

CQI for Small Agency Data

Complexities, Opportunities, and Best Practices

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Presenters

- Daniel Webster
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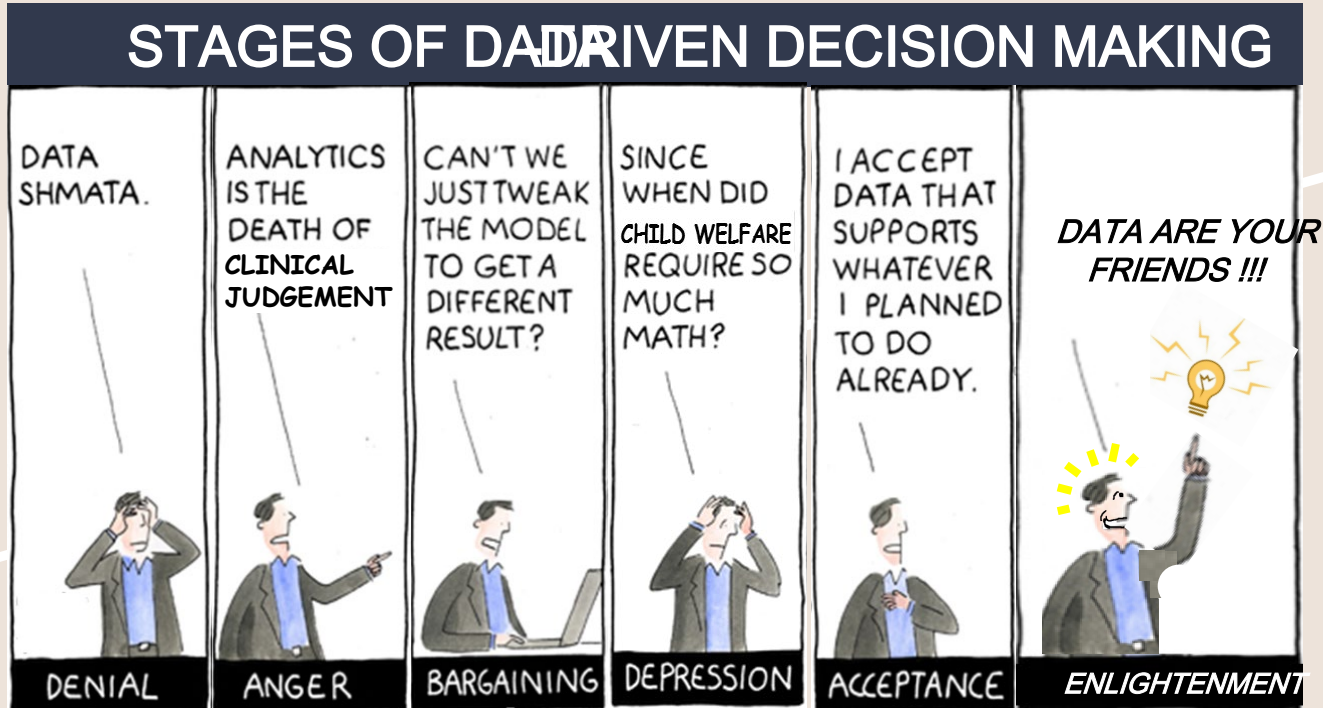
Workshop Outline

- ❑ Getting Started
- ❑ The CQI Framework and Small Jurisdictions
- ❑ Small Counties—Overcoming the Obstacles
- ❑ Speaking of trends—a Small County Data Example
- ❑ Other Issues and Questions



Use of Data in Small County or Agency Situations

Developing a New Attitude....



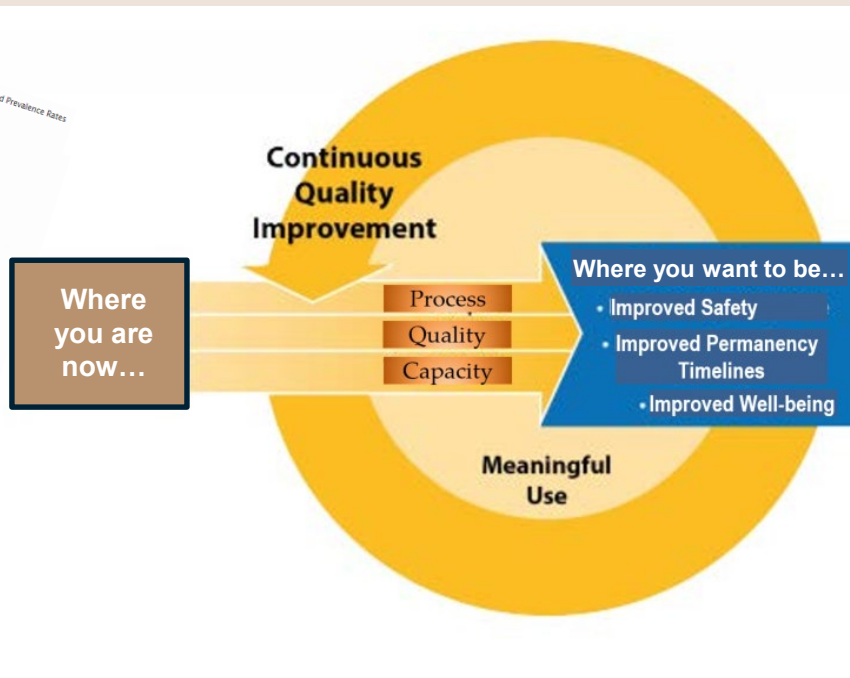
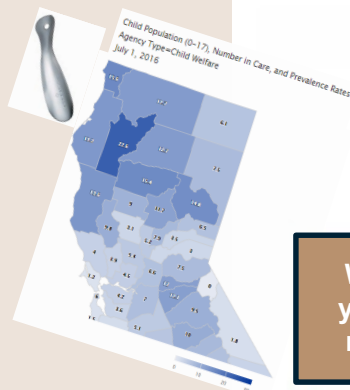
Getting Started: Ice Breaker

Take 3 Minutes to Answer the Following Questions:

- ☐ What is one important thing you have learned in your work to implement CQI?
- ☐ What is one burning question you have about CQI?

The CQI Framework

How does an agency serving smaller county fit in?



