



Office of Children's Services
Empowering communities to serve youth

Measuring Progress: Continuous Quality Improvement After Strategic Planning

October 2024
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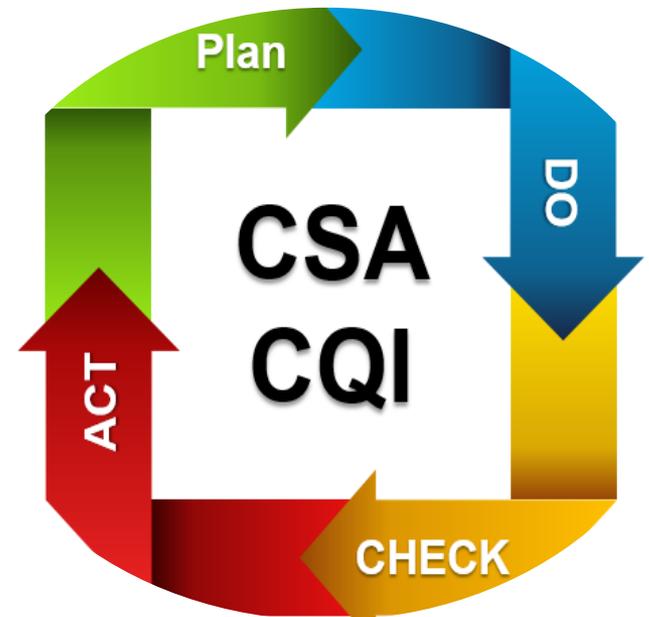
Today's Learning Objectives

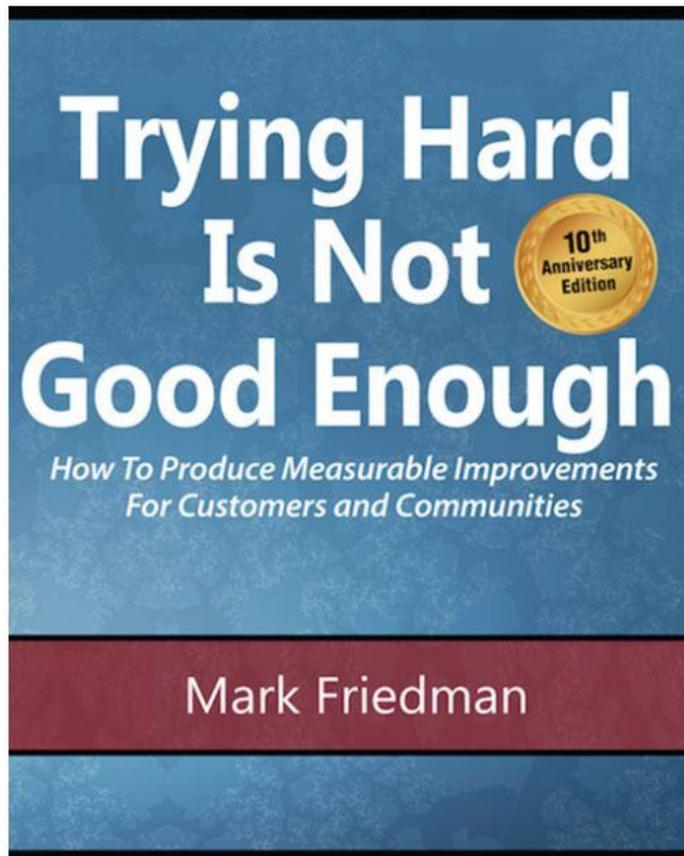
- Basic Continuous Quality Improvement (CQI) Overview
 - Results Based Accountability: Guiding Questions
- Actionable Strategic Goals
 - Measurable and Meaningful Goal Statements
 - Data-driven: CSA Outcome Measures
- Measuring Progress: Tracking the Performance of your Locality

What is Continuous Quality Improvement

Reviewing data and using it to make plans and decisions to improve programs and outcomes

- C in CQI is continuous
- CSA Utilization Management is often confused with Utilization Review
- Name change for clarity and improvements





“A framework for getting from talk to action quickly and making a difference, not just trying hard and hoping for the best.”

