



CABINET FOR HEALTH
AND FAMILY SERVICES

**Building and Implementing a
Family First CQI Framework:
Accomplishments and Lessons Learned**

Presenters



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Objectives

- Learn about a measurement framework designed to collect data on four key elements of Family First implementation: agency capacity, reach, fidelity to EBPs and outcomes.
- Learn how the data and evidence gleaned from the measurement framework can be used to identify root causes of needed improvements and inform the development of potential solutions.
- Hear how evidence from Family First CQI processes are being integrated into Kentucky DCBS' broader CQI system.

What is the status of your Title IV-E Prevention Program Five-Year Plan?

Historical Context and Preparing for Family First

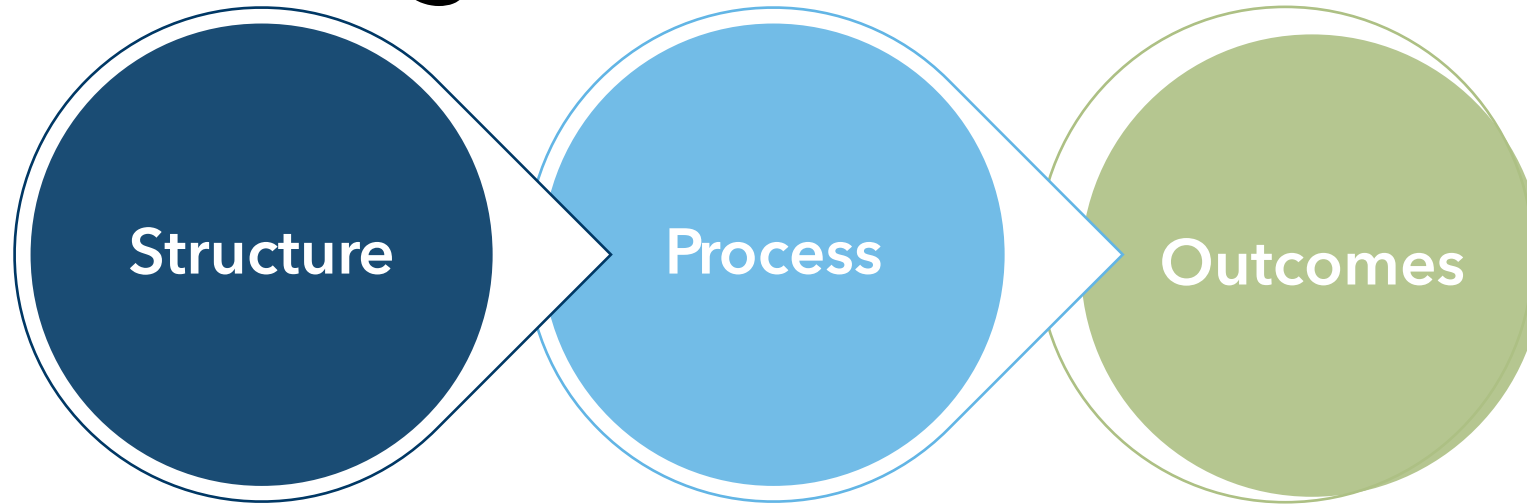


Practice Transformation in Kentucky

- Child Welfare Transformation launched in Kentucky in April 2018
- Phase one began in May 2019
- Reform goals:
 - *Reduce case loads*
 - *Improve timeliness to permanency*
 - *Safely reduce the number of children entering into OOHC*



Project Management

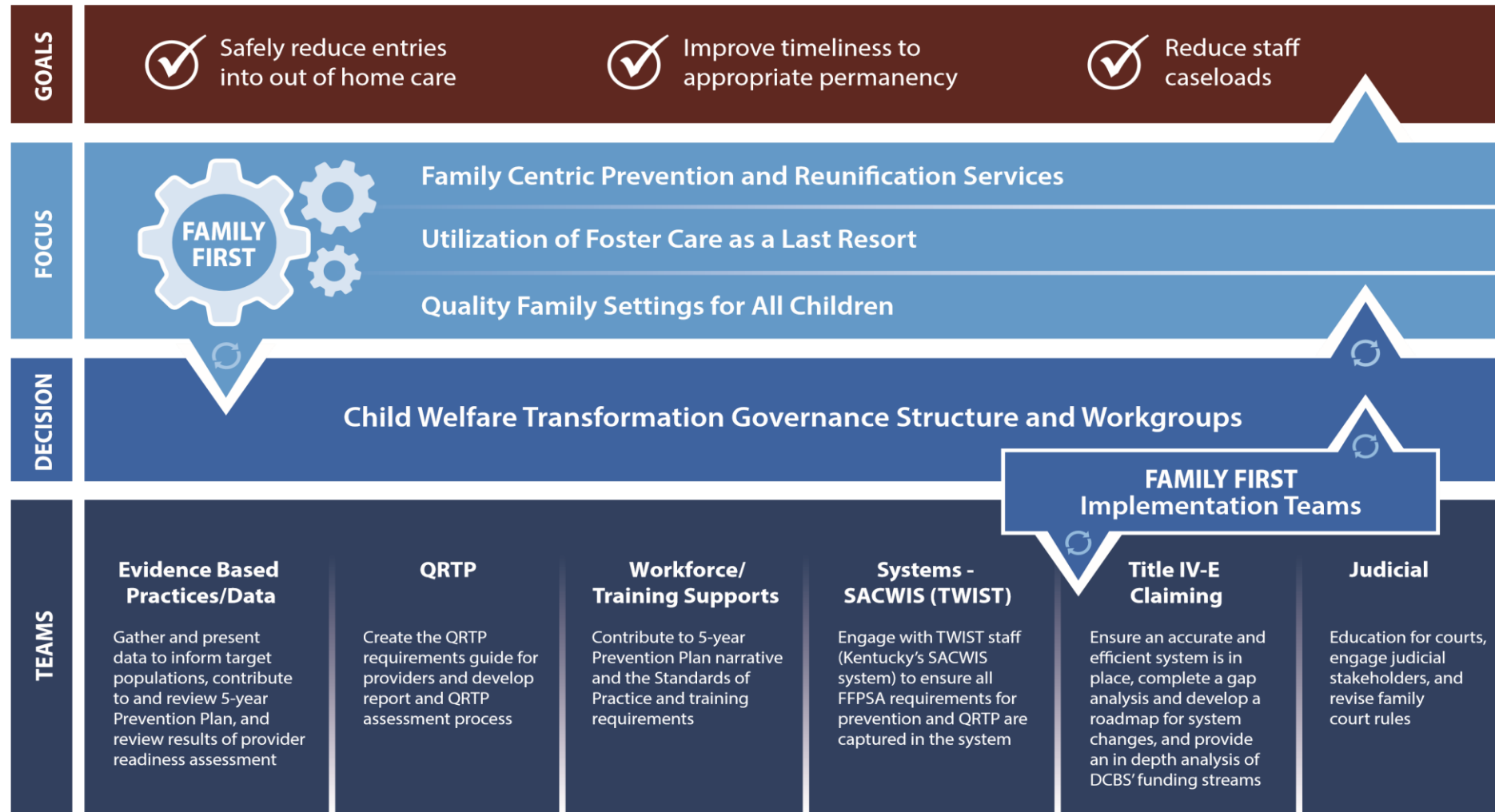


- 9 Workgroups
- Workforce
- Permanency
- Prevention
- Fiscal Mod.
- Trans. Aged Youth
- Foster Parent
- Relative Pl.
- Service Regions
- IT

- Requirements
- Scope of Work
- Key Themes
- Risk Assessment
- Communications
- Project Monitoring
- Stakeholder Engagement

- Strategy implementation
- Deliverables
- Early evaluation
- Course correction as needed
- Embed into ongoing practice

