal from home?
C1.2	Median length of stay in foster care to reunification (months)
C1.3	Of all children entering foster care for the first time in the six-month period just prior to the year shown, and who remained in foster care for eight days or longer, what percentage were reunified in less than 12 months?
C1.4	Of all children discharged from care to reunification in the 12-month period prior to the year shown, what percentage re-entered foster care in less than 12 months from the date of discharge?
C2.1	Of all children who were discharged from foster care to a finalized adoption in the year shown, what percent were discharged in less than 24 months from the date of latest removal from home?
C2.2	Of all children who were discharged from foster care to a finalized adoption in the year shown, what was the median length of stay in foster care (in months) from the date of latest removed from home to the date of adoption?
C2.3	Of all children in foster care on the first day of the year shown who were in foster care for 17 continuous months or longer (and who, by the last day of the year shown, were not discharged from foster care with a discharge reason of live with relative, reunify or guardianship), what percent were discharged from foster care to a finalized adoption by the last day of the year shown?
C2.4	Of all children in foster care on the first day of the year shown who were in foster care for 17 continuous months or longer, and were not legally free for adoption prior to that day, what percent become legally free for adoption during the first 6 months of the year shown?
C2.5	Of all children who became legally free for adoption in the 12-month period prior to the year shown, what percent were discharged from foster care to a finalized adoption in less than 12 months of becoming legally free?
C3.1	Of all children in foster care for 24 months or longer on the first day of the year shown, what percent were discharged to a permanency home prior to their 18th birthday and by the end of the year (including adoption, guardianship, reunification or transfer of custody to a relative)?
C3.2	Of all children who were discharged from foster care in the year shown, and who were legally free for adoption at the time of discharge, what percent was discharged to a permanent home prior to their 18th birthday (including adoption, guardianship, reunification or transfer of custody to a relative)?
C3.3	Of all children who, during the year shown, either (1) were discharged from foster care prior to age 18 with a discharge reason of emancipation, or (2) reached their 18th birthday while in foster care, what percent were in foster care for three years or longer?
C4.1	Of all children served in foster care during the year shown who were in foster care for at least eight days but less than 12 months, what percent had two or fewer placement settings?
C4.2	Of all children served in foster care during the year shown who were in foster care for at least 12 months but less than 24 months, what percent had two or fewer placement settings?
C4.3	Of all children served in foster care during the year shown who were in foster care for at least 24 months, what percent had two or fewer placement settings?