Ask three key questions:

- How much did we do?
- How well did we do it?
- Is anyone better off?

Results Based Accountability (RBA)

Friedman's RBA Framework: A Local CSA Program

	Quantity: How Much Did We Do?	Quality: How Well Did We Do It?
Effort	<i><u>Number</u> of children enrolled in private day education settings</i>	<i><u>Percent</u> of youth enrolled in DOE-licensed special education programs</i>
	Is anyone better off?	
Effect	<i><u>Number</u> of children in private day settings with increased Standardized Test scores</i> - End of School Year - Year to Year	<i><u>Percent</u> of children in private day settings with increased Standardized Test scores</i> - End of School Year - Year to Year

CQI Questions to Answer

- How Much/Many?
 - How Well?
- Is Anyone Getting Better?

Code of Virginia Requirements for CPMTs

§2.2-5206 (CPMT; Powers and Duties)

- ✓ Long-range community-wide planning
- ✓ Review and analyze data
- Appropriation Act (Item B.3)
"Each locality ... shall have a utilization management process..."



Why is CQI Important to Your CSA Program?

In addition to COV Requirements:

- CSA audit process
- Financial impact
 - More than \$500 million spent
 - Over \$175 million in local funds
 - More than 15,000 children/families served



Roles of Data & CQI in Long-Range Planning

- To monitor progress towards goals
- To identify areas of improvement
- To track trends

Recommended Best Practice:

- Understand these resources available to you
- Review your locality's data and comparison data
- Bring data-informed activities, based on reviews, to CPMT



Actionable Strategic Goals: Meaningful Goal Statements

What are SMART goals?

SPECIFIC

(Well-defined)

MEASURABLE

(Clear metric for determining success)

ACHIEVABLE

(People/time/money available for effort)

RELEVANT

(Aligned with CSA mission/values)

TIME-RELATED

(Deadlines)

Actionable Strategic Goals: Meaningful Goal Statements



Every child gets the support they need to be successful.



Specific?
Measurable?
Achievable?
Relevant?
Time-related?

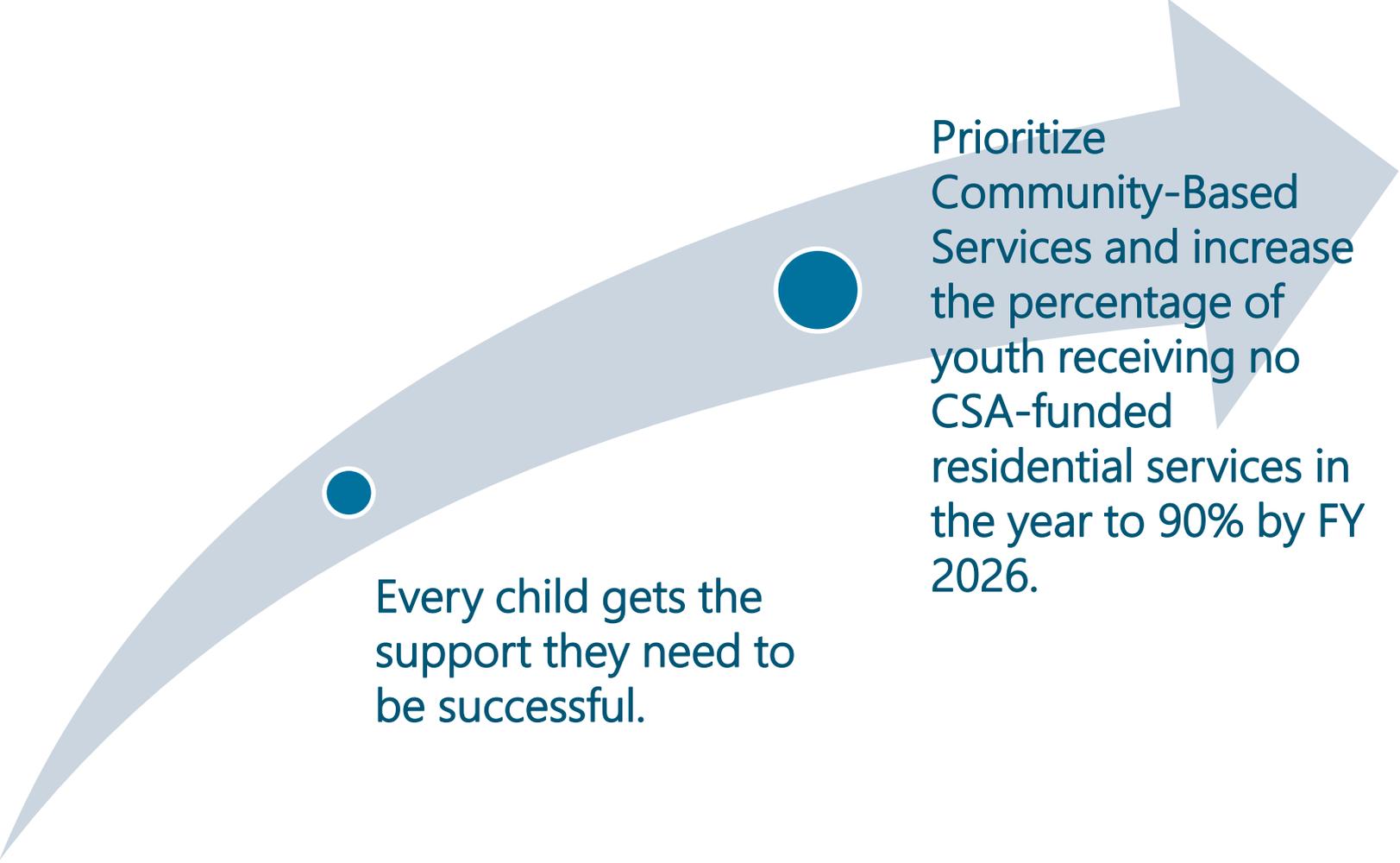
Actionable Strategic Goals: Meaningful Goal Statements