CQI Guidelines

ACIN 1- 84- 16

http://www.cdss.ca.gov/lettersnotices/EntRes/getinfo/acin/2016/I-84_16.pdf

COMPONENTS

- ☐ Administrative Structure
- ☐ Quality Data Collection
- ☐ Case Record Review
- ☐ Analysis & Dissemination of Quality Data
- ☐ Feedback to Stakeholders

STEPS

1. Define the Problem
1. Understand Underlying Conditions
1. Identify Solutions / Plan for Implementation
1. Implement Solution
1. Test Solution / Revise Approach



Smaller Jurisdictions: Overcoming Obstacles

1 – 2 – 4 – ALL

*WHAT IS THE BIGGEST CHALLENGE (OR STRENGTH) IN
IMPLEMENTING CQI FACED BY A SMALLER JURISDICTION?*

1 MINUTE: Silent self-reflection by individuals.

2 MINUTES: Generate ideas in pairs, building on ideas from selfreflection.

4 MINUTES: Share and develop ideas from your pair in groups of four
(notice similarities and differences).

ALL Groups: “What is *one ide* that stood out in your conversation?”



Small Counties: Overcoming Obstacles

Challenge

- Small Frequencies & Volatile Trends
- Few Staff—thus folks have to multi - task
- Case Record Review vs. Admin. data
- Other...

Strength

- ✓ Familiar with the story behind the numbers
- ✓ Able to see more holistically
- ✓ Every child accounted for in both
- ✓ ??



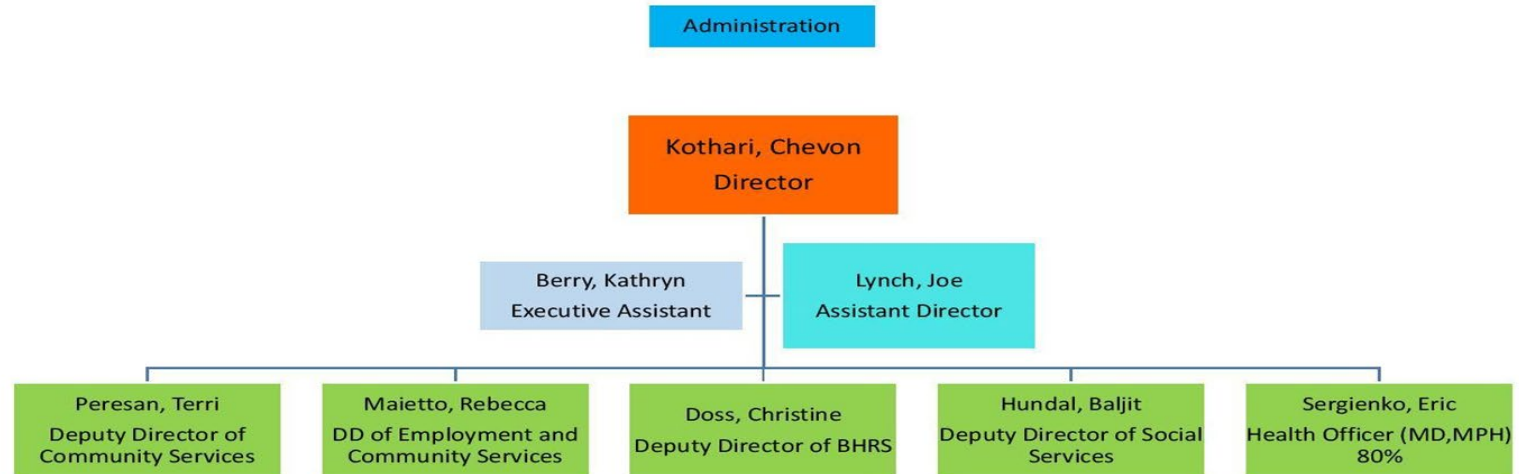
Small County Experience

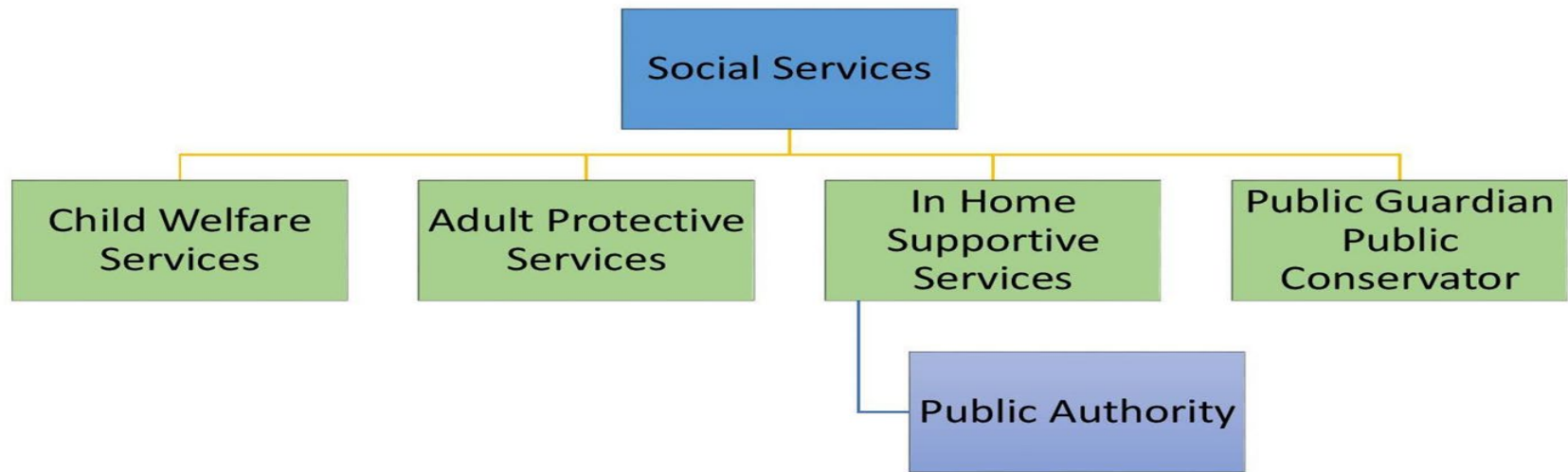


Mariposa County: Demographics



Health & Human Services Agency Organization Chart





Mariposa's 2016 Child Welfare Population

In the year 2016, Mariposa County had:

- ❑ 2,887 children (ages 0-17) in the County
- ❑ 232 children referred to child welfare services for child maltreatment
 - This represents 8% of all Mariposa children, or 80.4 children per 1,000
 - Compared to California where referrals represent 5% of all California children, or 53.8 per 1,000
- ❑ 33 children (11.4 children per 1,000) with substantiated maltreatment
 - California: 8.0 children per 1,000
- ❑ 20 children (6.9 children per 1,000) who enter foster care
 - California: 3.2 children per 1,000

Mariposa's 2016 Child Welfare Population

- ❑ On July 1, 2017, Mariposa county had:
 - 31 children (10.8 children per 1,000) in child welfare supervised foster care
 - California: 5.8 children per 1,000

