



CWLA National Conference 2022: Chapin Hall Spotlight Track

Re-Imagining a Prevention-Focused and Equitable
Child Welfare System for the 21st Century





CWLA: Chapin Hall Spotlight Track

**Continuous Quality Improvement (CQI) as a
Key Lever For System Transformation (B-1)**

Leanne L. Heaton, PhD, LCSW, Chapin Hall

Alysia Cox, MPH-HA, ODHS Child Welfare Division

Janese Evans, LPC, CQIA Chapin Hall





SYSTEM RE-DESIGN

Levers of Change

The Chapin Hall spotlight track describes four key levers for system redesign.

These levers, taken together, provide a powerful set of tools that participants can use to reimagine and transform their child and family serving systems.



Economic Supports

Measuring economic risk for child welfare involvement and increasing access to economic and concrete supports



Technical Innovation

Technical solutions and strategies for expanding prevention services, estimating costs, and tracking referrals



Community Pathways

Building community pathways to prevention and creating a new service experience for families



CQI

Engaging stakeholders in CQI processes and ensuring improvement efforts are driven by those most impacted by the results

SPOTLIGHT TRACK

Re-Imagining a Prevention-Focused and Equitable Child Welfare System for the 21st Century

A6: Re-Imagining a Prevention-Focused and Equitable Child Welfare System for the 21st Century	(Opening Session)
B1: How Continuous Quality Improvement (CQI) is Being Used to Transform a Child Welfare System	Wednesday, 3:00 pm – 4:00 pm
C2: Operationalizing a Community Pathway to Prevention: Partnering with Families to Strengthen Communities	Wednesday, 4:15 pm – 5:15 pm
D1: An Analytic Framework to Address Economic-Related Risk Factors in Child Welfare	Thursday, 1:15 pm – 2:15 pm
E1: Evidence Based Program Exploration and Cost Tool for Effective Selection of EBPs in Family First	Thursday, 2:30 pm – 3:30 pm
F1: Service Array Transformation: Leveraging a Service Referral Application to Build Cross-System Collaboration and Improve Outcomes for Communities in Washington, DC	Thursday, 3:45 pm – 4:45 pm
G1: Flexible Funds in Kentucky to Increase Well-being: Operationalizing the Evidence on Economic and Concrete Supports	Friday, 8:30 am – 9:30 am



OREGON CHILD WELFARE: CQI AS A LEVER FOR SYSTEM TRANSFORMATION

PRESENTERS



Leanne Heaton
Senior Researcher
Chapin Hall



Janese Evans
Associate Policy Analyst
Chapin Hall



Alysia Cox
Deputy Chief of Strategy &
Innovation in Child Welfare
Oregon



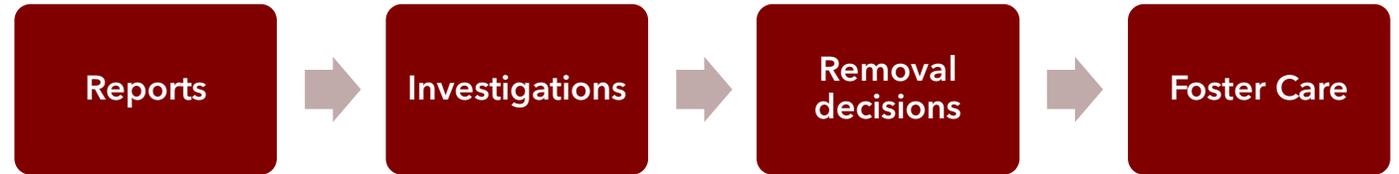
WHY CONTINUOUS QUALITY IMPROVEMENT (CQI) MATTERS



BACKGROUND

Decades of
cumulative
research show...

**CHILDREN AND FAMILIES OF COLOR ARE OVERREPRESENTED
AT EVERY DECISION POINT IN **ALL** CHILD WELFARE SYSTEMS**



They are more likely to be **separated**
from their **families** and their
communities



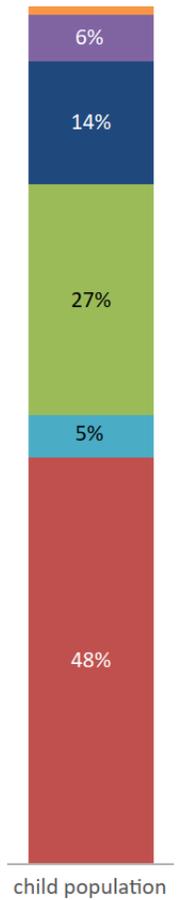
Child Welfare: National data decision point analysis

a decision point analysis is a useful way to see where children are over-represented relative to their proportion in the base population

*data on poverty by race/ethnicity may not be available for all racial/ethnic groups. Percentages based on available data only.

children with an unknown race/ethnicity are excluded

- American Indian/Alaska Native
- Asian/Pacific Islander
- Black/African American
- Latino/a
- Multi-Racial
- White