Every child gets the support they need to be successful.

Questions to refine the usefulness of this statement as a goal:

- Can we be more specific about "child"? Is there a mandate type that is relevant to our program that we want to narrow in on?
- How can we define "support"? Does this look like specific services, or an adjustment to service planning, or family/youth engagement at FAPT, etc.?
- What will "successful" look like for the group we focus on? What resources do we have available to measure success? How soon are we expecting it to happen?

Actionable Strategic Goals: Meaningful Goal Statements

A large, light blue arrow pointing to the right, containing two blue circles. The arrow is curved and has a white outline. The first circle is smaller and positioned lower on the arrow, while the second circle is larger and positioned higher, closer to the arrow's tip.

Every child gets the support they need to be successful.

Prioritize Community-Based Services and increase the percentage of youth receiving no CSA-funded residential services in the year to 90% by FY 2026.

Actionable Strategic Goals: Meaningful Goal Statements



Every child gets the support they need to be successful.



Increase the percentage of youth showing improvement in the CANS Behavioral/Emotional Domain after the first year of services.

Actionable Strategic Goals: CSA Outcome Measures



Finance

Demographics/Utilization

1 Outcome Measures

Location
All

2

CANS

Foster Care

CSA

Location
All

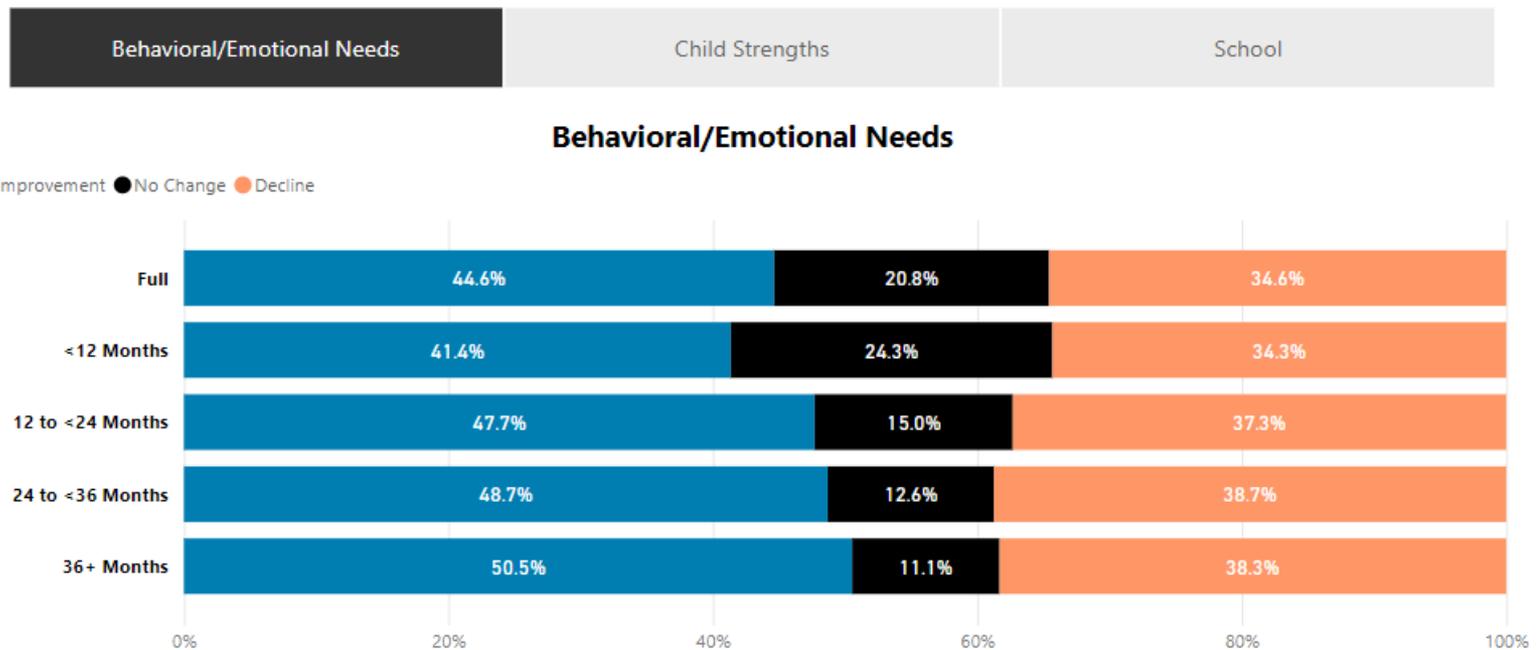
CANS:
% improvement for Child Strengths, Behavior and School Domains

Foster Care:
% youth in family-based settings and % exits to permanency

CSA:
% of youth that received no residential services funded by CSA in fiscal year

Actionable Strategic Goals: CSA Outcome Measures

What percentage of youth, starting services between FY2019 and FY2023, saw a change from their Initial CANS scores?
How did proportions change, as time increased between assessments?



What percentage of youth have improved? Have declined? Did not show any change from scores on the Initial assessment? How did percentages change, based on the time between assessments?

Actionable Strategic Goals: CSA Outcome Measures

Resources Menu → Reports and Publications

General Reports

[CSA Five-Year Outcome Report FY2018-FY2022](#)

[CSA Local Resource Survey Report FY2023](#)

[CSA Performance Measures / Outcome Indicators Report – FY2023 \(Statewide Data Report\)](#)

[CSA Time to Service Survey FY2023](#)

[Utilization of Private Day Special Education Placements, 2022-2023 School Year](#)

[RD94 - Annual Report on the Outcome Data Measuring Student Progress for Students with Disabilities Enrolled in Special Education Private Day Schools](#)