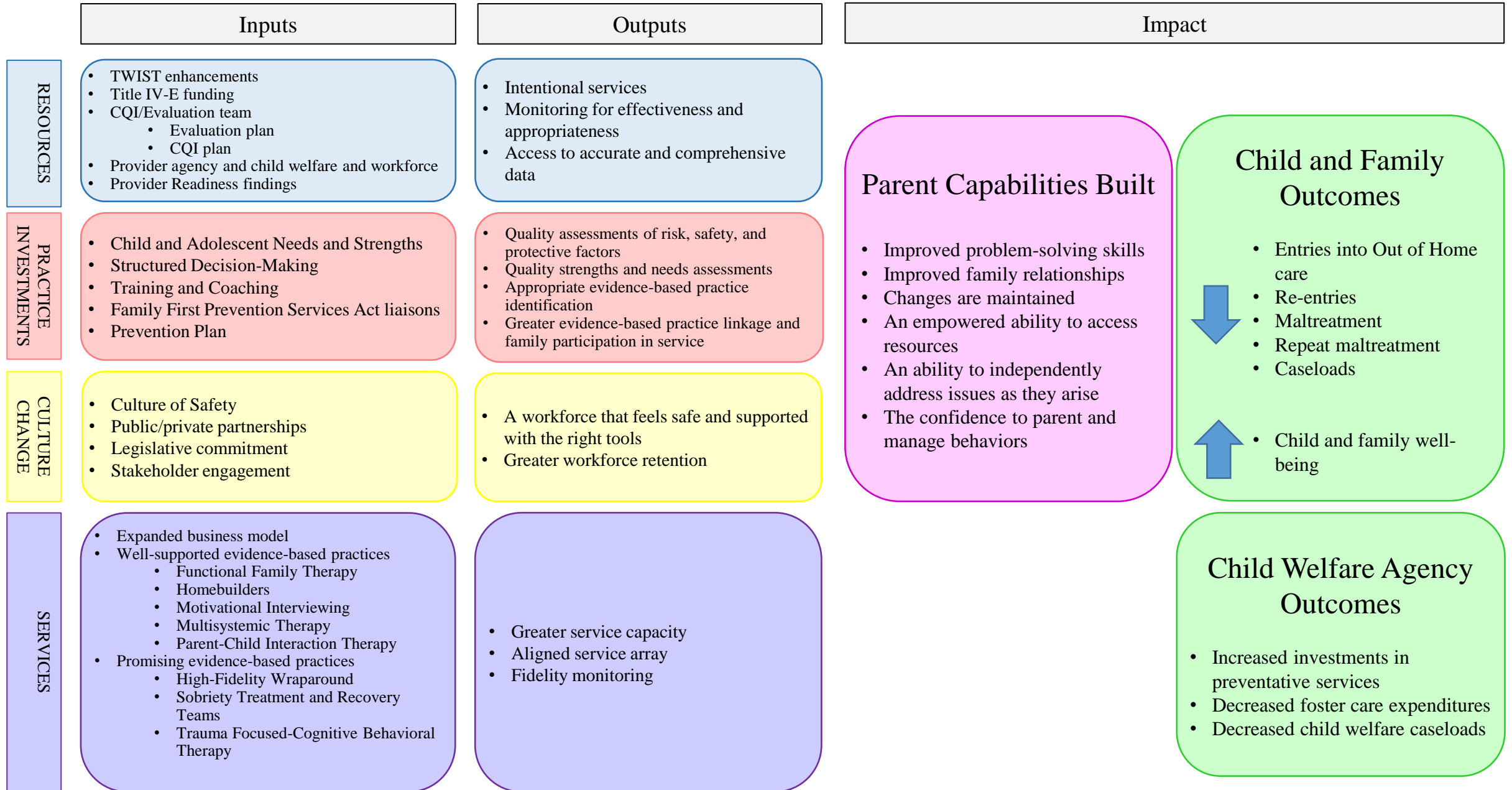
KENTUCKY'S FAMILY FIRST IMPLEMENTATION



FAMILY FIRST Implementation Teams

 Illustrates the facilitation of internal and external communication feedback loops.

Kentucky - Family First Theory of Change



Phase One Highlights: Prevention

- 2019 Provider Readiness Assessment
- Assess service provision needs
- Identify evidence-based practices
- Regional forums
- Draft/submit 5-year FFPSA State Plan
- Expand in-home services and invest in prevention



Implemented Family First Prevention in October 2019

> State plan approval
April 2020

> State plan
amendment
December 2021

> State plan
amendment
September 2022

> Increased funding
for prevention services

> Legislative
appropriations for
prevention

> Decreased Foster
care expenditures

> Expanded
prevention services

> Expanded evidence-
based practices

> Expanded capacity
through agency
commitment and
organizational change

> Partnered with
Chapin Hall to
implement a Family
First CQI
Measurement
Framework

> Integrated Family
First CQI into broader
agency CQI

Family & Youth
Driven

Community
Collaboration

Connecting Families to Support

Leverage &
Communicate Data

Policy & System
Changes

Addressing equity & inclusion

Changing paradigm for how families are served

Honoring family voice and choice



Statewide Prevention Collaborative

Building Community
Well-Being Among
Families Grant

Prevent Child
Abuse
Kentucky

Lean on Me
Initiative

Parent Engagement
Meetings

Community
Partnerships-social
determinants of
health

Fatherhood
Engagement



Parent Advisory Council

Community
Collaboration
for Children



Equity

Inclusion



Ensuring families have access to
information and support necessary for
family well-being.

Division of Prevention and Community Well-Being
Primary Prevention

TEAM
KENTUCKY.
CABINET FOR HEALTH
AND FAMILY SERVICES

Family & Youth
Driven

Community
Collaboration

Connecting Families to Support

Leverage &
Communicate Data

Policy & System
Changes



Addressing equity & inclusion

Changing paradigm for how families are served

Honoring family voice and choice



Statewide Prevention Collaborative

Thriving Families,
Safer Children
Initiative

Safety net &
economic
supports

Formal
collaborations with
other family
serving agencies

Community
Pathways



Parent Advisory Council

Community
Response pilots



Collaborating and enhancing community-based partnerships to support families who may have risk factors for child maltreatment

Equity

Inclusion

Division of Prevention and Community Well-Being
Community Response and Well-Being



Family & Youth
Driven

Community
Collaboration

Connecting Families to Support

Leverage &
Communicate Data

Policy & System
Changes

Addressing equity & inclusion

Changing paradigm for how families are served

Honoring family voice and choice



Statewide Prevention Collaborative

Family First
Prevention Pilots

Family
Preservation and
Reunification
Services

Community
Pathways

Sobriety Treatment
and Recovery Teams
(START)

Kentucky
Strengthening Ties and
Empowering Parents
(KSTEP)



Parent Advisory Council



Equity

Inclusion



Providing a robust prevention service
array to prevent future maltreatment and
entry into care

Division of Prevention and Community Well-Being
Prevention Evidence Based Practices

**TEAM
KENTUCKY.**
CABINET FOR HEALTH
AND FAMILY SERVICES

Prevention Plan Implementation and CQI

Measuring Performance

- Measure and monitor initial and ongoing implementation of the Prevention Plan
- Use a measurement framework to produce the information needed to fuel improvement efforts
- Establish routine forums with a diverse array of partners to engage in improvement planning
- Ensure race equity is centered and constituent engagement is intentional

Has your state started to build infrastructure for Family First CQI?



CAPACITY




REACH



FIDELITY



OUTCOMES



A Measurement Framework for Implementing and Evaluating Preventive Services

[Jurisdiction]

CHAPIN HALL
AT THE UNIVERSITY OF CHICAGO

ChildMetrix
Kurt Heisler Consulting, LLC

A **measurement framework** to help measure capacity, reach, fidelity, and outcomes related to child welfare preventive services, including Evidenced Based Practices (EBPs) and those related to Family First.

May 2022



Agency Capacity Measures*

Assess the degree to which the agency devoted the necessary resources to support its implementation of prevention services

Reflect key implementation drivers

- Staffing[^]
- Training
- Coaching
- Technology supports & infrastructure
- Facilitative administration
- Systems interventions

*This framework groups capacity measures into six domains that correspond closely to seven “implementation drivers” identified by the National Implementation Research Network (NIRN). (NIRN’s seventh implementation driver – Fidelity – is captured later in its own section.) For more information on NIRN and these implementation drivers, see <https://nirn.fpg.unc.edu/module-1/implementation-drivers>.

[^]NIRN calls this driver “Selection”

^{^^}NIRN calls this driver “Decision Support Data System”



Agency Capacity

- Surveys delivered to DCBS staff in October 2021
- Focus groups to assess capacity measures were delivered to service providers in January 2022
- Responses analyzed through Quality Insurance and Chapin Hall
- Findings presented to Family First CQI Stakeholders Group
 - Ex. Turnover/retention challenges for providers and DCBS
 - Ex. Need for EBP training sustainability/training of trainers



Reach Measures

Measures related to children and families referred to services, outcomes of those referrals, and service uptake and completion

SAMPLE 1st report on measures of REACH

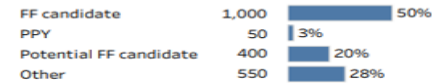
DRAFT. All data are simulated.

Family First Candidates and Pregnant and Parenting Youth (PPY) 2020 Q1 | Kentucky

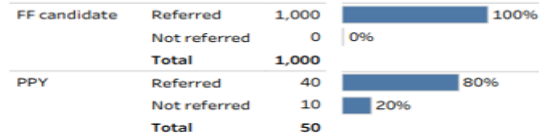


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Family Services

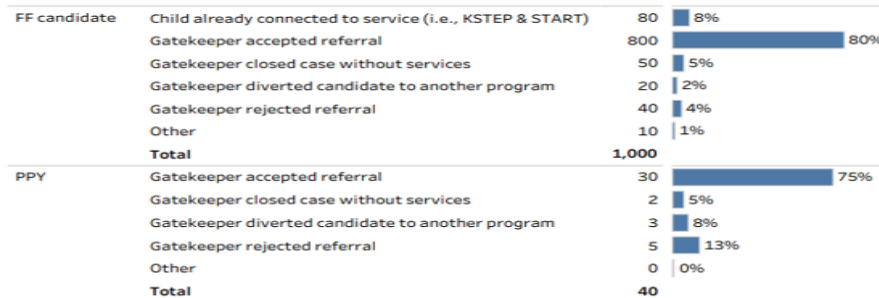
How many children & youth came to the agency's attention? (N = 2,000)



How many children & youth were referred to an EBP? (N = 1,050)



For children & youth referred to an EBP, what was the referral decision?

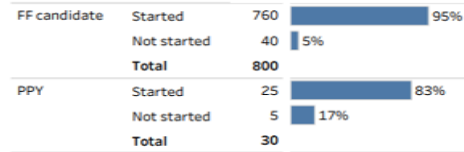


Family First Candidates and Pregnant and Parenting Youth (PPY) 2020 Q1 | Kentucky

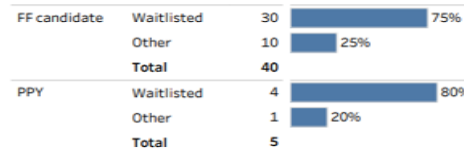


KENTUCKY
Cabinet for Health and
Family Services

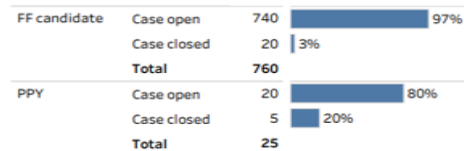
How many children & youth with accepted referrals started an EBP?