community landscape

child welfare involvement

foster care involvement

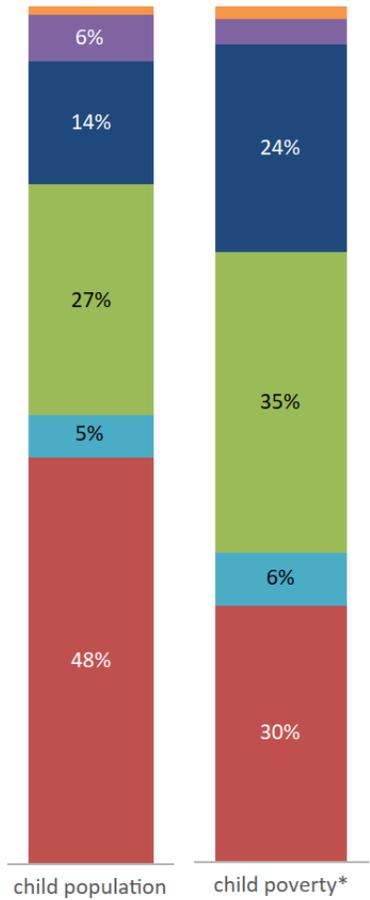
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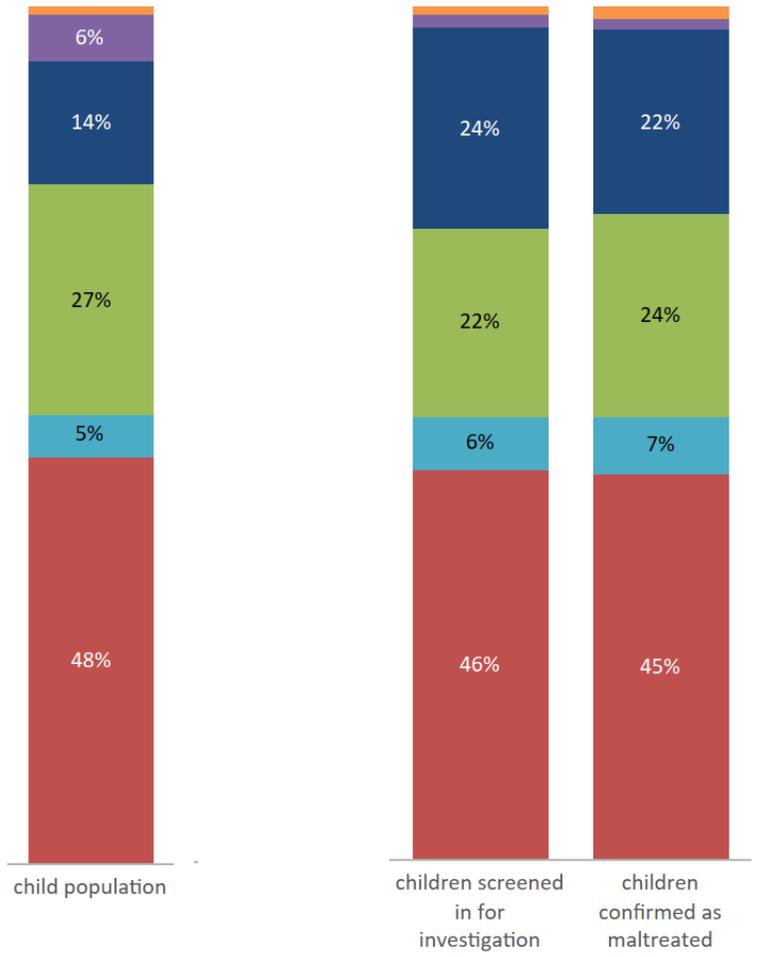
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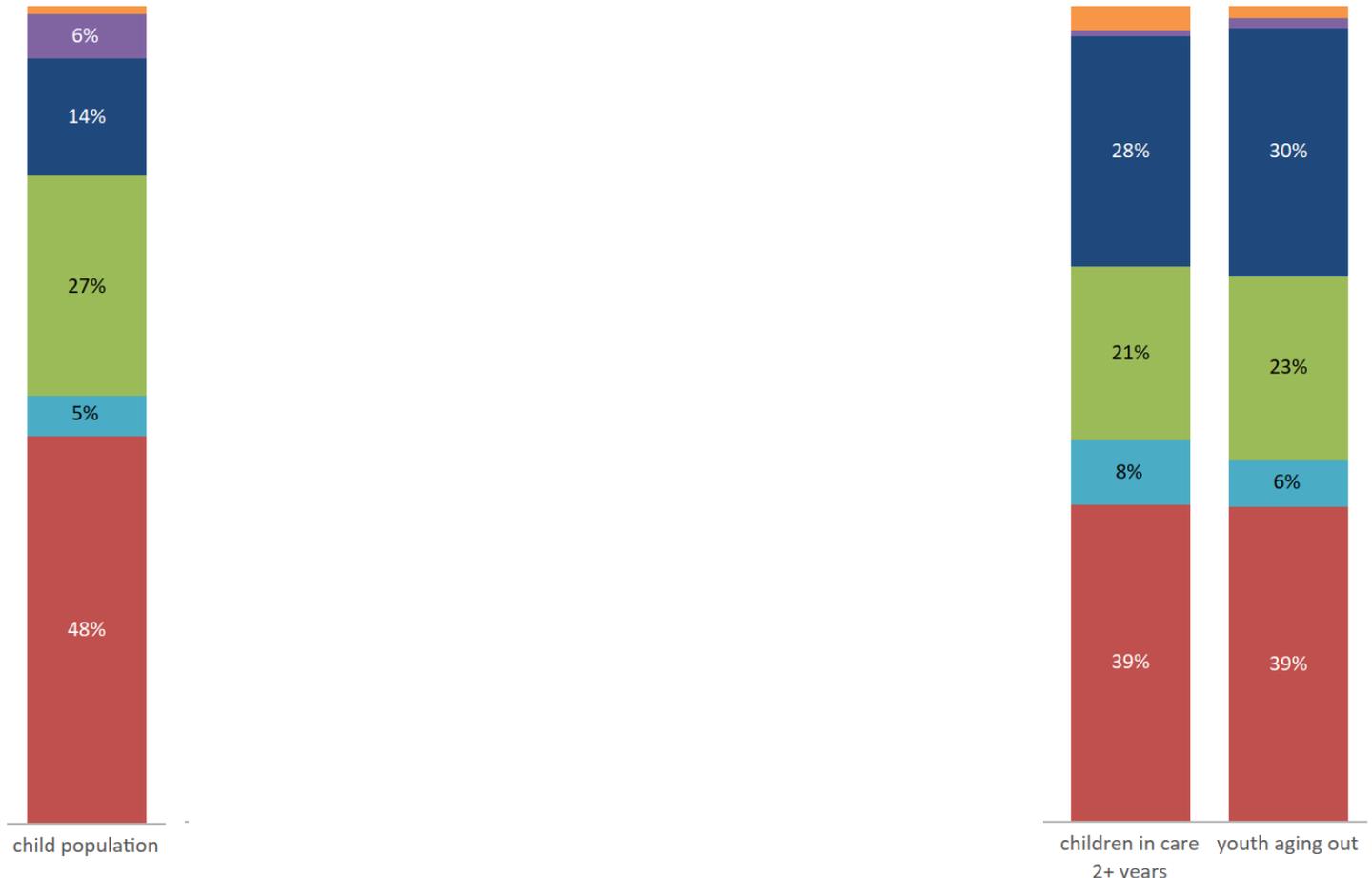
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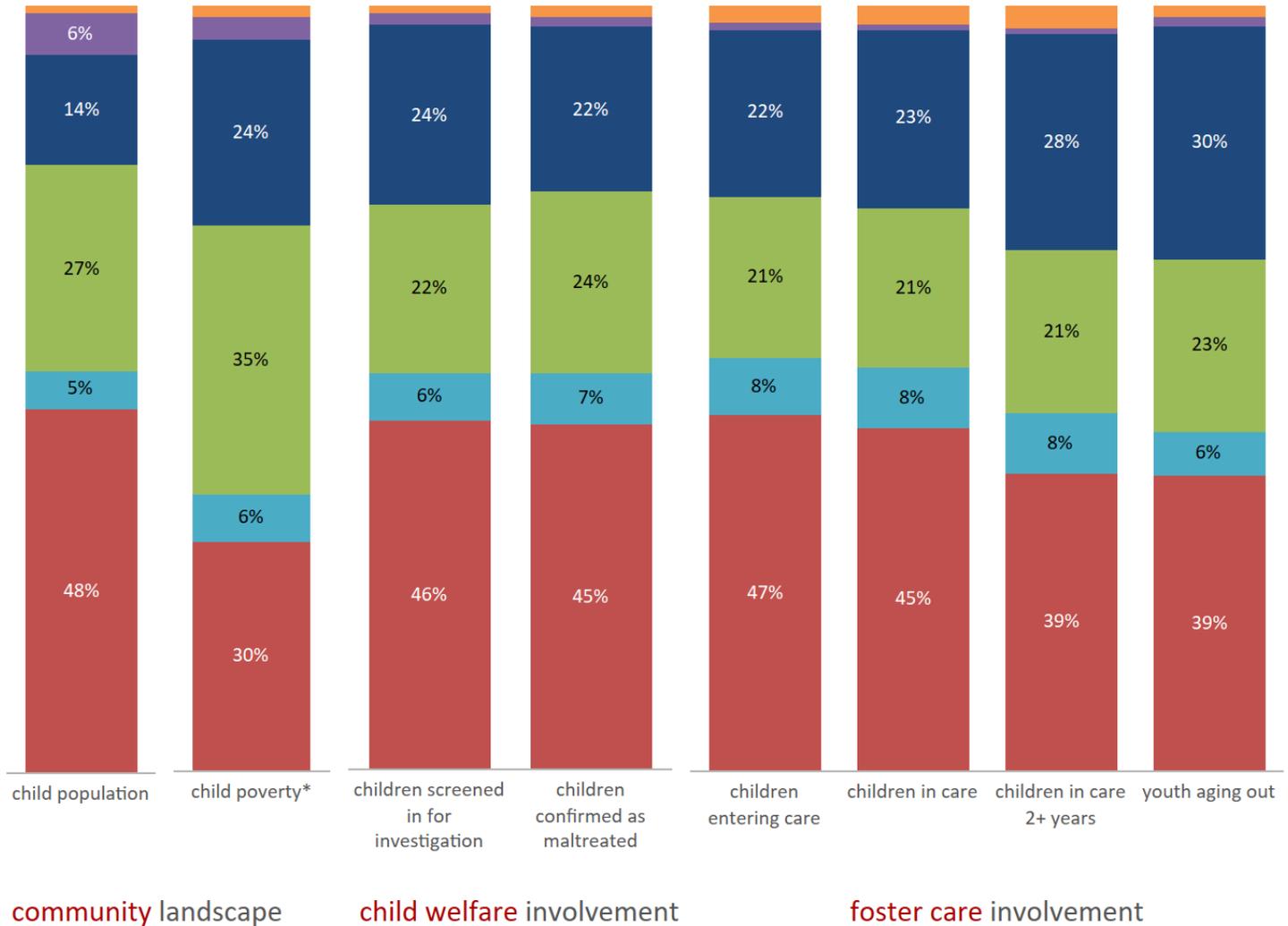
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BACKGROUND