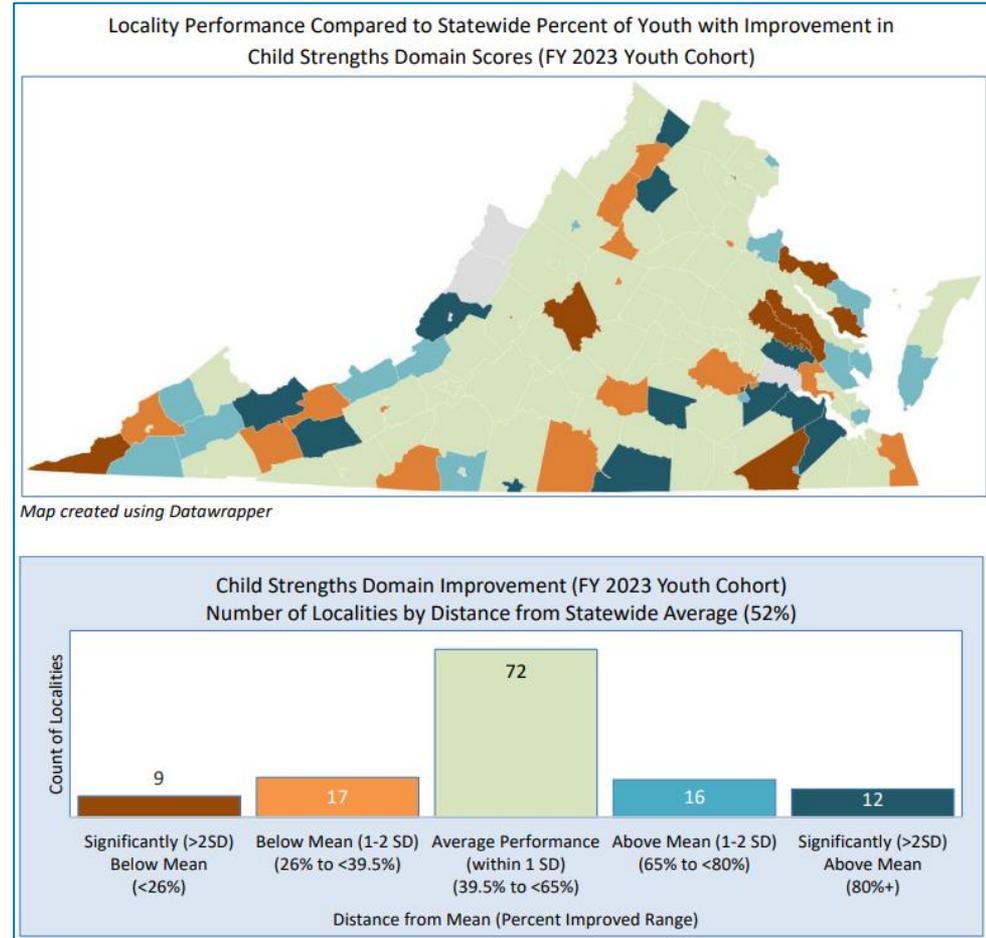
[Archives](#)

Actionable Strategic Goals: CSA Outcome Measures

Resources Menu

Reports and Publications →
Outcome Indicators Report

- Annual Statewide Performance Measure Trends
- Locality Distribution Around State Average
- Localities with Average/Above Average Performance
- Appendix with Locality-Specific Performance Values in Fiscal Year



Actionable Strategic Goals: CSA Outcome Measures

Family-Based Foster Care
Target = 85%



Exits To Permanency
Target = 86%



Foster Care Performance Measures

- Percentage of youth in VDSS foster care placements each month, that were not placed in congregate care
- Percentage of youth that exited VDSS foster care placements over the last year, that exited to permanency