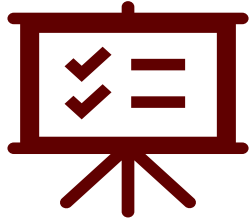


For children & youth who did not start an EBP, what were the reasons?



For children & youth who started an EBP, how many are still enrolled?





Fidelity Measures

The extent to which the service is carried out with **adherence to the intended approach** and can be assessed by measuring the degree to which capacity, process, and quality requirements are met.

Motivational Interviewing - SOURCE: Miller and Rollnick (2012) Motivational Interviewing 3rd Edition

1. Staffing and Training: licensure, certification, qualifications, training; supervisor/staff ratio, staff/client ratio; coaching and supervision		
Fidelity Question	Explanation/Guidance	Case Review Key Findings:
a. Does the provider have the appropriate education?	High school diploma or GED	
b. Does the provider have appropriate training?	1) Basic Skills Training for "on the ground" workers	
c. Is there appropriate supervision and movement toward proficiency in MI skills?	1) Advanced Training is required for supervisors (reviewer should look for evidence of Advanced Training)	
	2) There is use of fidelity measures and coaching to work toward proficiency through observation, note review, or role playing. The reviewer should look for the MITI, MISC or MIA-STEP (clinician assessments)	
	3) Coaching and supervision are specific and detailed (i.e. "you said xxxxx", that can be considered judgmental. How can we say that in the MI spirit?")	
	4) Session notes indicate the supervisor is supporting the provider in adhering to the model	
Fidelity Question	Explanation/Guidance	
a. Is the client appropriate for IV-E?	1) Current SUD diagnosis (active or in remission), 2) Relapse Prevention, OR 3) deficit in daily living resulting from SUD	

Motivational Interviewing - SOURCE: Miller and Rollnick (2012) Motivational Interviewing 3rd Edition

3. Activities of the service: type, content. Dosage (e.g., frequency, intensity, duration), timeliness of assessments and services		
Fidelity Question	Explanation/Guidance	Case Review Key Findings
a. Are appropriate assessments used to determine base score and to show progress?	Use of ASAM Dimension 4 "Readiness for Change" or URICA to assess base score/stage of change and progress during treatment.	
b. Competent use of skills	1) OARS Skills (open ended questions, affirmations, reflections, summaries),	
	2) Consistency with MI Spirit (MI is based on partnerships, acceptance, empathy, autonomy, affirmation, compassion and evocation NOT confrontation, judgement, imposition, authority, criticism, indifference, or education),	
	3) Change Talk is Used (goal setting, pros and cons lists, values, scaling)	
Case Review Strengths:		
Case Review Enhancement Opportunities:		



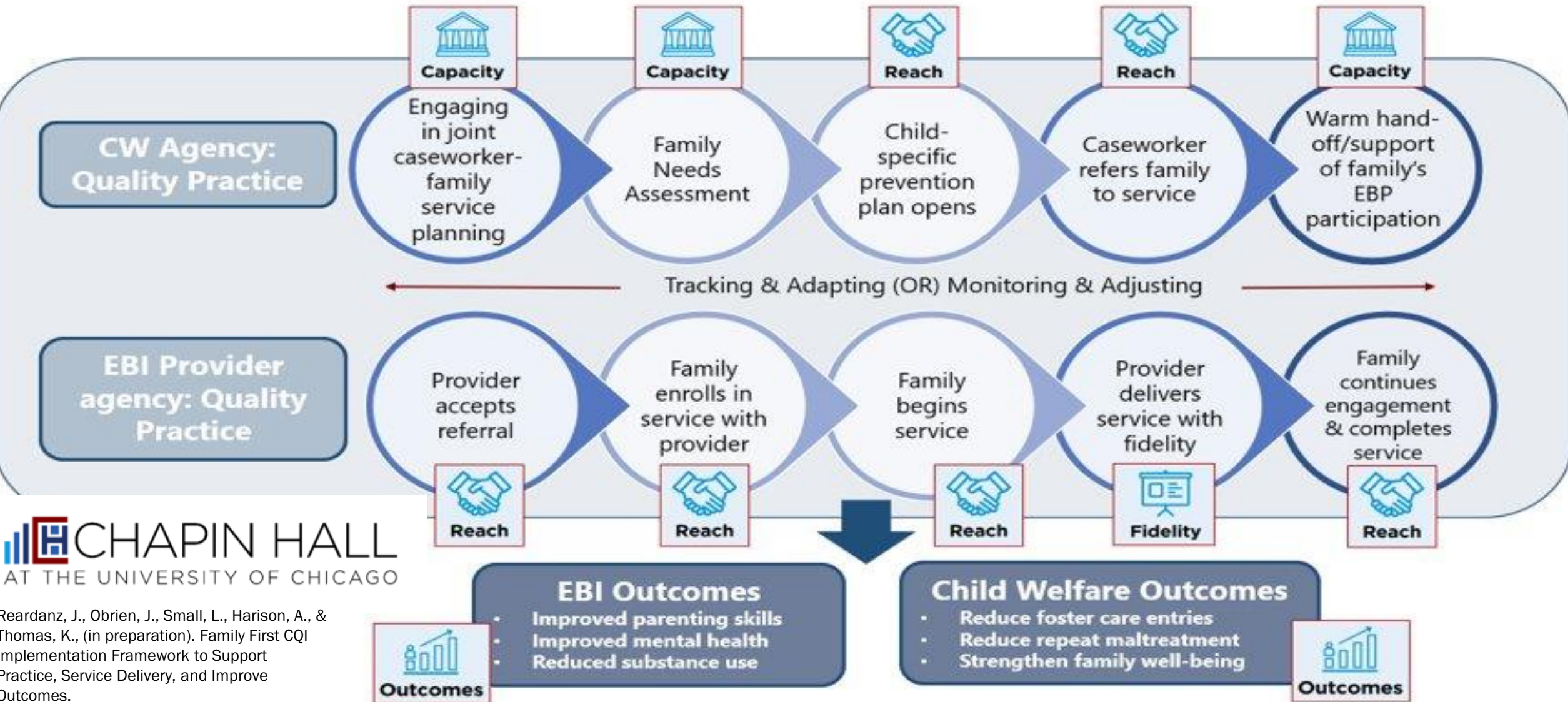
Outcomes

The extent to which the services are achieving the desired results for children and families, outcomes may be:

- **Prescribed by the EBP**
- **Agency specific**, for example:
 - CPS report while still receiving the EBP
 - CPS report within 12 mos. of competing an EBP
 - Entered foster care while receiving the EBP
 - Entered foster care after EBP closure by timing
- **Federally required** outcomes for Family First candidates (long term outcomes related to foster care entry)

Quality Practice Leads to EBP Participation and Outcomes

Pathway: The Whole Picture



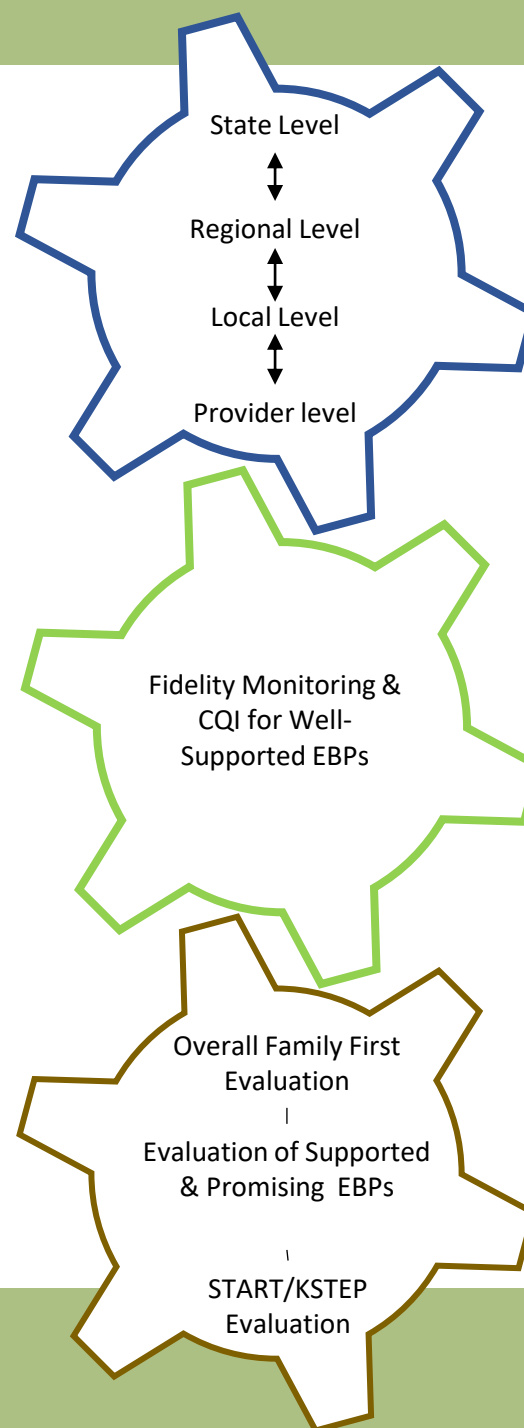
CHAPIN HALL
AT THE UNIVERSITY OF CHICAGO

Reardanz, J., Obrien, J., Small, L., Harison, A., & Thomas, K., (in preparation). Family First CQI Implementation Framework to Support Practice, Service Delivery, and Improve Outcomes.