WHAT ALL CHILD WELFARE AGENCIES DO WHEN CHILDREN AND FAMILIES ARE REPORTED MATTERS





BACKGROUND

CONTINUOUS QUALITY IMPROVEMENT (CQI)

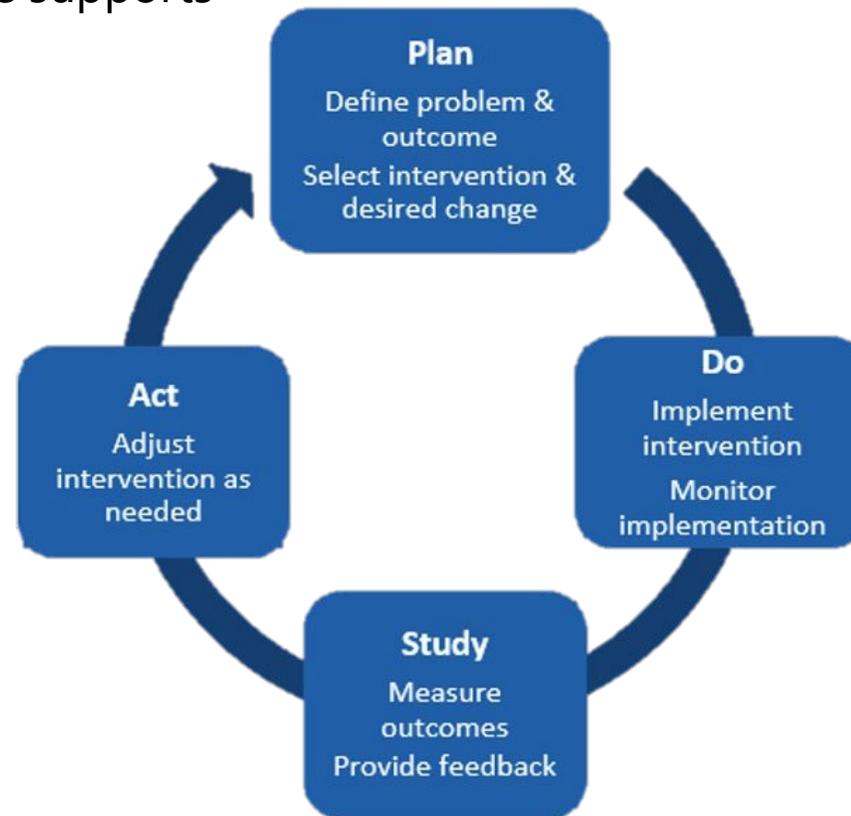
CHILD WELFARE AGENCIES NEED CQI SYSTEMS TO SYSTEMATICALLY GATHER EVIDENCE IN ORDER TO IMPROVE

Wulczyn, Alpert, Orlebeke, & Haight, 2014

WHAT IS CQI?

Process to systematically and intentionally:

- Improve processes
- Improve service delivery
- Improve supports
- Improve **outcomes** for children and families
- **Reduce** unnecessary **separations**





BACKGROUND

CONTINUOUS QUALITY IMPROVEMENT (CQI)

HOW DID STATE CHILD WELFARE AGENCIES PERFORMANCE IN THE LAST NATIONAL FEDERAL CHILD AND FAMILY SERVICES REVIEW (CFSR)?

NATIONAL CHILD WELFARE PERFORMANCE, 2019

- **Seven** federal data indicator performance measures
- Performance **standards** are **low**
- **No state** met all of them

CFSR Round 3 Statewide Data Indicators Performance, August 2019

Indicator	National Performance Standard (NSP)	Number of states meeting or exceeding
Maltreatment in foster care	9.67% (-)	25
Recurrence of maltreatment	9.5% (-)	25
Permanency in 12 months for children entering foster care	42.7% (+)	21
Permanency in 12 months children in foster care 12-23 months	45.9% (+)	29
Permanency in 12 months for children in foster care 24 months or more	31.8% (+)	38
Re-entry to foster care in 12 months	8.1% (-)	38
Placement stability	4.44% (-)	27

CFSR-3.Appendix A; (-/+) indicates the desired direction

- Example: **42.7%** of children entering foster care were reunified or exited to adoption, guardianship, placement with kin within 12 months



BACKGROUND

CONTINUOUS QUALITY IMPROVEMENT (CQI)

HOW DID STATE CHILD WELFARE AGENCIES PERFORMANCE IN THE LAST NATIONAL FEDERAL CHILD AND FAMILY SERVICES REVIEW (CFSR)?

NATIONAL CHILD WELFARE PERFORMANCE, 2019

Percentage of Cases rated Strength/Substantially Achieved

Outcome	Total
Safety Outcome 1: <i>Children are, first and foremost, protected from abuse and neglect</i>	73%
Safety Outcome 2: <i>Children are safely maintained in their homes whenever possible and appropriate</i>	55%
Well-Being Outcome 1: <i>Families have enhanced capacity to provide for their children's needs</i>	36%
Well-Being Outcome 2: <i>Children receive appropriate services to meet their educational needs</i>	82%
Well-Being Outcome 3: <i>Children receive adequate services to meet their physical and mental health needs</i>	57%
Permanency Outcome 1: <i>Children have permanency and stability in their living situations</i>	27%
Permanency Outcome 2: <i>The continuity of family relationships and connections is preserved for children</i>	61%

Data compiled from figures 9, 20 & 25 of the CFSR-3 aggregate report

- Results from the CFSR-3 onsite case reviews
- States **struggle** with outcomes related to **preventing foster care entry** such as **assessing needs** of children and families & **offering services** to meet them



BACKGROUND

NATIONAL CHILD WELFARE PERFORMANCE

WE CAN DO BETTER





**OREGON'S APPROACH
CQI AS A LEVER FOR SYSTEM
TRANSFORMATION**



TRADITIONAL APPROACH

CQI IN CHILD WELFARE SYSTEMS



- Perceived as a compliance activity rather than an opportunity to refine processes and practice with continuous learning



- Seen as a technical or analytic activity rather than a mechanism for system change



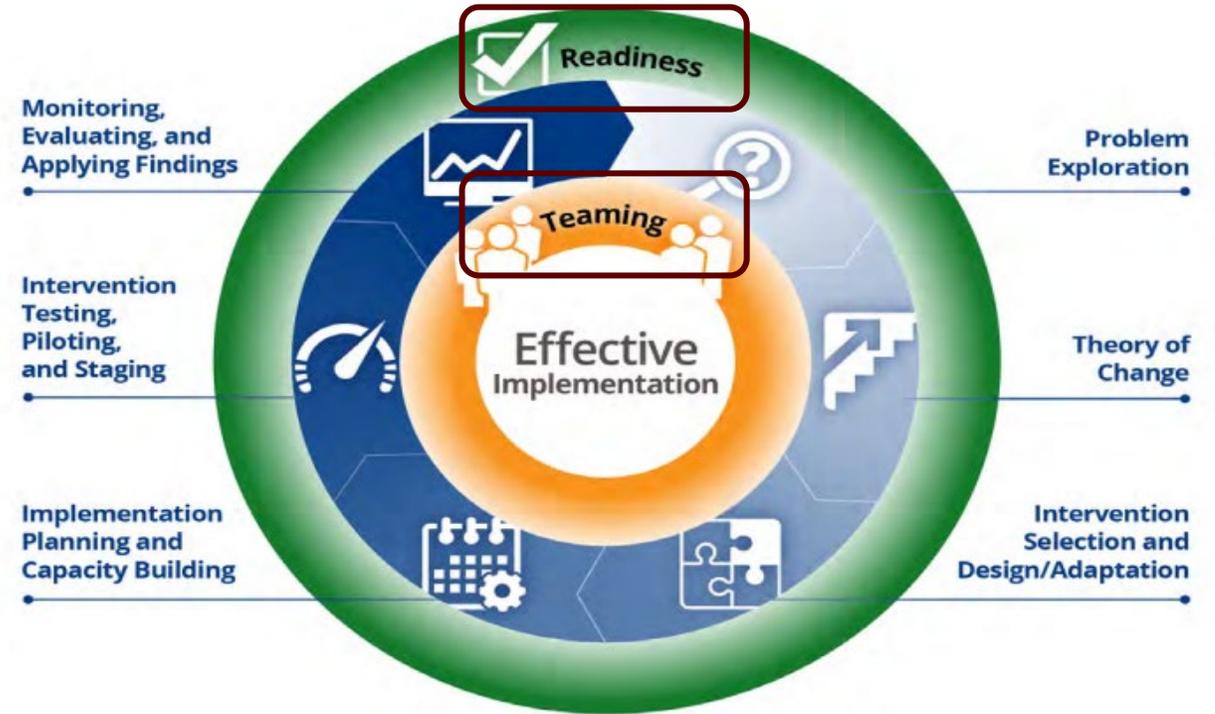
- Often siloed and not seen as part of a broader strategy