- ❑ Among the children in care on July 1, 2017:
 - 28 children (90%) were removed for General Neglect
 - 2 (7%) for Physical Abuse
 - 1 (3%) for Other reasons
 - An additional 3 children over age 18 are supported by Mariposa County in Supervised Independent Living Placements (SILPs)

Mariposa's 2016 Probation Population

In the year 2016, Mariposa County had:

- ❑ 2,887 children (ages 0-17) in the County
- ❑ 72 youth who were referred to juvenile probation (for 96 incidents)
 - This represents 2% of all Mariposa County youth, or 24.9 youth per 1,000
- ❑ Among the referrals to juvenile probation, 24 referrals were forwarded to the DA's Office, and 13 petitions were filed by the DA
- ❑ In addition, juvenile probation received truancy referrals for 96 students and Student Accountability Review Board (SARB) referrals for 5 students.
 - Truancy referrals represent 3% of all Mariposa County youth, or 33.3 youth per 1,000

Mariposa's 2016 Probation Population

- ❑ Among the youth served by Mariposa County Probation in 2016:
 - 19 youth received juvenile probation services
 - 7 youth received Formal Probation
 - 5 youth received Deferred Entry of Judgement
 - 7 youth received Informal Probation services
 - 3 youth received Diversion services
 - 1 youth was placed in out-of-home placement with a relative

Small County Data Example: PERMANENCY

P1: Permanency in 12 months for children entering foster care

“Of all children who entered care between Sep 2014– Oct 2015, what percent discharged to permanency within 12 months?”

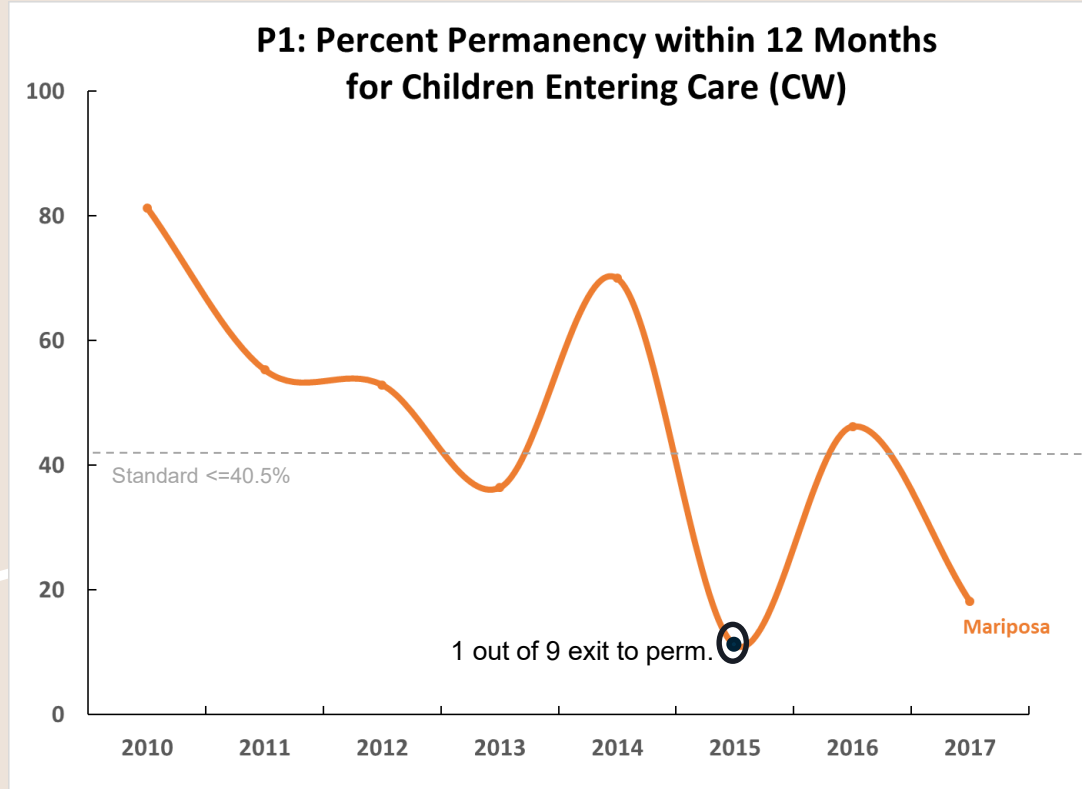
- Child Welfare: 1/9 children (11.1%)
- Probation : 0/1 Children (0%)
- National Standard: $\geq 40.5\%$

Small County Data Example

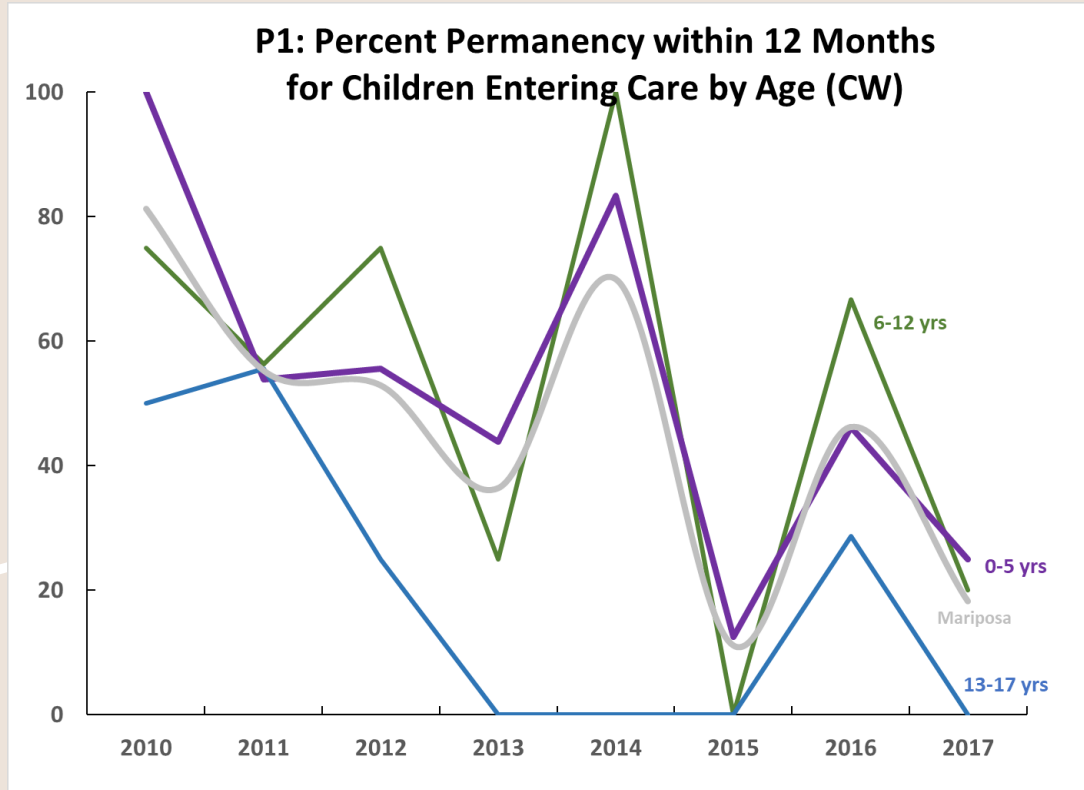
Questions to consider:

- ☐ What other information would you want to examine to formulate an explanation of the underlying problem?
 - ✓ Frequencies
 - ✓ Trends in permanency over time, & in other jurisdictions
 - ✓ Sub-group differences (age, placement type)
 - ✓ Case record details (e.g., service needs—identified, provided, accessed)
- ☐ What potential strategies would you think might address the problem you identified?
 - ✓ Focal support for reunifications with siblings, young parents, etc.
 - ✓ Pre-permanency CFT
 - ✓ Home visiting program
- ☐ What do you know about the other programs/populations you work with that can help you with this issue?
 - ✓ Are there overlapping challenges?
 - ✓ Are there overlapping populations?
 - ✓ How does the overlap help or hinder your thinking?
- ☐ What time frames would you propose to implement the strategy?
 - ✓ To roll out practice or policy change
 - ✓ To observe improvements reflected in outcome trends
 - ✓ Home visiting program

Small County Data Example: PERMANENCY



Small County Data Example: PERMANENCY





CQI GUIDELINES

Step 1:
Define
Problem

Observe

- **We've noted that:**

- A high percentage of children are reentering care following permanency.

Step 2:
Understand
Underlying
Conditions

Explain

- **And we believe it is because:**

- Children of younger children need more support and mentorship.

Step 3:
ID Solution
Plan for
Implementation

Strategy

- **So we plan to:**

- Implement home visiting project for families with 0-5 year olds reuniting.

Step 4:
Implement
Solution

Outcome

- **Which will result in ENVISIONED OUTCOME:**

- Fewer young children returning to care within 12 months.

Step 5:
Test Solution
Revise
Approach

Small County Data Example

CQI GUIDELINES

Step 1:
Define
Problem

Observe

- **We've noted that:**

- In the past several years, a decreasing percentage of children are exiting to permanency within 12 months of entry.

Step 2:
Understand
Underlying
Conditions

Explain

- **And we believe it is because:**

- It takes too long to carry out first visitation for the family.

Step 3:
ID Solution
Plan for
Implementation

Strategy

- **So we plan to:**

- Implement a policy calling for first visitation within 72 hours of removal.

Step 4:
Implement
Solution

Outcome

- **Which will result in ENVISIONED OUTCOME:**

- Visitations initiated more quickly, and thus more children achieving permanency within 12 months.

Step 5:
Test Solution
Revise
Approach

Thank you!

http://cssr.berkeley.edu/ucb_childwelfare

The California Child Welfare Indicators Project (CCWIP) is a collaboration of the California Department of Social Services and the School of Social Welfare, University of California at Berkeley, and is supported by the California Department of Social Services, Casey Family Programs, and the Conrad N. Hilton Foundation.



Berkeley Social Welfare
UNIVERSITY of CALIFORNIA

The Center for
State Child Welfare Data



CQI for Small Agency Data

Complexities, Opportunities, and Best Practices

Part 2

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Making the CSA Work for Small Counties

Workshop Outline

- ❑ Refresh Part One
- ❑ The CFSR Process
- ❑ Engaging Stakeholders
- ❑ Wrap Up



California - Child and Family Services Review (C- CFSR) Process

Identify Strengths
& Areas Needing
Improvement

Stakeholder
Feedback

State
Technical
Assistance

Strategies for
Improvement



The County Self - Assessment (CSA)

- Completed every five years by a county in coordination with local stakeholders.
- A comprehensive review of the child welfare and probation placement programs, from prevention and protection through permanency and aftercare.
- Identifies themes discovered during the assessment process.

CQI Steps: Defining the Problem and Understanding the Underlying Condition

The CSA Tells a Story

Consists of an Analysis of Following:

- Demographic Profile
- Infrastructure of Child Welfare & Probation Systems
- County Resources, Programs and Services
- Systemic Factors
- Qualitative Data (Case Reviews & Peer Review Findings)
- Stakeholder Feedback
- Federal and State Data Measures

CQI: Provides a feedback loop for stakeholders and helps identify areas needing improvement based on root cause, analysis, and data.




The CSA Challenge

- How to make it useful and meaningful?
- How to be efficient and effective?

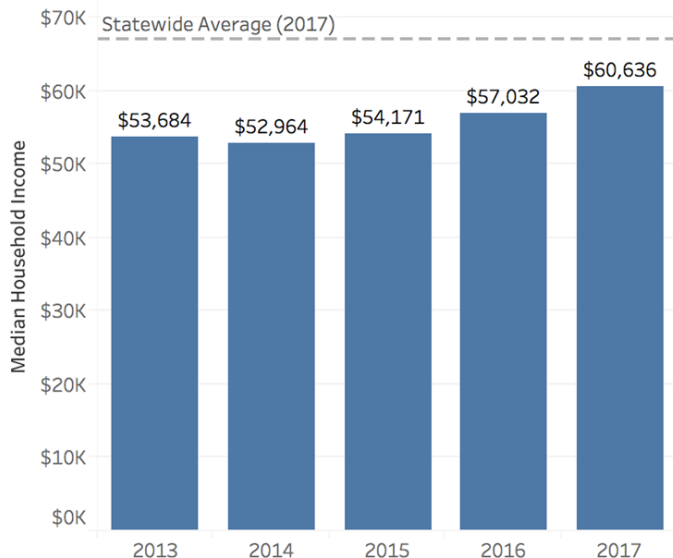


Presenting Data and Engaging Stakeholders with Small County Data



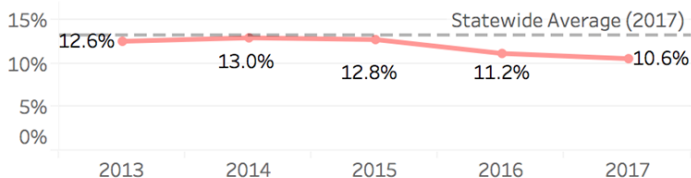
The Good News: There is a lot of relevant data that is not affected by small populations.