Proposed CQI framework

Three integrated components

2. Family First CQI



1. Overall Statewide CQI

3. Family First Evaluation

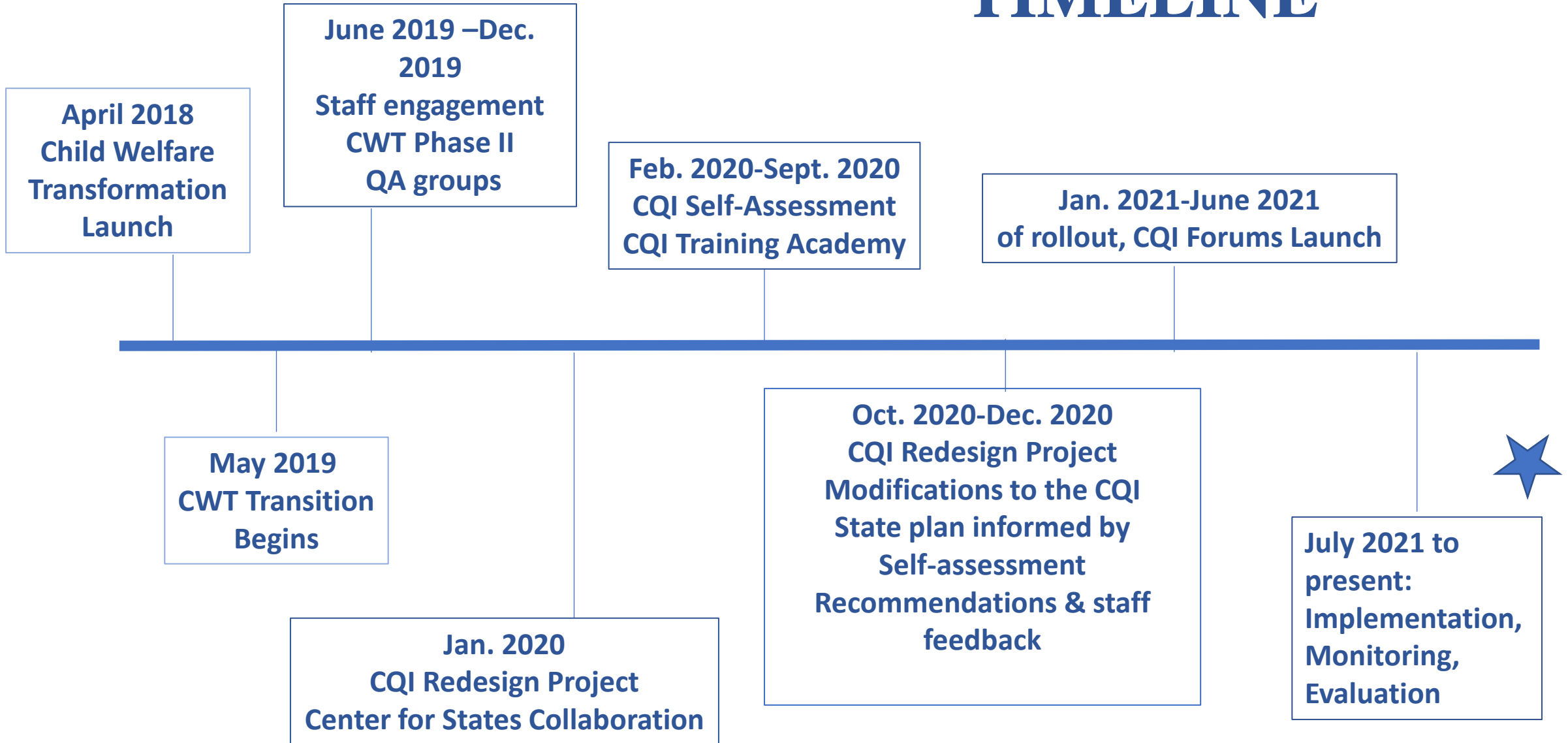
Discussion Questions

- If you have started to build infrastructure or have implemented Family First CQI processes, what successes have you experienced?
- If you have not started or are in the planning process now, what challenges do you anticipate?

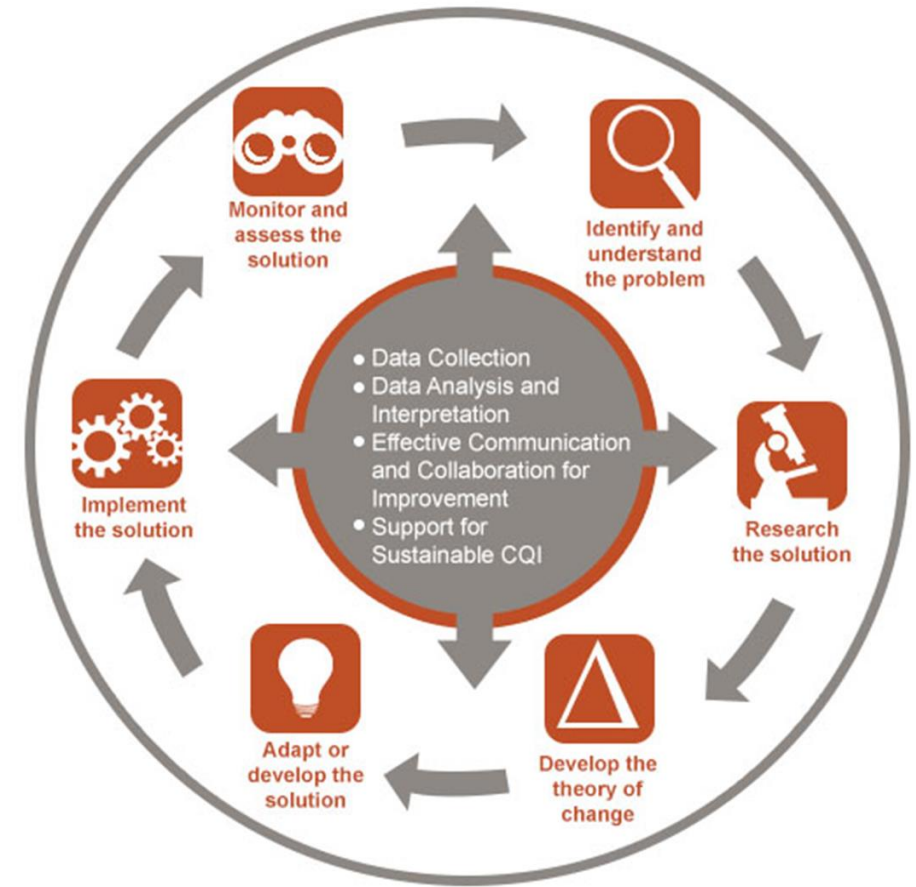
Child Welfare Transformation Phase Two: CQI Re-design



TIMELINE



- Cycle of Learning utilized for CQI
- CQI issues are defined as affecting/impacting the same 3 topical outcome focused areas as the CFSP:
 - Safety
 - Permanency
 - Well-being



Finding Common Ground: “What is CQI”?



Embed CWT into everyday operations; changing the CULTURE of CQI

• **Data: Key Performance Measures (or KPI's)**

• Aligned with Safety, Permanency, and Well-Being

• Will be re-evaluated and changed as necessary.

• Regions will be able to include other performance measures specific to their needs.

• Inclusion of racial equity and disparity outcomes.

• **Definition of CQI:**

- It is a philosophy – it places a high value on improvement. **(CFSP)**
- It is a system – a coherent set of components that supports the continuous improvement process. **(KPIs)**
- It is a cyclical process – it seeks to identify, describe, and analyze strengths and problems and then test, implement, learn from, and revise solutions. **(APSR/CFSR)**

• **Key Features of a CQI System:**

- It is data-informed, systematic, and proactive.
- It is inclusive, involving stakeholders and staff at all levels.
- It is holistic, incorporating information about multiple aspects of the system and establishing linkages

Foster a Culture of Learning



Ongoing training for CQI Specialists

- Center for States CQI Training Academy and coaching sessions
- My Purpose online trainings
- Subject matter experts informing the work
- Ongoing forums and department wide CQI orientation training
- CQI Specialists facilitating and coaching local teams

CQI can be seen as a trifecta for addressing concerns, supported by data and informed by practice review

- **Tiered teaming system:** Local, Regional and State CQI teams identify and solve barriers to service delivery and outcome achievement.
- **Management Reports and data:** Connect data with outcomes and benchmarks by highlighting and monitoring trends.
- **Reviews of case work quality:** Multi-level case reviews and feedback at each level to promote high quality case work and best practices.