CHANGE AND IMPLEMENTATION IN PRACTICE APPROACH

HOW CHILD WELFARE AGENCIES CAN CHANGE THE CQI APPROACH

Exhibit 1: Key Change and Implementation Topics



The Change and Implementation Process

<https://capacity.childwelfare.gov/states/resources/change-and-implementation-overview>



OREGON'S CQI APPROACH

CONSISTS OF 4 STRATEGIES

1

Articulation of a **CQI vision** and communication plan

2

Enabling context through **teaming** and **transparency**

3

Development of a comprehensive and concise **measurement framework**

4

Program **infrastructure**



OREGON'S CQI APPROACH

STRATEGY #1: CQI VISION & COMMUNICATION PLAN

OregonChildWelfareDivision

Vision for Transformation

3

Guiding Principle

Enhancing the structure of our system by using data with continuous quality improvement

Our Child Welfare transformation is built on data-informed practice and is supported by continuous quality improvement and modernized information technology systems and tools.





OREGON'S CQI APPROACH

STRATEGY #2: TEAMING & TRANSPARENCY

We convened an initial workgroup to support change management and to promote a culture of learning through collaboration

INITIAL CQI WORKGROUP MEMBERSHIP AND POSITIONS

20

Members from
ODHS **delivery**

2

**Community
partners**

9

Members from
ODHS **design**

3

Members from
ODHS **data**



OREGON'S CQI APPROACH

STRATEGY #2: TEAMING & TRANSPARENCY

RESEARCH AND OUTREACH



Gap analysis of the current CQI state



Peer-to-peer consultation

Deliverables





OREGON'S CQI APPROACH

STRATEGY #2: TEAMING &
TRANSPARENCY

INITIAL CQI WORKGROUP RECOMMENDATIONS

Members

- Submitted deliverables with recommendations

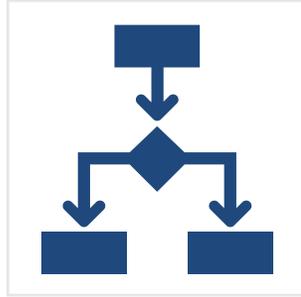
Chapin Hall

- Identified common themes across recommendations
- Synthesized final recommendations



WORKGROUP RESULTS

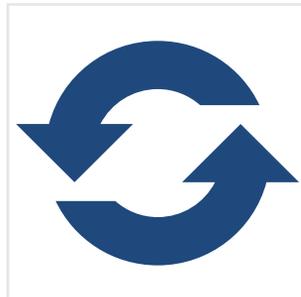
SYNTHESIZED RECOMMENDATIONS



CQI Implementation Structure



CQI Process



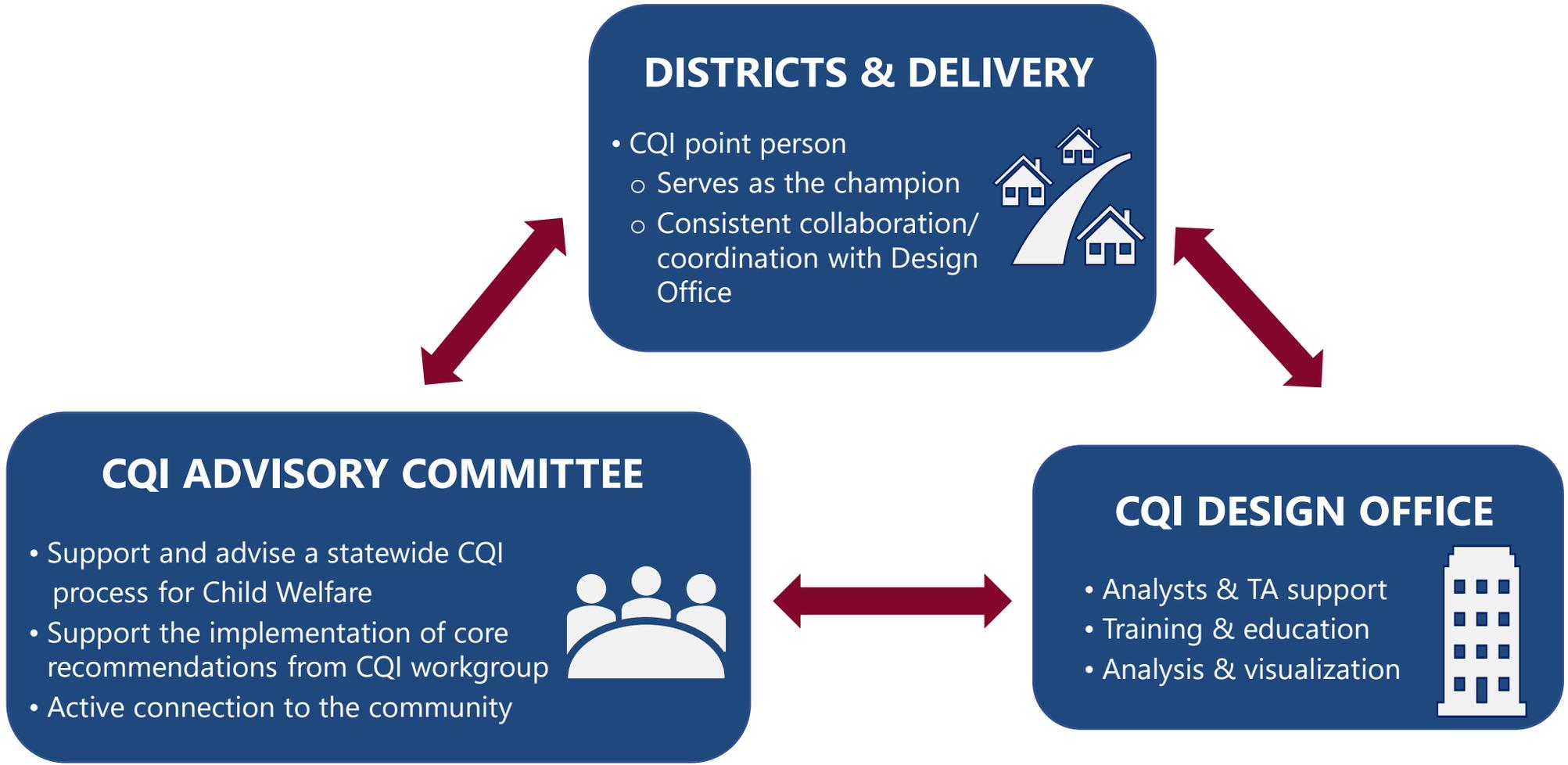
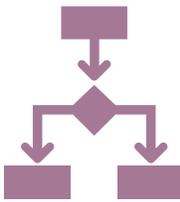
Feedback Loops



Use of Data

WORKGROUP RESULTS

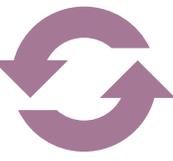
Synthesized Recommendations



WORKGROUP RESULTS

CQI Process





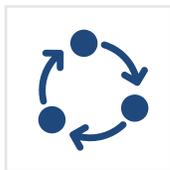
WORKGROUP RESULTS

Feedback Loops



Internal Feedback

- Direct line from District/Delivery to Central/Design CQI
- Establish monthly meetings to identify outcomes, review data, identify trends, develop strategies to improve performance, and monitor data
- Encourage PM/DM to discuss CQI at management meetings
- Use of feedback tools (OWL, email, etc.)