Median Household Income
Inflation-adjusted income and benefits



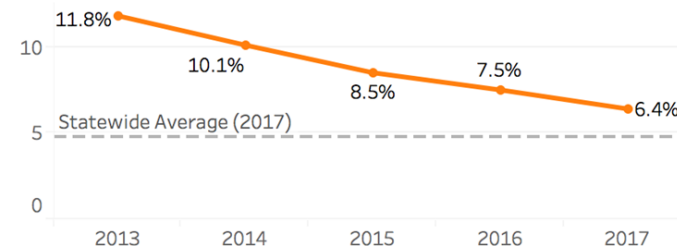
Poverty Rate

Percentage of Families and People Whose Income in the Past 12 Months is Below the Poverty Line (All People)



Unemployment Rate

Annual Averages



Data source: US Census Bureau 2009-2013 through 2013-2017 American Community Survey and Bureau of Labor Statistics Local Area Unemployment Statistics

The Bad News: The small underlying population can mean volatile changes need explanation.

- Median = \$1,000
- Mode = \$1,000
- Mean = \$25,900,889

Tip: using medians instead of means (averages) may help address wild fluctuations.



\$1,000



\$1,000



\$1,000



\$1,000



\$1,000



\$1,000



\$1,000



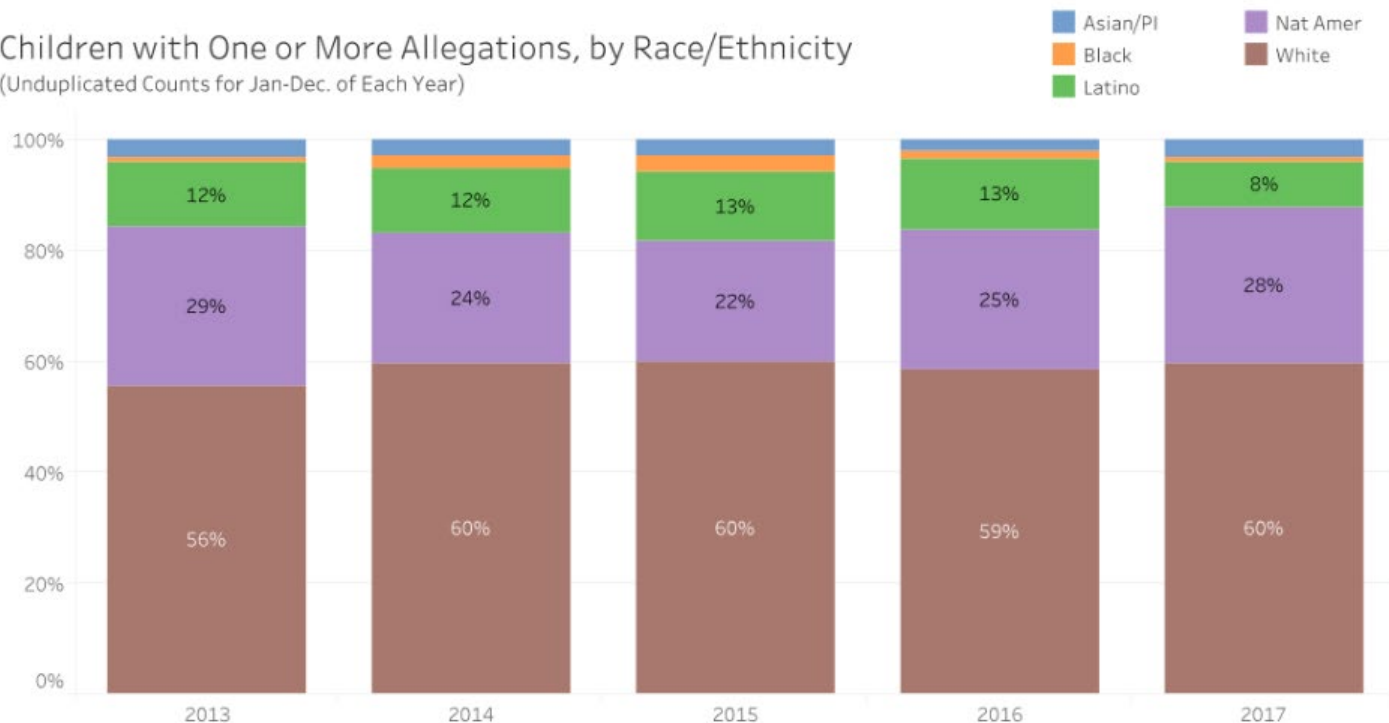
\$1,000



\$233,100,000

Percentages are a good start

Children with One or More Allegations, by Race/Ethnicity
(Unduplicated Counts for Jan-Dec. of Each Year)