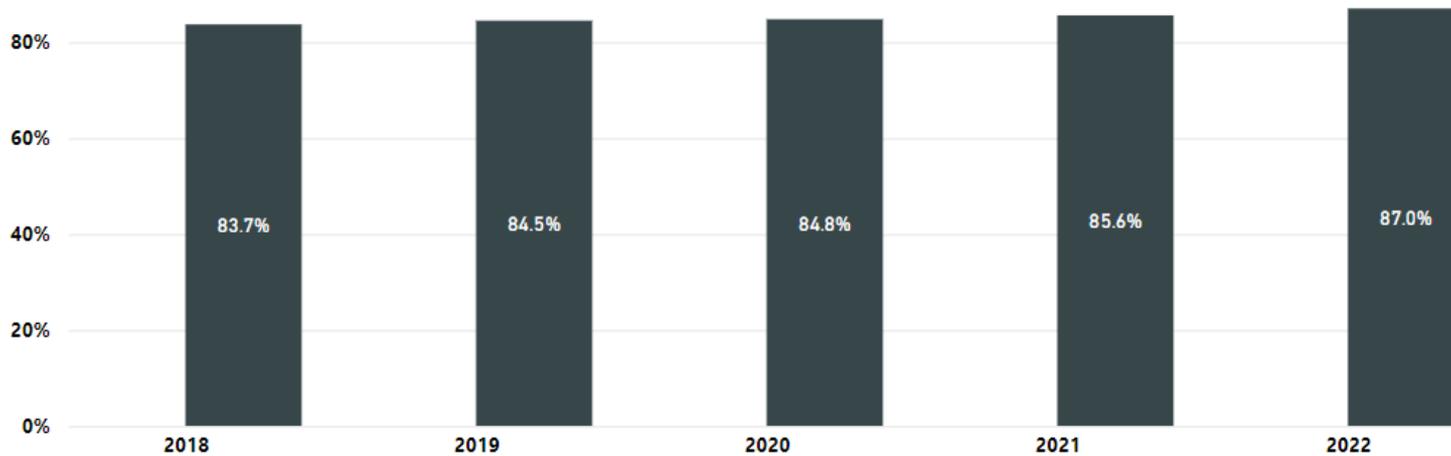
Actionable Strategic Goals: CSA Outcome Measures

CSA Performance Measure: % of Youth Receiving only Community-Based Services

What percentage of CSA youth received only Community-Based services in the fiscal year?

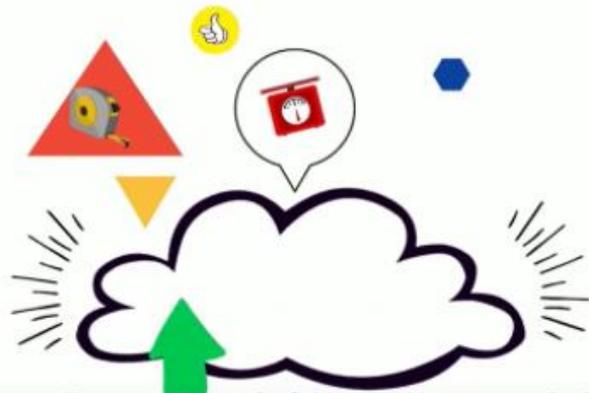
Community-Based Services

● Locality ● Statewide



Source: LEDRS submissions, percent of youth with no CSA payments for congregate care/residential services (SPT 14 through SPT 18), among all youth receiving CSA-funded services in the year

Measuring Progress: How Do You Know?