External Feedback

- Share quarterly District findings with external partners
- Share quarterly Statewide finding with external partners
- Ensure communities of color, LGBTQIA2S+, BIPOC, and Tribal Nations are represented at every stage and from the start and at each step

RECOMMENDATIONS

Use of Data



Vision & Philosophy

- Clearly articulated
- Incorporates a clear understanding that data represents children and families



Alignment with Vision for Transformation, federal, and state priorities



Enhancements to OR Kids to support new kinds of data collection

RECOMMENDATIONS

Use of Data



Establishment of data governance

- Central repository of reliable data
- Clearly defined, operationalized, organized, and accessible data reports
- Data accuracy processes and methodology
- Engagement with community to ensure procedures are equitable, meaningful, and impactful



Communication strategy of how to interpret & use data

- Discuss the “why” and “how”
- Engage the workforce on all levels in how data can be used to learn and improve
- Engage the community to ensure a loop between data needs of Child Welfare and community partners
- Ensure that data is seen as representing children and families and used to lift their voices and experiences



OREGON'S CQI APPROACH

STRATEGY #2: TEAMING & TRANSPARENCY

NEXT PHASE: CQI ADVISORY COMMITTEE

- **Purpose:**
 - Support and advise a statewide CQI process for Child Welfare
 - Support the main recommendations from the CQI workgroup
 - Implementation Structure
 - Proposed CQI Cycle
 - Feedback Loops
 - Use of Data

- **Timeline:**

**Vision for
Transformation**
November 2020

**Title IV-E Plan
Approval**
April 2021

**CQI Initial
workgroup
Begin**
April – Oct 2021

**Phase 1: Developing
the Vision**
Now – June 2022

Phase 2: Implementation
July 2022 – July 2023

**Phase 3:
Sustainability**
July 2023 - Ongoing



OREGON'S CQI APPROACH

STRATEGY #2: TEAMING & TRANSPARENCY

CQI ADVISORY COMMITTEE PHASE 1 GOALS

1. Recommendations around collaborating both internally and with community partners
2. **Child Welfare Data Equity and Strategy**
3. Guidance on how CQI fits into data equity efforts
4. Recommendations for aligning and integrating existing CQI efforts with the planned statewide Child Welfare CQI
5. Recommendations for a data governance group



OREGON'S CQI APPROACH

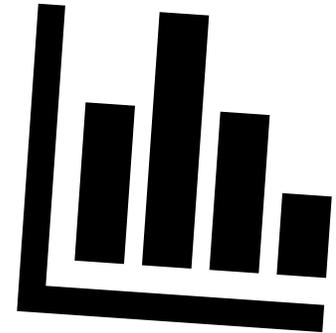
STRATEGY #3: MEASUREMENT FRAMEWORK

PURPOSE OF THE FRAMEWORK

Establish a **core set** of performance outcomes

Aligned

- Vision for Transformation
- Federal Requirements
 - CFSR-3,-4 & Family First
- State Priorities



Cross-cutting

- Can be used to understand success across all child welfare programmatic areas



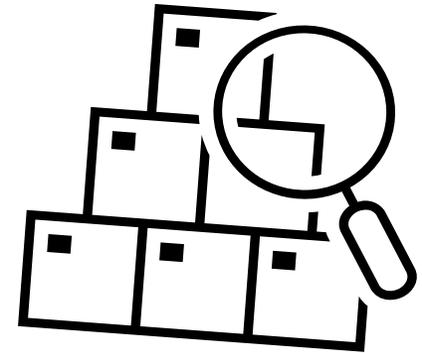
OREGON'S CQI APPROACH

STRATEGY #3: MEASUREMENT FRAMEWORK

CONCEPTUAL FOUNDATION OF THE FRAMEWORK

Lag measures

Long-term **outcomes** the agency is trying to achieve for **children and families (i.e., federal measures)**



Lead measures

Lead measures are measures that are **under the control of the agency** and can influence or are predictive of long-term outcomes



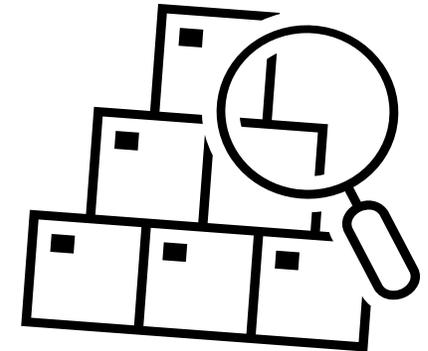
OREGON'S CQI APPROACH

STRATEGY #3: MEASUREMENT FRAMEWORK

CONCEPTUAL FOUNDATION OF THE FRAMEWORK

Examples of Lag measures

- Recurrence of maltreatment
- Foster care entry rates



Examples of Lead measures

- Timeliness of face-to-face contact
- Presence of initial and ongoing risk and safety assessments
- Presence of service plan
- Referrals to evidenced-based services
- Regular visits between parents and children



OREGON'S CQI APPROACH

STRATEGY #3: MEASUREMENT FRAMEWORK

OUR FEDERAL MEASURES (CFSR-3)

- Maltreatment in foster care
- Recurrence of maltreatment
- Re-entry to Foster care
- Permanency for this in care for
 - 12 months
 - 12-23 months
 - 24+ months
- Placement stability