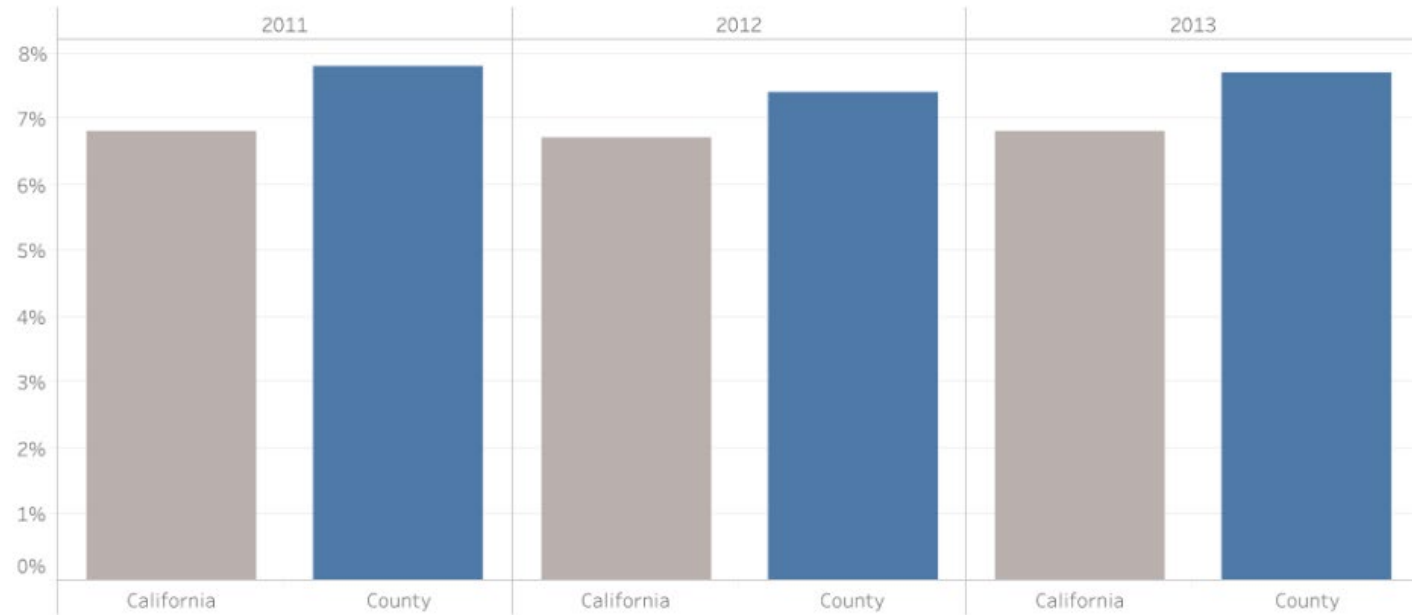


Data source: University of California at Berkeley, California Child Welfare Indicators Project

(especially when it's the only information available)

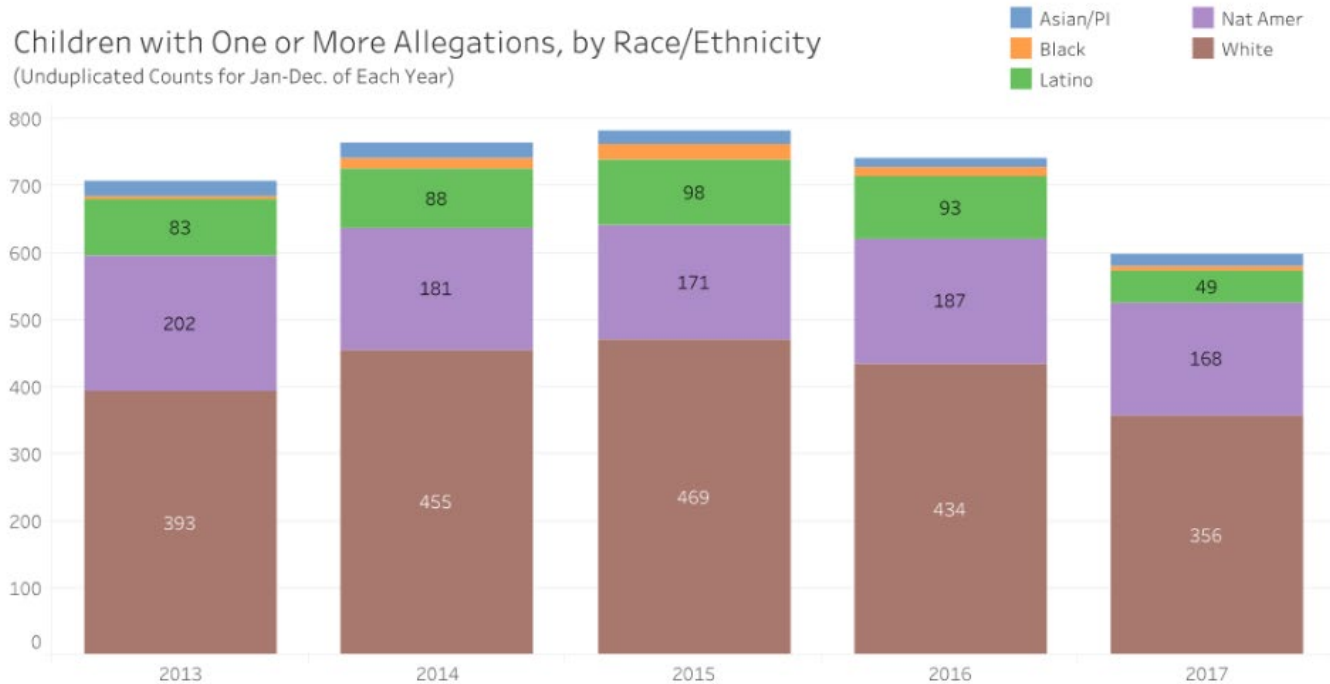
Low-Birth Weight Newborns

(Percentage of infants born less than 2,500 grams or about 5 lbs, 8 oz)



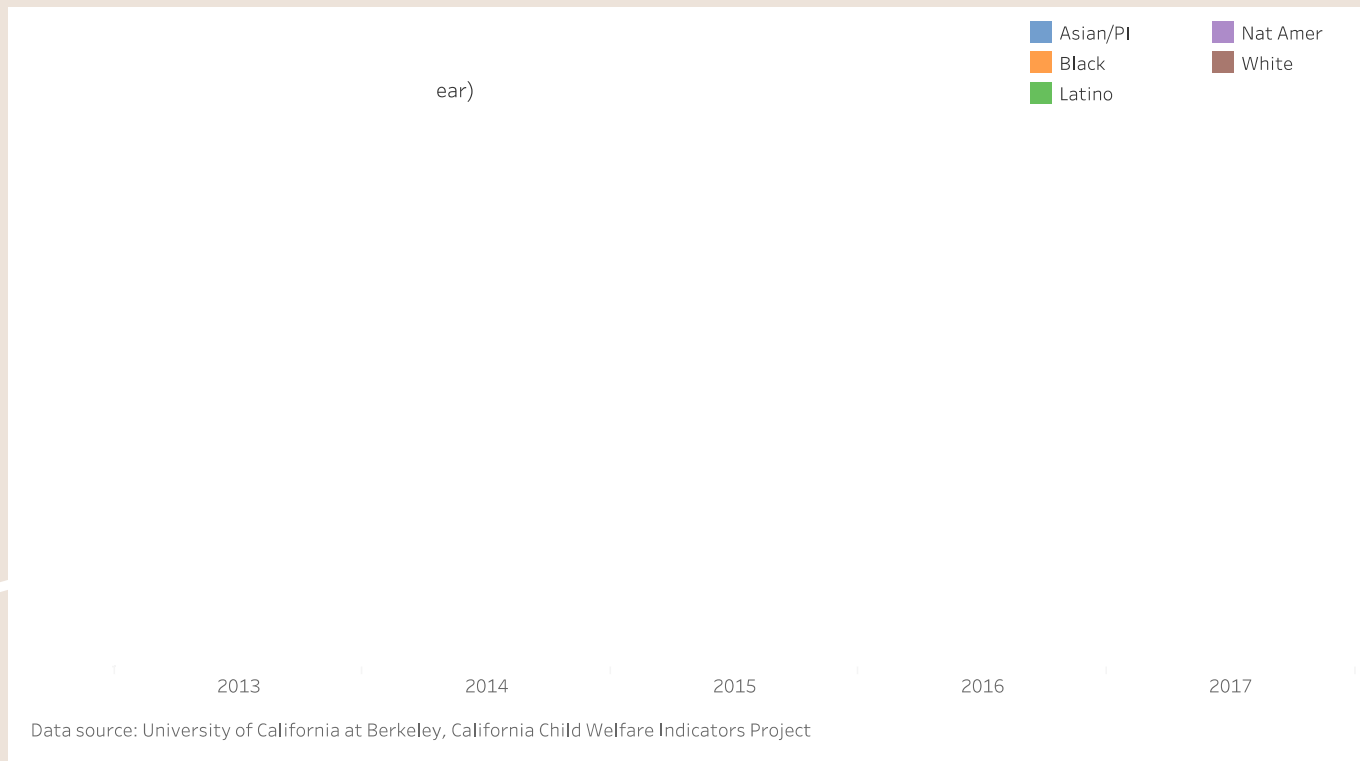
Source: As cited on kidsdata.org, California Dept. of Public Health, Center for Health; CDC Wonder/National Vital Statistics Reports.