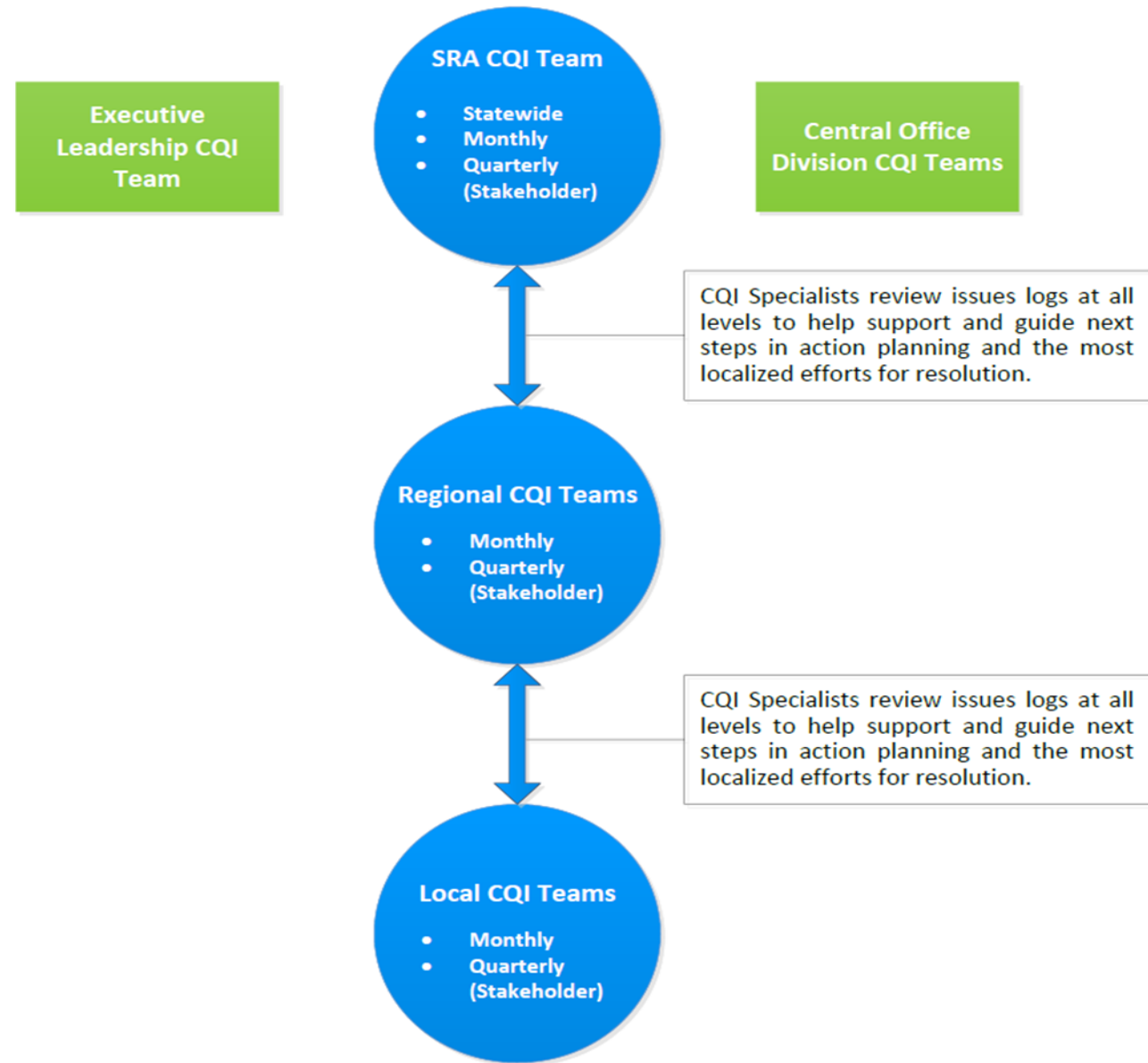
SOP 30.6 CQI and the Case Review Process

- CQI Case Review process
 - Debriefing
 - Regional Action Planning
- CQI State Plan and Procedures Manual
 - Available in SOP for access
 - Conducting annual review and eval of State Plan
 - (CQI-ing our own CQI plan)



A systematic structure for responding to agency's changing needs.

Teaming Structure



CQI Youth Engagement

Strengths:

- Collaboration with Voices of the Commonwealth, Murray State and SKY
- Virtual platforms allowed more participation statewide
- Feedback loop (TEAMS channel for feedback from agency, follow-up with VOC/youth)
- CQI Youth FAQ brochure
- Surveys-ongoing

Barriers:

- Lack of participation/engagement (virtual fatigue)
- Feedback doesn't always reach same youth

Youth Feedback example: Goal 3: Increase the timeliness to appropriate permanency for all children in OOHC

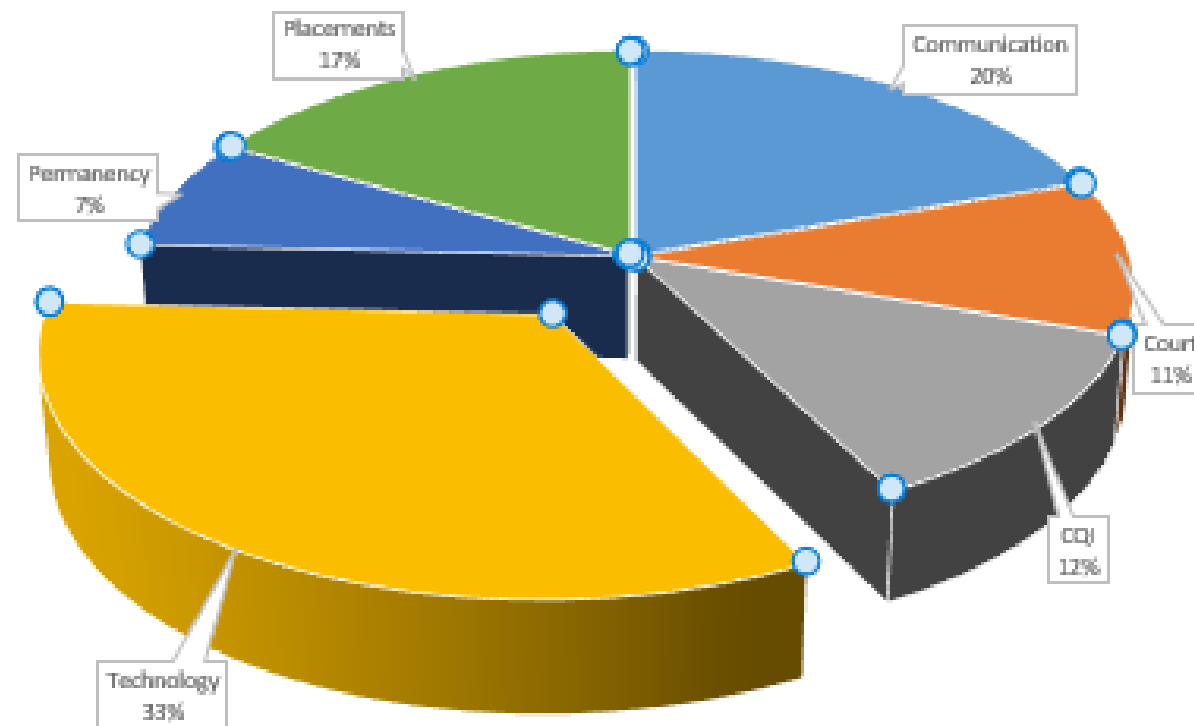
- feedback: ensure youth are engaged in decision making around permanency
obtain ongoing surveys from youth to inform practice
joint training/team building between foster youth/foster parents



*Current Youth serving
as Voices of the
Commonwealth*

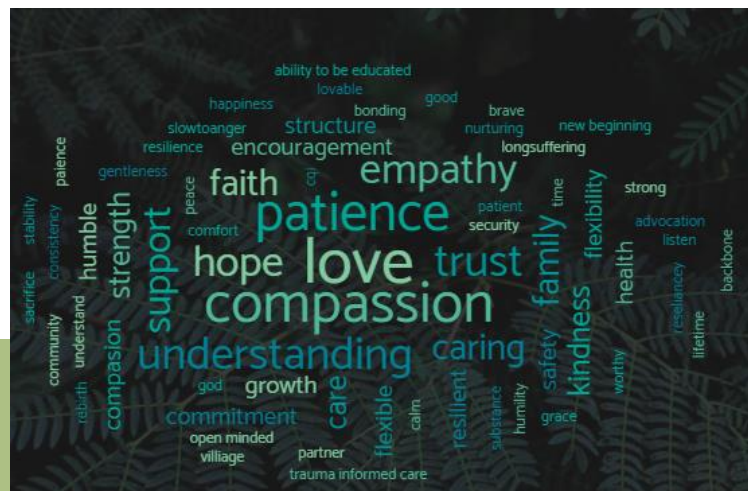
Foster/Adoptive Parent Stakeholder Engagement

- CQI training-partnership with stakeholders bi-annually
- Foster/Adoptive Parent survey
- Polls during CQI overview
- Identified training needs/barriers
- Regional Foster/Adoptive Parent CQI teams