OREGON'S CQI APPROACH

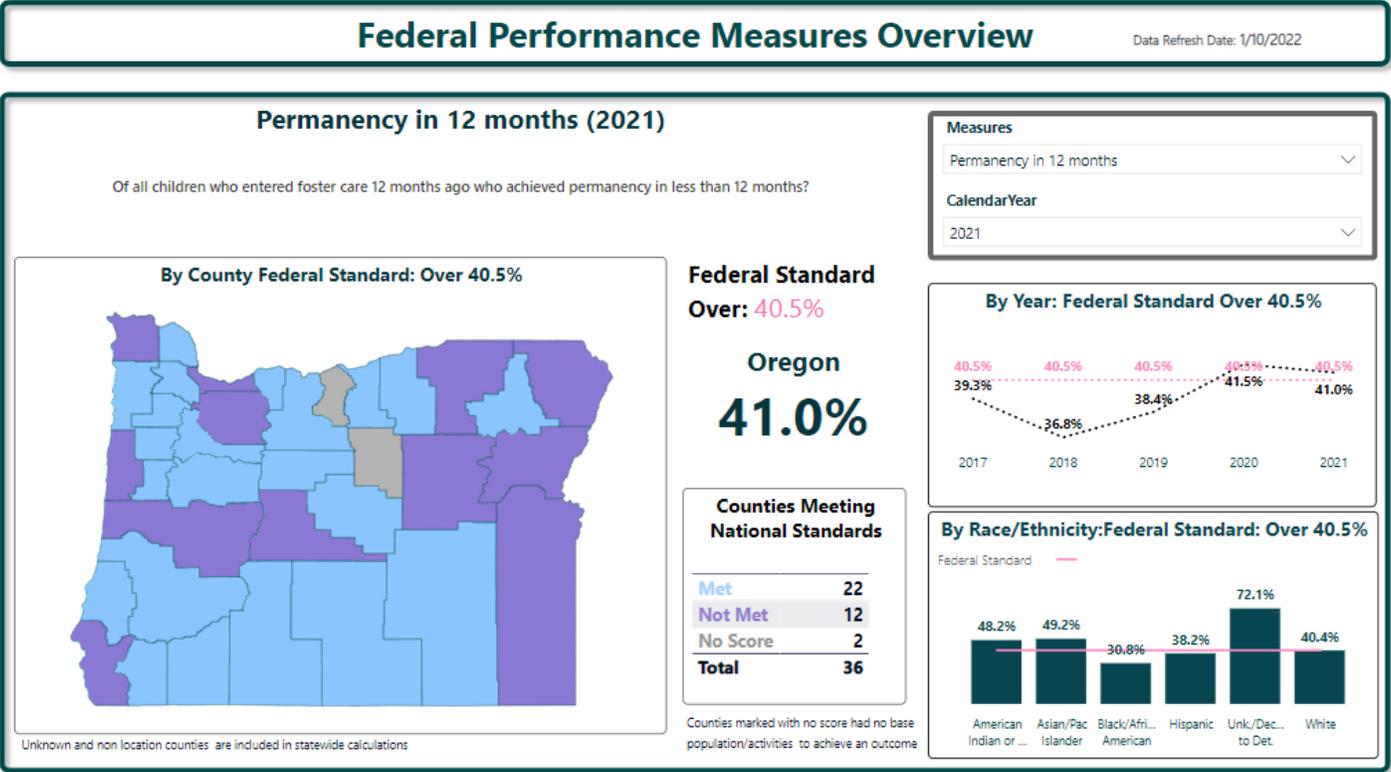
STRATEGY #3: MEASUREMENT FRAMEWORK

HOW ARE FEDERAL MEASURES (CFSR-3) USED?

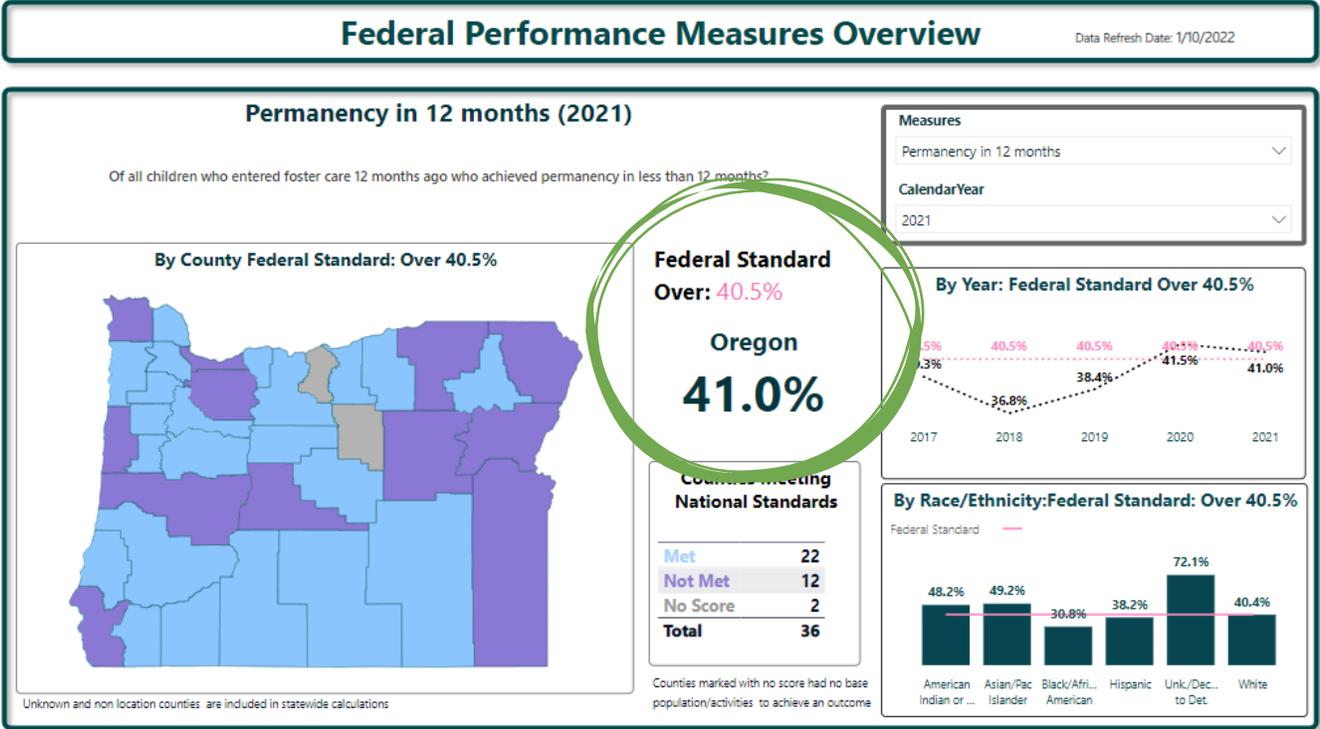
- Indicate how the state is performing across all children and families
- To understand the safety, permanency, and well-being of children and families served
- Allow for tracking across region, state, and time to understand trends and any changes



MEASUREMENT: PERMANENCY IN 12 MONTHS



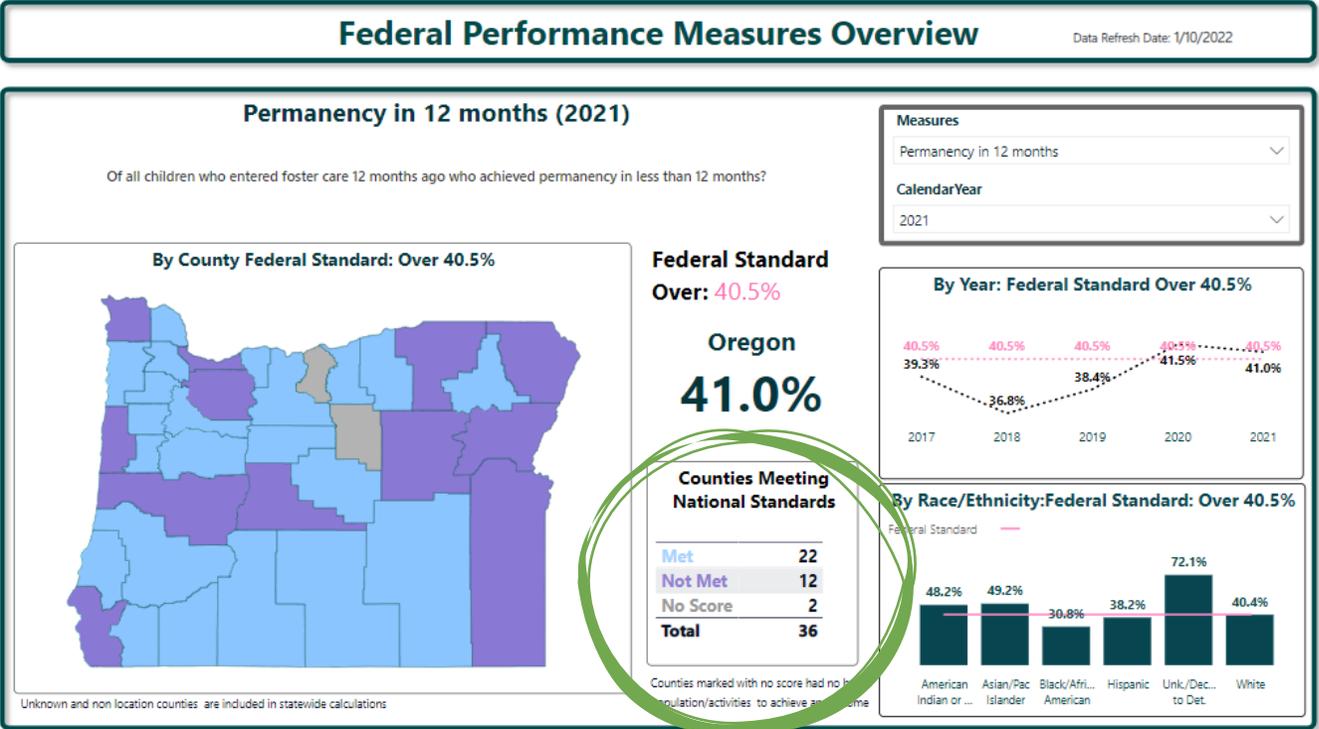
MEASUREMENT: PERMANENCY IN 12 MONTHS



This shows us that overall, in Oregon **41%** of kids removed from their homes reach permanency in 12 months.