...but raw numbers should be provided when possible to give context.



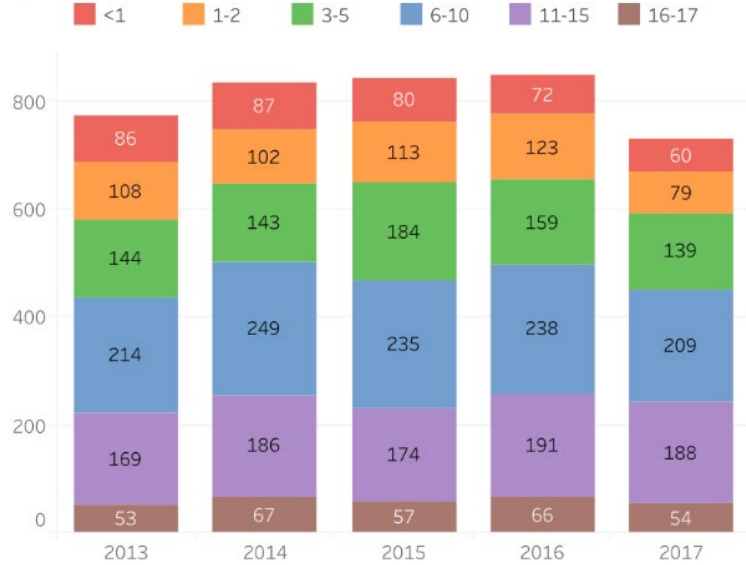
Data source: University of California at Berkeley, California Child Welfare Indicators Project

You can cover a lot of information by
maximizing the use of color, axes, and labels.



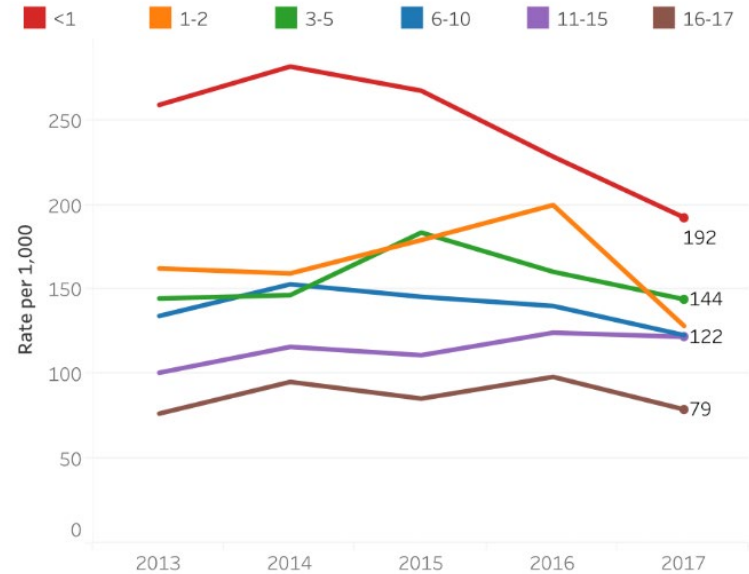
Population rates may be needed to make meaningful comparisons to other jurisdictions.

Children with One or More Allegations, by Age
(Unduplicated Counts for Jan-Dec. of Each Year)



Data source: University of California at Berkeley, California Child Welfare Indicators Project

Children with One or More Allegations, by Age
(Rate per 1,000 Children for Jan-Dec. of each year, unduplicated counts)

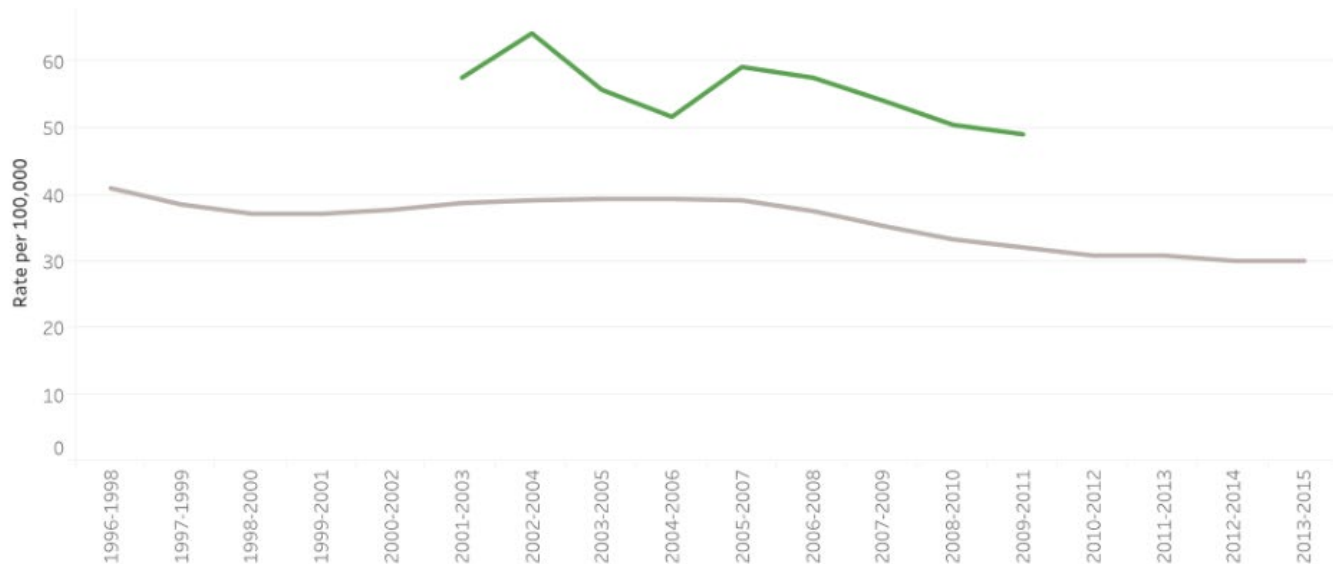


Data source: University of California at Berkeley, California Child Welfare Indicators Project