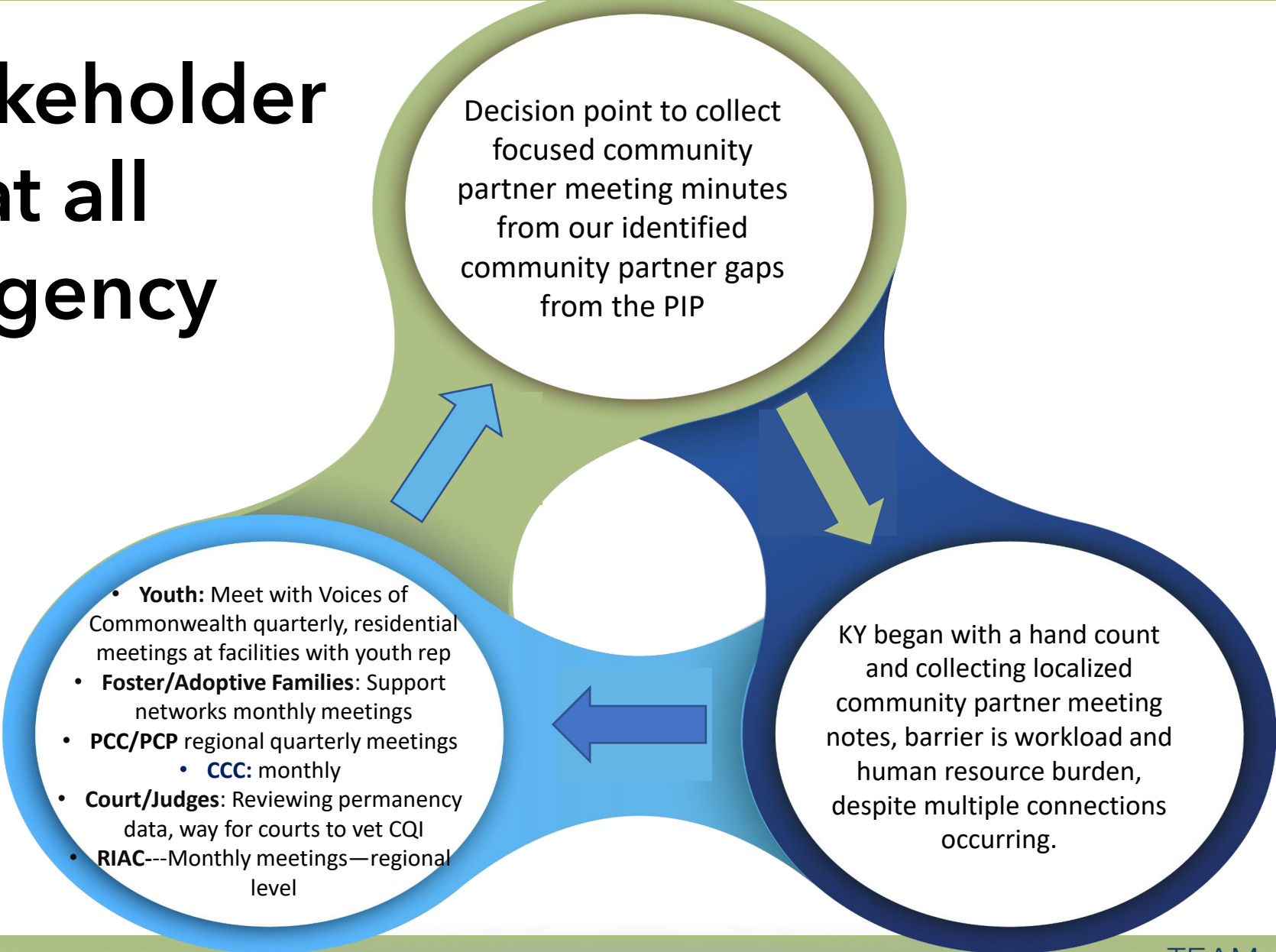


Barriers in Achieving Permanency for Children from resource family POV

“In one word, identify a strength in fostering children”



Consistent stakeholder engagement at all levels of the agency



Agency feedback loop: making the conversation tangible

CQI UPDATES



An update brought to you by the Field Quality Branch

VOL. 1, ISSUE 1

Quarter 1 2022

What is the criteria to be a CQI Issue?

- Concerns perceived as a barrier to service delivery and/or quality work;
- Requires Teamwork;
- Not Addressed by Existing Guidelines; and
- Requires Action Planning.



Click image to left for CQI Issue Identification Tip Sheet

Guidance for non-CQI Issues

Where to send the following non-CQI issues as they arise:

System issues are sent to the regional CQI specialists:

TWIST issues will be reviewed & forwarded to DPP; while Worker Portal issues will be reviewed & forwarded to DFS for resolution.
 **Please remember to send examples (screenshots, case numbers, help desk tickets, etc...) when submitting any system enhancements.

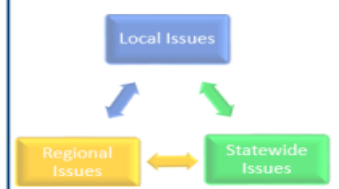
Workplace/Staff Safety and Critical Incidents/Accidents:

Safety issues are sent to Safety Administrators
 Building issues are sent to Building Managers

Community partner concerns:

These issues should be addressed at a community partner meeting that is already naturally occurring if possible or develop a plan of action outlining who will address the issue (SRCA, Specialists, SRA, FSOS, etc.).

Advancing Issues & Feedback Loop



CQI Specialists review all issues to determine if further efforts can be offered at the current level. If unable to resolve on the local level, the issue is presented to regional leadership to determine potential resolution or escalate to the Statewide Team. Leadership will determine if resolving the issue would require a regulatory or policy change, rather than clarification, training, or internal practice change.

The team submitting the issue must describe it in writing in sufficient enough detail to enable those unfamiliar with it to understand the issue, and propose a potential solution or ideas that might help in forming remediation or progress.

Feedback loop:

All issues will be addressed and any status updates relayed so the team can be in communication together about progress or further needs or efforts to be discussed.

To learn more about issues, please click the links below:

[EKU CQI Training](#)

Family Support

- ensure defects are logged.
- for the changes.
- Case Review Guide'
- training on the Case Summary Screen
- workers is under review.
- the limit on backdating applications due to system functionalities & issuance schedules
- Issue with Authorized Rep screen in application registration resolved with in release 21.07.
- Call Services is an ongoing discussion with DSR leadership and regional leadership
- Statewide email inbox issues addressed & inbox closed
- NAB will re-issue 30/60 job aids
- NAB clarification on VS issues in Application Registration
- System change for OSA's to add comments
- IVR changes are in progress based on feedback from regional workgroup
- Form/Notice revisions sent to DFS workgroup
- Pending CSR to add the case due date and document scanned date
- No changes to income change screens due to error rates and record deletions
- DFS is reviewing different options for virtual interactions with clients
- Call volumes & case processing changes 9/4/21
- DFS is working to move UIB & other programs to Worker Portal
- WP Guide has the options available for drop boxes
- Click link below for more details

Worker Portal system issues are resolved when submitted to DFS for review; system updates will be issued by DFS.

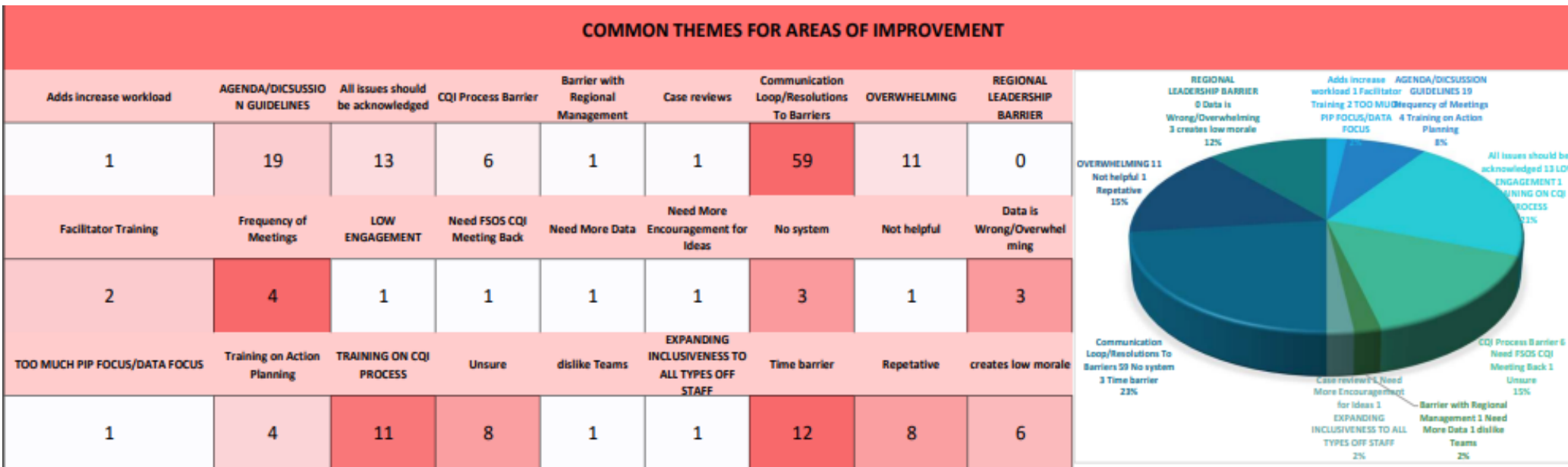
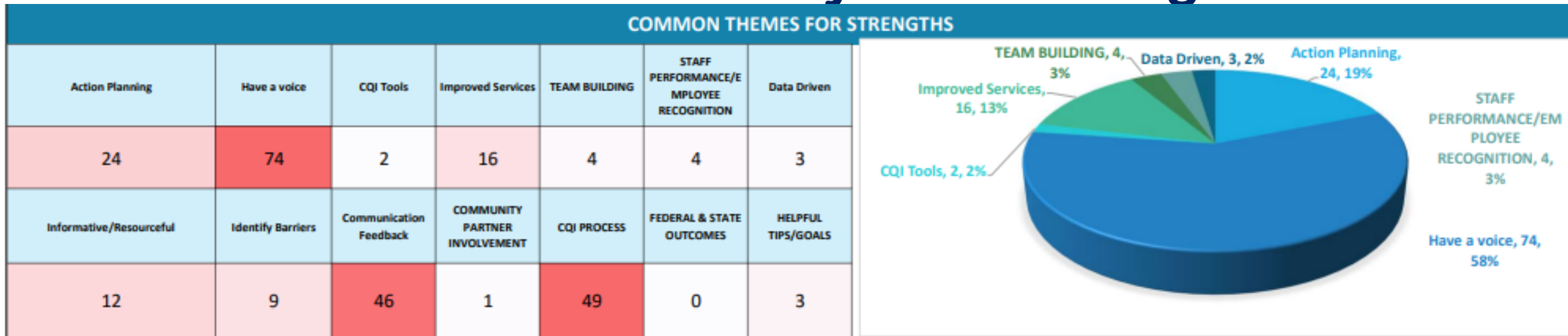