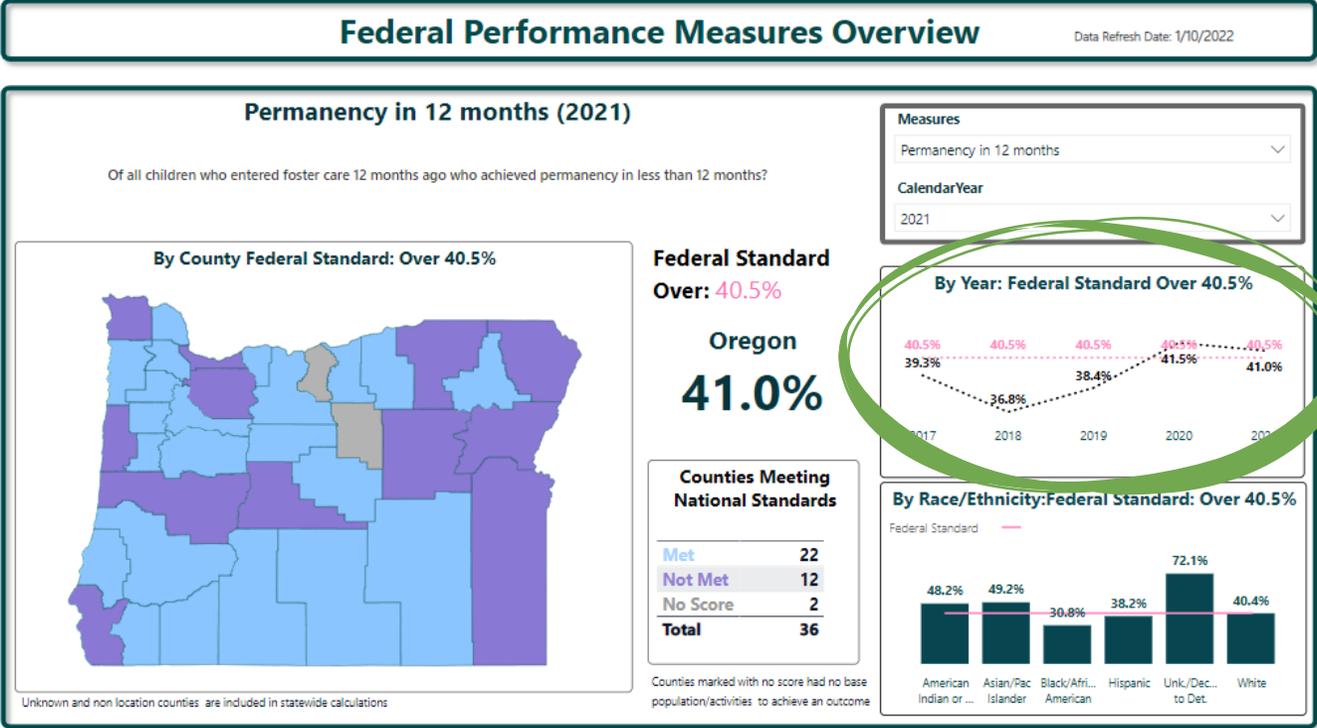
This is **higher** than the national standard.

MEASUREMENT: PERMANENCY IN 12 MONTHS



This shows us that **22 counties** meet the national standard of **40.5%** of children reaching permanency in 12 months.

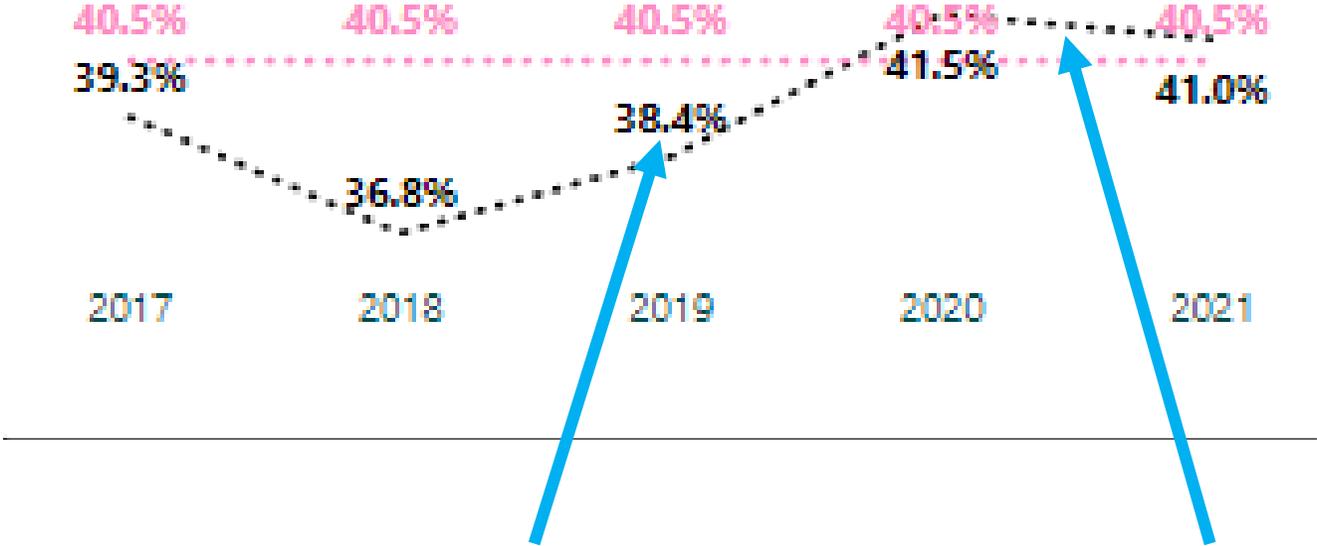
MEASUREMENT: PERMANENCY IN 12 MONTHS



This shows us the trend of **improvement** from 2018 and then **a plateau** in the percentage of children reaching permanency in 12 months