Prepare Yourself for Missing Data

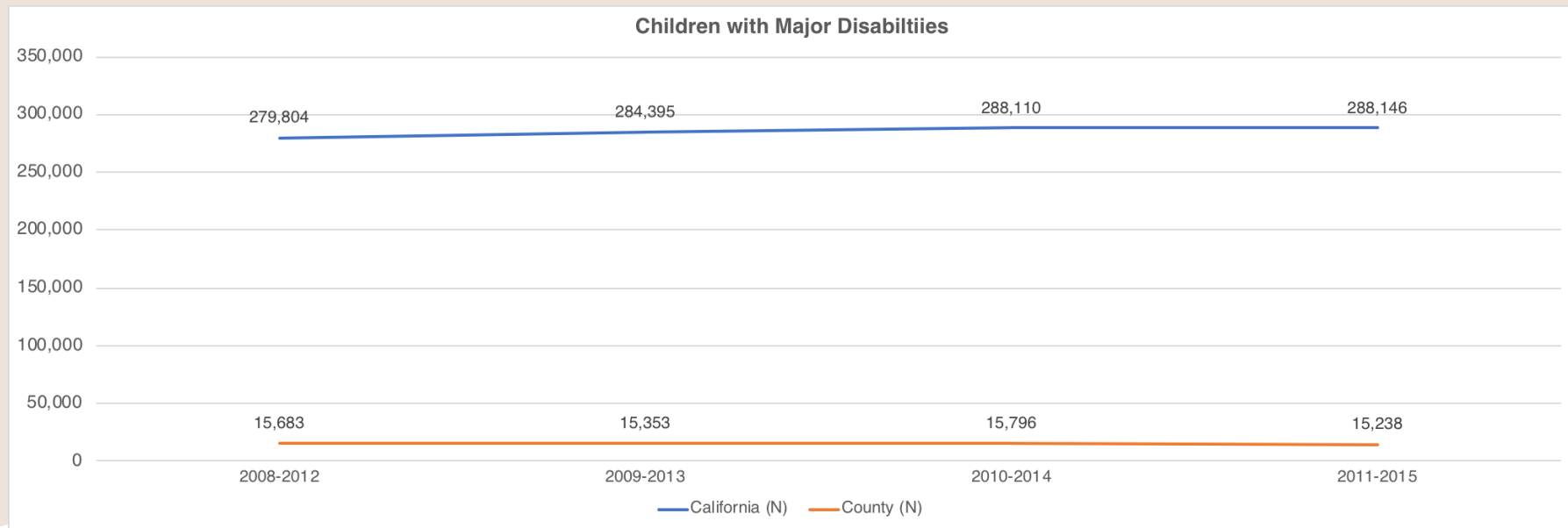
Child Death Rate

(per 100,000 children and youth <24)

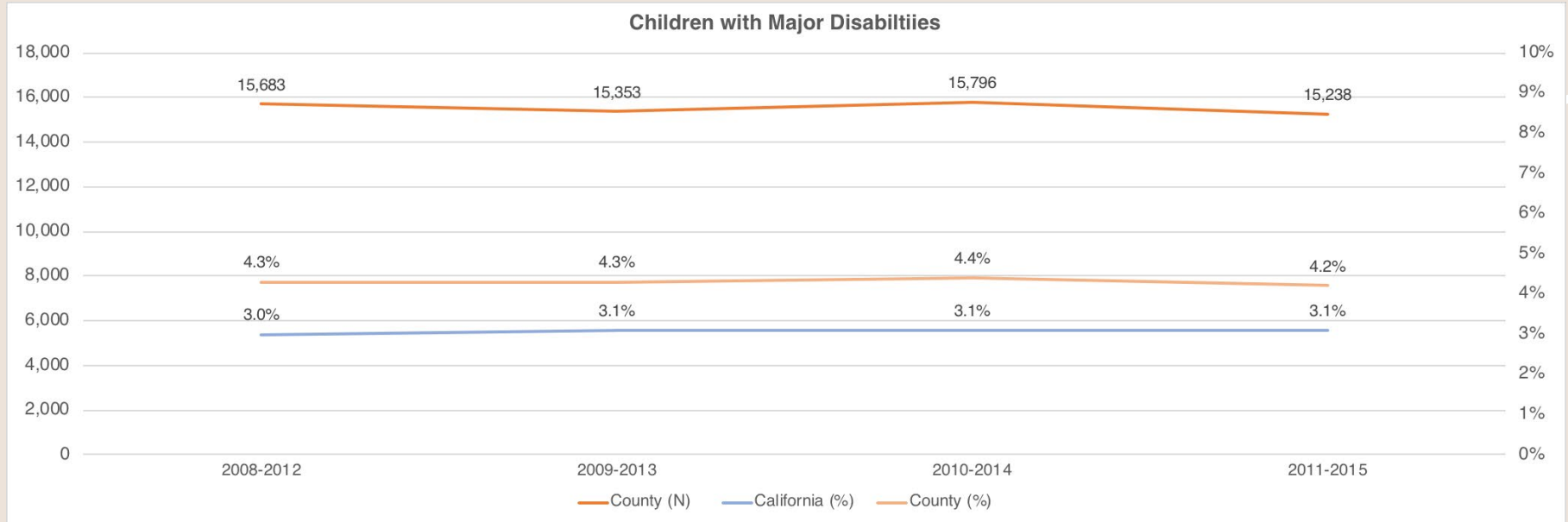


Source: As cited on kidsdata.org, California Dept. of Public Health, Center for Health; CDC Wonder/National Vital Statistics Reports.

Be careful about making comparisons to statewide data



An alternative:



Some Final Suggestions

- Consider comparisons to counties of similar size and/or demographics
- Triangulate between data sources
- Consider qualitative data to fill in gaps
 - BUT then make a plan to access additional information, if possible
- Avoid “snowflake syndrome” – meaningful comparisons exist

Troubleshooting

- What other challenges do you experience in data analysis and presentation?
- What successes and/or challenges have you had in engaging stakeholders in conversations about performance?
- How do you make meaningful comparisons to state or federal benchmarks and other standards?

Thank you!