Protection & Permanency

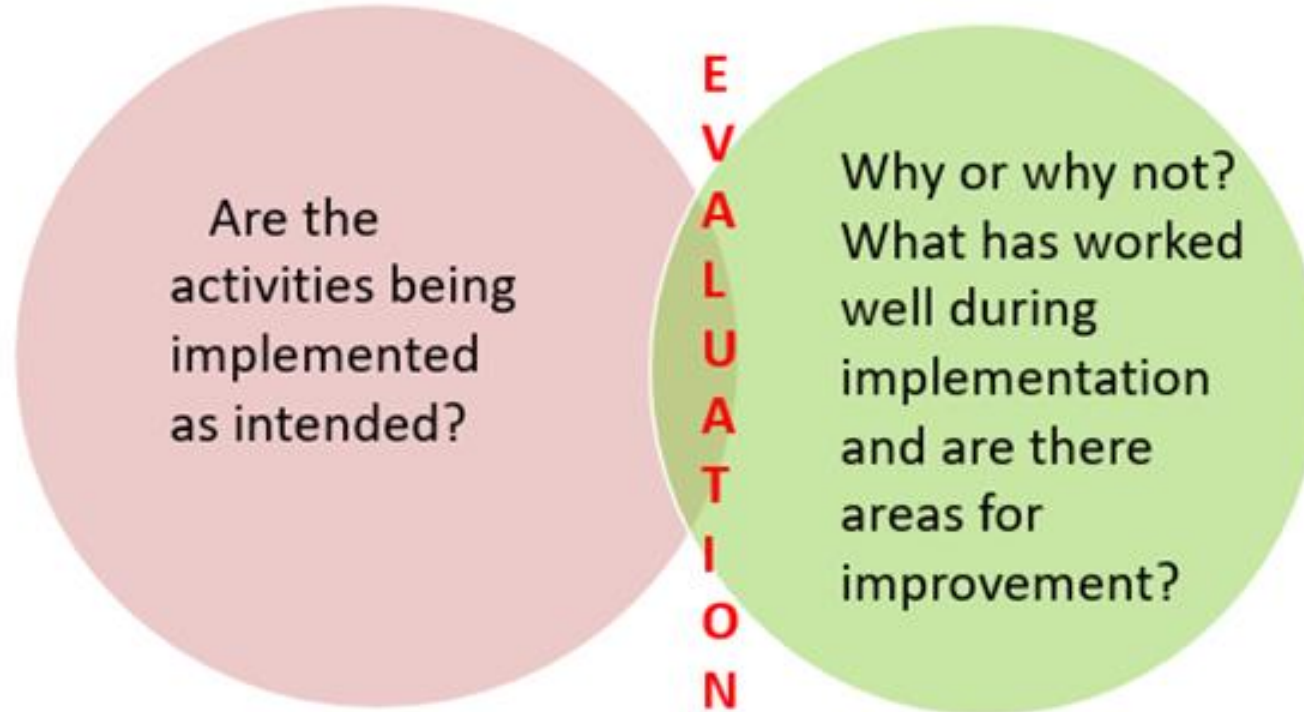
- CI Notification to SI POC after hours for F/NF Intakes
- Clarification on SOP 417 Concurrent Planning
- Issues with COT sent to Director
- Access or development of marriage index
- Request that APS to participate in stipend program
- Request changes in stipend & practicum programs
- CI Notification to SI POC after hours for F/NF Intakes
- Issues with Travel Branch sent to Director
- More access for CourtNet
- Second SSC II for teams
- Request to update R&C material in Spanish
- Creation of a prospective foster parent portal
- Add Gender & Gender Identity
- Changes to AFCARS Screens
- Form 886a assessable to caseworker or FSOS
- Timeout change for TWIST
- Search option similar to old TWIST system
- Several requests for changes in electronic documents
- Secondary approval for the 'No Findings' button
- Track & monitor visits with parents & other adults
- Issue on Foster/Adoptive Home type
- Problem with SKY contacts
- Request to enter multiple consults at one time
- Intake #'s are different between systems
- Multiple changes to case plan screens
- Request for 'tickle' for case plans
- Request for electronic signature option
- Click link below for more details

TWIST system issues are resolved when submitted to DPP for review; system updates will be issued by DPP.

Use of Surveys and Polling

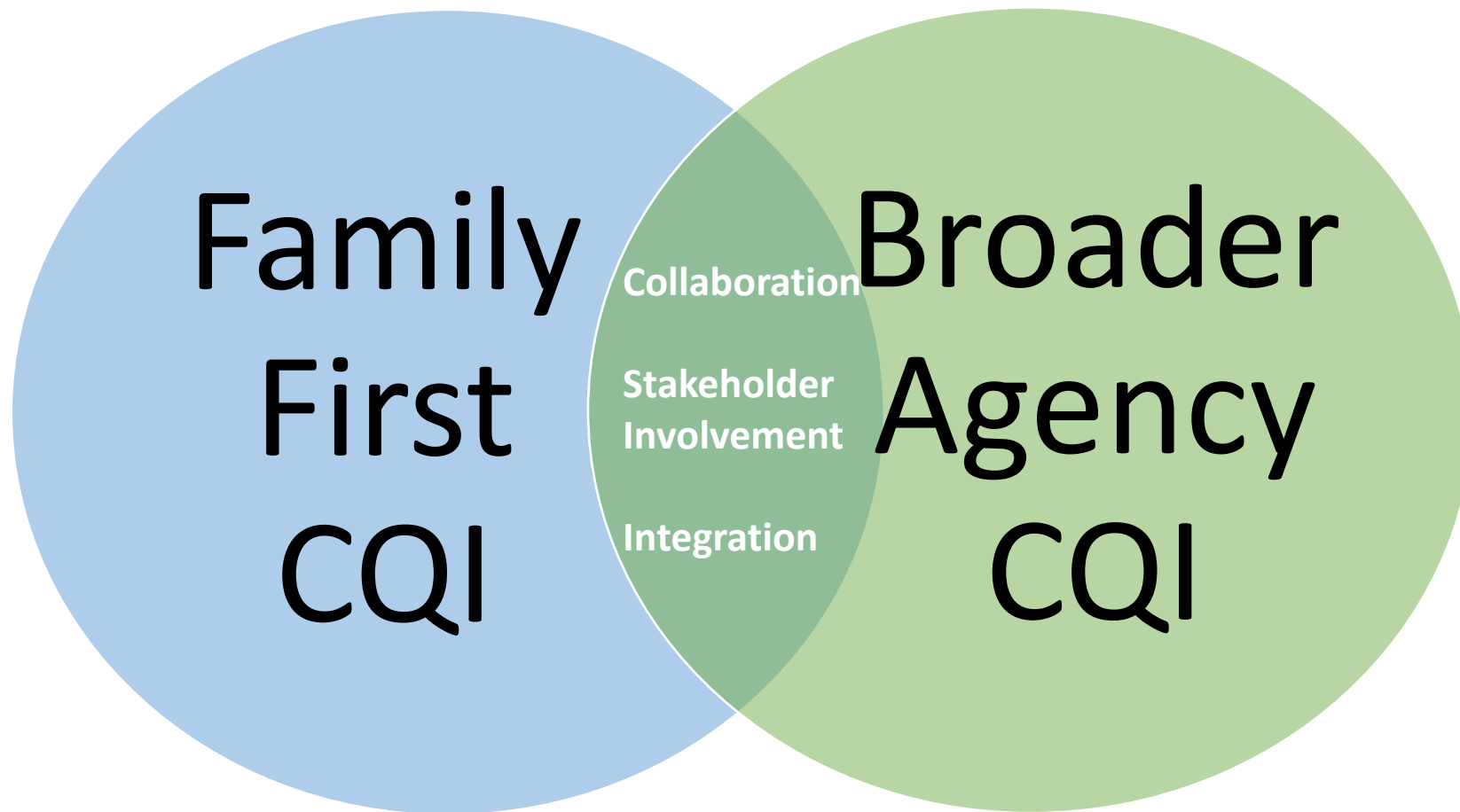


Evaluation & Monitoring Phase



CQI Plan Component
• CQI Vision
• Teaming Structure
• Agency Feedback Loop
• Infrastructure Supports
• Core Data Set
• Case Record Review Process
• Training Requirements
• Communication Plan