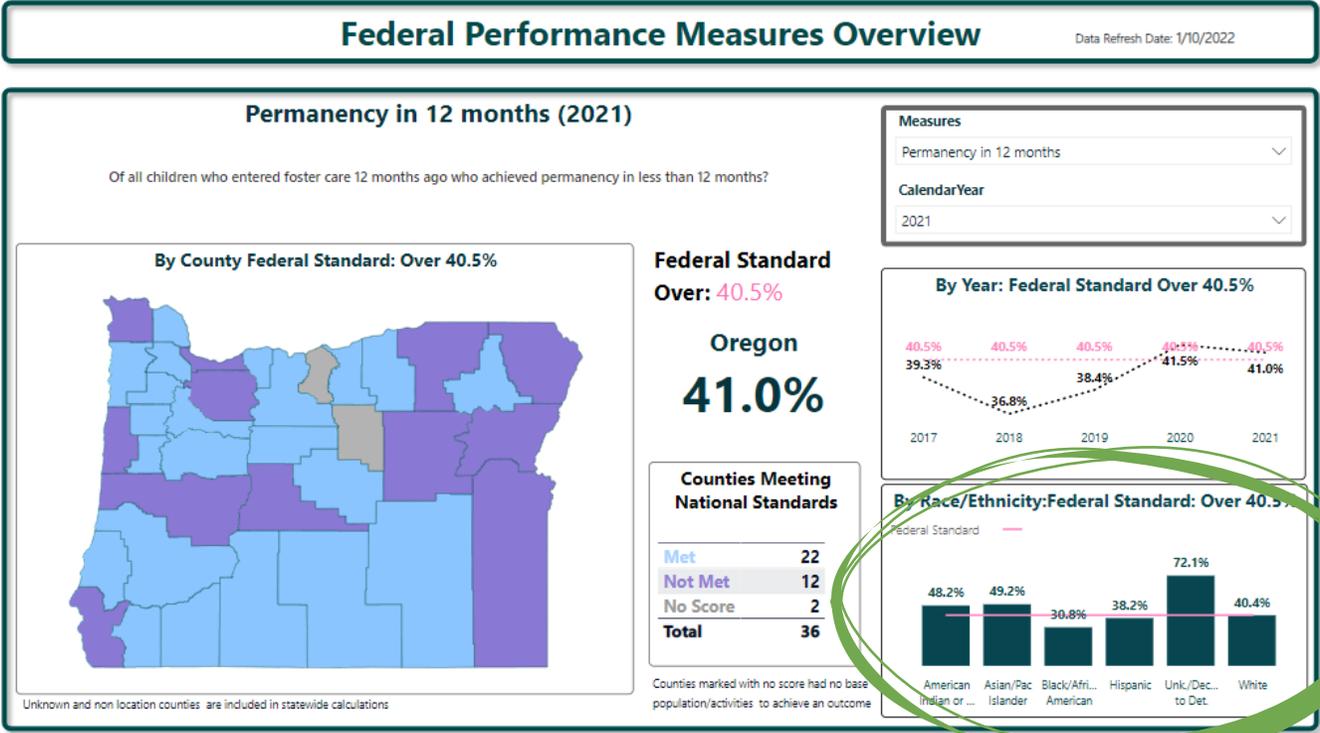
MEASUREMENT: PERMANENCY IN 12 MONTHS

By Year: Federal Standard Over 40.5%



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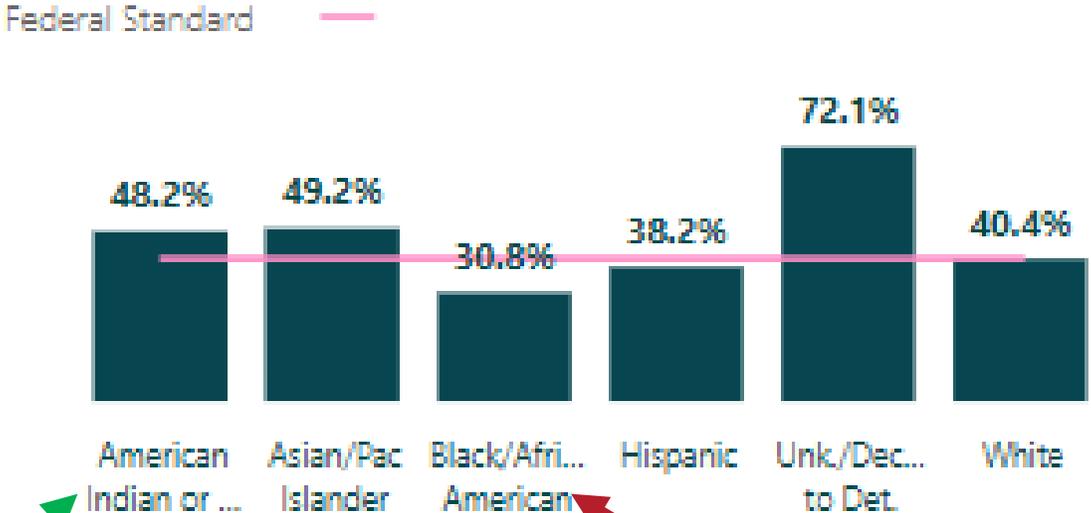
MEASUREMENT: PERMANENCY IN 12 MONTHS



This shows us the how equitable children reaching permanency in 12 months is in Oregon.

MEASUREMENT: PERMANENCY IN 12 MONTHS

By Race/Ethnicity: Federal Standard: Over 40.5%



48.2% of American Indian/Alaska Native children reach permanency in 12 months.
How can this success be built on and expanded to other Races/Ethnicities?

Only **30.8%** of Black/African American children reach permanency in 12 months.
Why is this percentage lower than all others? How can it be improved?



OREGON'S CQI APPROACH

STRATEGY #4: Program infrastructure

- Partnership and collaboration between Oregon's Child Welfare agency and Oregon's Office of Reporting, Research, Analytics and Implementation (ORRAI)
- Expanded funding and position allocations
- Matrix mixing of positions based on key CQI roles (quantitative analysts, qualitative facilitators/analysts, implementation specialists, data visualization expertise)
- Leverage current positions and CQI units across the state



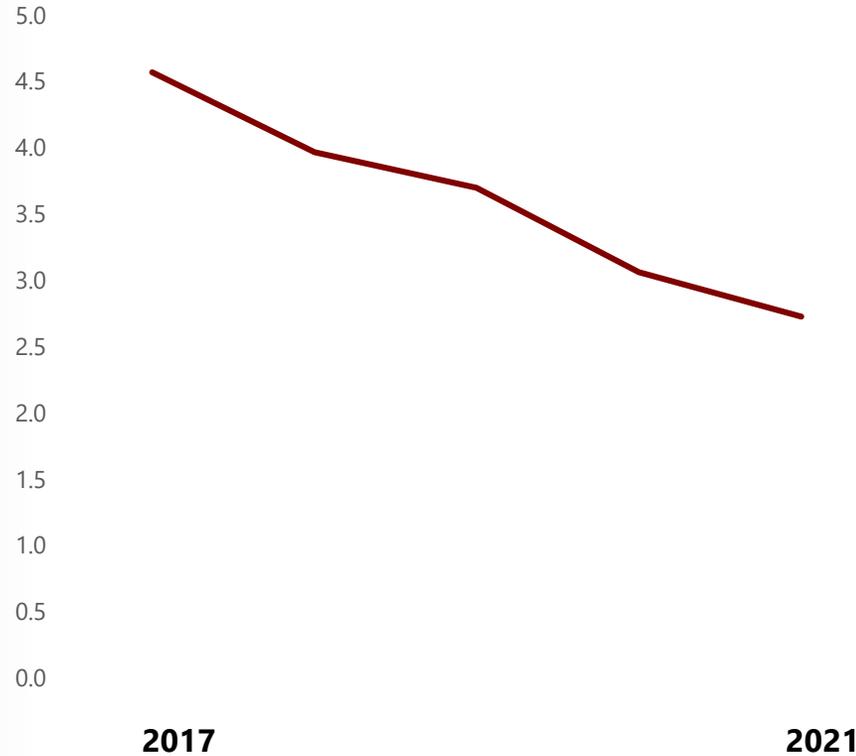
WE ARE IMPROVING BECAUSE...

WE ARE CHANGING HOW WE PARTNER

WE ARE USING CQI TO LEARN

THIS MAKES A DIFFERENCE TO THE CHILDREN AND FAMILIES WE SERVE

OREGON'S FOSTER CARE ENTRY RATE 5-YEAR TRENDS*



We are **reducing separations** of children from their families and communities

* Five-year trend data from Child and Family Services Review (CFSR 3) Data Profile Context Data, Feb 2022



Q&A

Now it is your turn ... what questions do you have?

YOUR CALL TO ACTION:



Please attend the next action lab
in the Chapin Hall spotlight
track:

C2: Operationalizing a Community
Pathway to Prevention: Partnering
with Families to Strengthen
Communities

Wednesday, 4:15 pm – 5:15 pm

- Vision for Transformation

<https://www.oregon.gov/dhs/CHILDREN/CWTransformation/Pages/index.aspx>

- Oregon's Child Welfare Federal
Measures Dashboard

<https://www.oregon.gov/dhs/Data/Pages/CW-FPMs.aspx>



Oregon Child
Welfare Staff
Communities &
Tribal Nations

Thank you!

CQI
workgroup
and advisory
members

Special thanks to our planning team members
Jennifer Ricks, Crystal Wilson, Jenna Reardanz, Bill Stanton



Questions or comments? Please reach out to:

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