**Has your state begun Family
First CQI integration into
broader agency CQI?**



Integration: Collaboration and Stakeholder Involvement

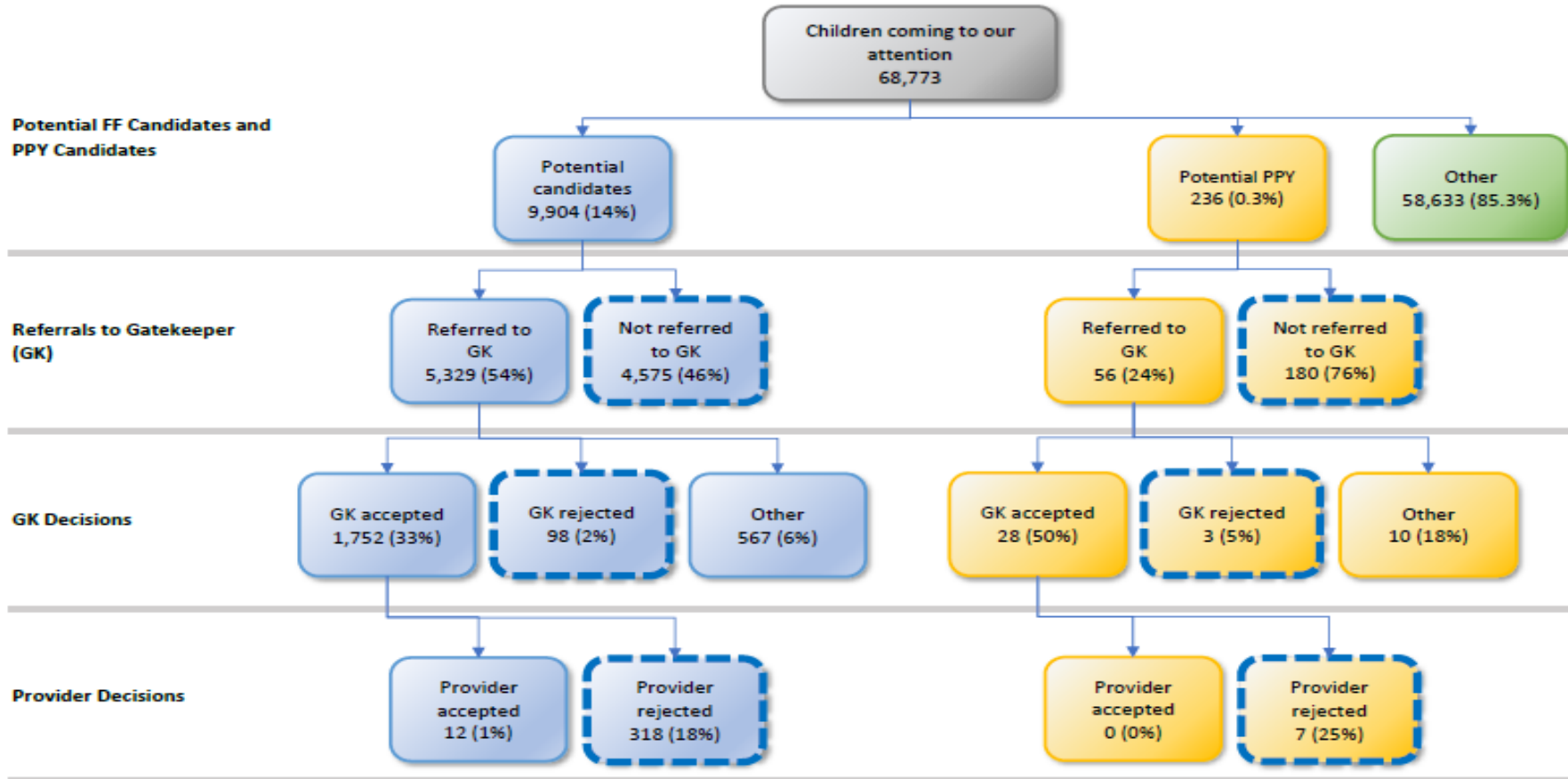
- **Agency CQI monthly collaborative**
 - Feedback loop for Family First
 - Data sharing, issue identification agency wide, integration of CFSR/PIP
- **Quarterly Family First CQI meetings**
 - Robust stakeholder participation
 - Feedback loop for outcomes
 - Aligned with measurement framework



Integration: Reach of Services

Family First Candidates and Pregnant and Parenting Youth (PPY)

01/01/2022 - 12/31/2022



Reports Directory:

Access and User Friendly to connect data and reports to the work

Outcome measurement	Report #	Report Name	OCCURANCE	WHO	How To Use Report description	QUALITY TIP	Performance Evaluation Measurement	How to get it	Internal/External use
Safety	TWS-D306	Investigative Consultation	Daily	Split by Region	This report looks at high risk investigations for children 4 and under, physical abuse, facility investigations	Specialists should be receiving this daily to review high risk consults.		Regional CQI specialists	internal only
Safety, Permanency, and well being	TWS-M004	Case Listing	Monthly	Split by Region	This report shows all cases regardless of case function. Lists all active cases, evals, consults, family plans, contacts, resource capacity		Evaluation calculations on case plans and supervisory consults	Regional CQI specialists	internal only
Safety, Permanency, and well being	TWS-M004S	Case Listing Summary Report	Monthly	Split by Region	Region/FSOS/Worker summary: Lists all active cases, evals, consults, family plans, contacts, resource capacity	Use this report as a guide each month to see which contacts were missed.	Evaluation calculations on contacts	Regional CQI specialists	internal only
Safety, Permanency, and well being	TWS-M004SW	Case Listing Summary Report by Region	Monthly	Split by Region	Only statewide summary Lists all active cases, evals, consults, family plans, contacts, resource capacity			Regional CQI specialists	internal only
Safety, Permanency, and well being	TWS-M004WI	Cases Anticipatory	Monthly	Split by Region	Helps determine focus of future casework. Looks at all active cases, evals, consults, family plans, contacts, resource capacity	Use this report to anticipate case plan due dates, contacts, and consults for documentation.		Regional CQI specialists	internal only
Safety, Permanency, and well being	TWS-M023	Case plan due dates	monthly	use for case plan due dates	This report is used to show the OOHC case plans that are past due and plans that are coming due in the next 90 days. This report is emailed to all supervisors, regional management staff and to all workers with past due plans. The report is also filtered to show reports that are coming due in the next three months for supervisors/workers to utilize. The report runs on the 15 th . The past due date and date for plans coming due is calculated by looking at the date of 1st placement for most recent removal date.			Regional CQI specialists	internal only
Permanency	TWS-M043	ASFA Requirement	Monthly	Split by Region	Tracks total months in care, ASFA timeframes			Regional CQI	internal only

Integration: Race Equity

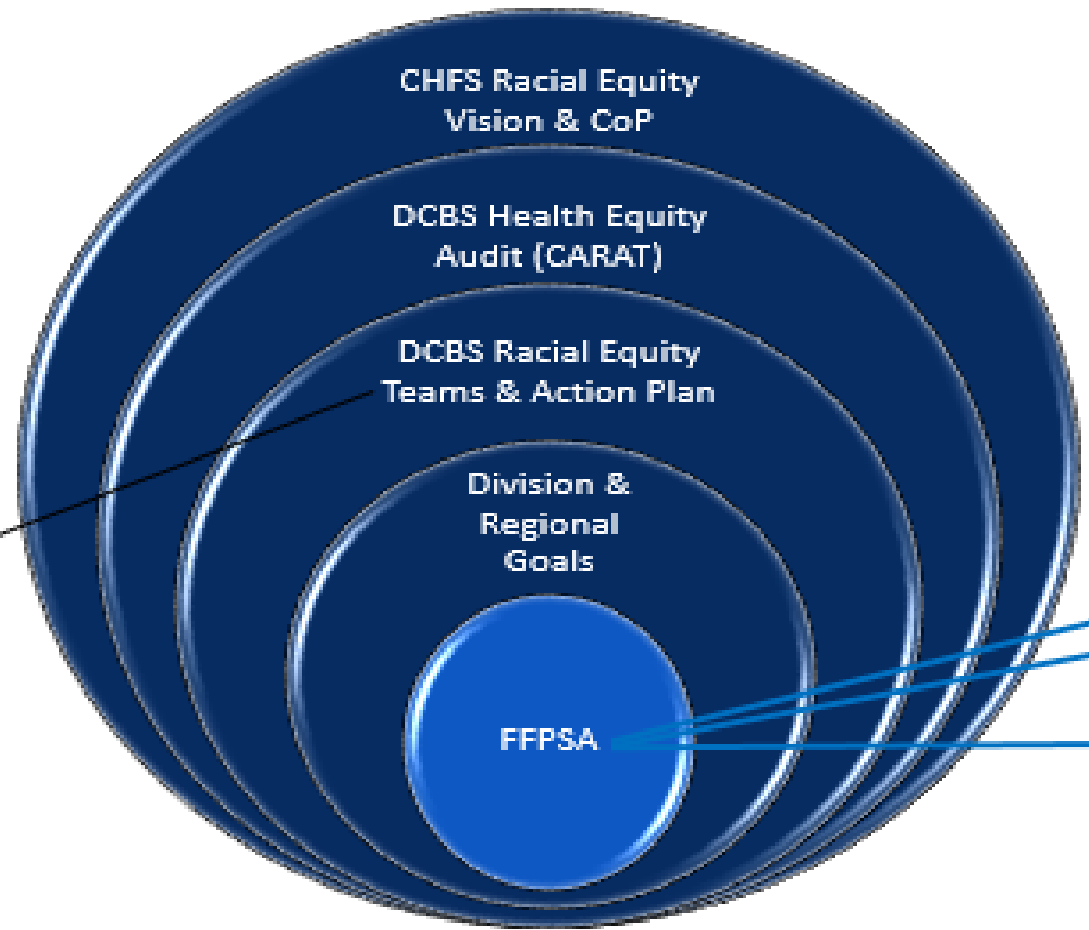


- Implementation of a race equity assessment
 - Assess design and implementation of Family First
 - Ensure cultural responsiveness
 - Avoid disproportionality/disparity in services
- Current scope of work to integrate findings in Family First and broader agency CQI

FRAMEWORK

DCBS Racial Equity Action Plan

- ❖ Address barriers in accessing benefits and opportunities
- ❖ Increase racial equity in hiring
- ❖ Increase racial equity in procurement
- ❖ Use a communication strategy to advance racial equity
- ❖ Build the foundations of a culture of equity
- ❖ **REIA use on key functions**
- ❖ **Improve data readiness to advance equity**
- ❖ **Strengthen and expand agency and community partnerships that promote equity work**



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DPS
DAFM
9 Regions

Discussion

- If you are currently building or have already integrated Family First CQI into broader agency CQI, what successes have you experienced?
- If you have not started or are in the planning process now, what challenges do you anticipate?

Additional Questions and Discussion