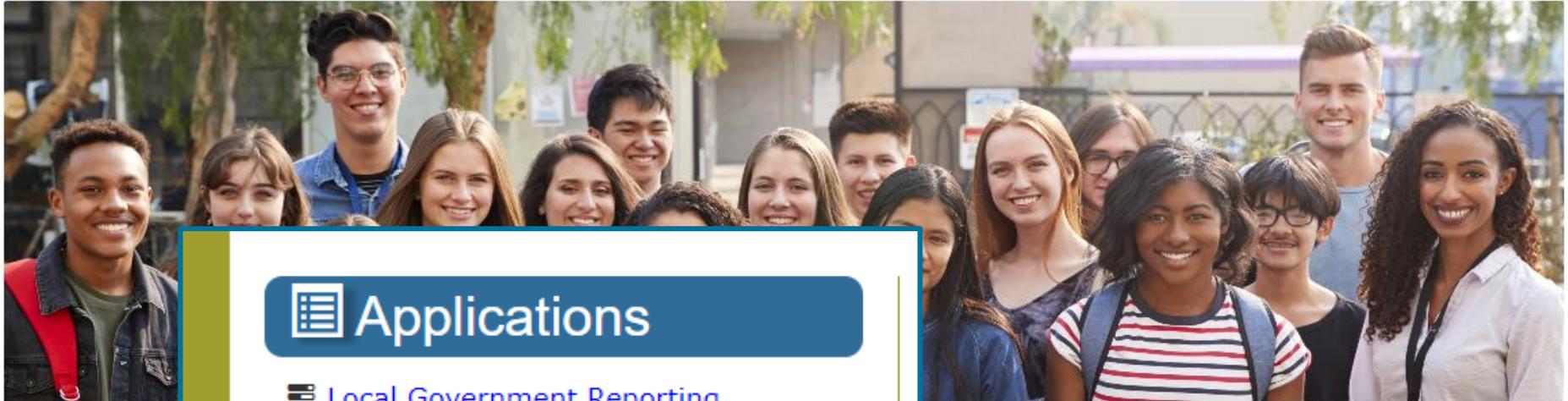


You Can't Manage What
You Can't Measure

- **Snapshots**
What was the situation at a single point in time?
- **Change Over Time**
What is the trend? Increases? Decreases? No change?
- **Making Comparisons**
How does my situation differ from the state, or from other localities?

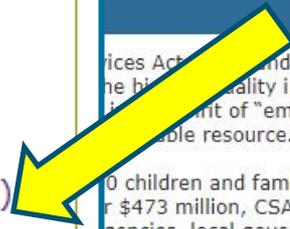
This gives your CPMT the starting point discuss observations and make decisions for next steps.

Measuring Progress: Finding the CSA Dashboard



Applications

- Local Government Reporting
- OCS Helpdesk
- CANVaS 2.0
- Policy Public Comments Form
- Virginia Learning Center (CSA)
- Service Fee Directory
- Training Calendar
- CANS Training
- Account Management System
- Data and Outcomes Dashboard (CQI)



What's New
Administrative Men

Applications

- Local Government Reporting
- OCS Helpdesk
- CANVaS 2.0
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- Service Fee Directory
- Training Calendar
- CANS Training
- Account Management System
- Data and Outcomes Dashboard (CQI)

ices Act and the Office of Children's Services (OCS). This website is the best quality information and support to the public, our state's commitment of "empowering communities to serve youth." The site contains a valuable resource.

0 children and families in the 133 cities and counties in the Commonwealth. For \$473 million, CSA is a major contributor to supporting the system of care agencies, local government, public and private service providers, and parents and families in improving lives and communities. Thank you for visiting the CSA website.

Scott Reiner, Executive Director

Measuring Progress: At-A-Glance Over Time



[Click here for Dashboard Instruction Manual](#)

[Click here for Dashboard Codes](#)

Finance

Demographics/Utilization

Outcome Measures

Location

All

At-A-Glance

	2020	2021	2022	2023	2024
Distinct Child Count	15,285	14,589	14,489	15,032	15,529
Net Expenditures	\$438.3M	\$438.3M	\$433.5M	\$473.5M	\$515.0M
Local Net Match	\$148.9M	\$148.0M	\$145.7M	\$157.8M	\$175.7M
Average Expenditure	\$28,676	\$30,045	\$29,922	\$31,502	\$33,162
Base Match Rate	--	--	--	--	--
Effective Match Rate	0.3392	0.3374	0.3360	0.3332	0.3362

Statewide data updated through 09/13
of current Program Year

How Much/Many: Distinct Child Count

	2020	2021	2022	2023
Distinct Child Count	15,285	14,589	14,489	15,032

Snapshot:

In FY 2023, **15,032** youth were served statewide with CSA-funded services.

Snapshot information describes the situation at a single point in time.

How Much/Many: Change Over Time



	2020	2021	2022	2023	2024
Distinct Child Count	15,285	14,589	14,489	15,032	5,791

Percent Change =

(most current point in time –
older point in time)
/ older point in time

$$(15,032 - 14,489) / 14,489 =$$

3.7% increase

(About 4% more children were
served in 2023 than in 2022)

How Much/Many: Change Over Time



2020 2021 2022 2023 2024

	2020	2021	2022	2023	2024
Distinct Child Count	15,285	14,589	14,489	15,032	5,791

Percent Change =

 (most current point in time –
 older point in time)
 / older point in time

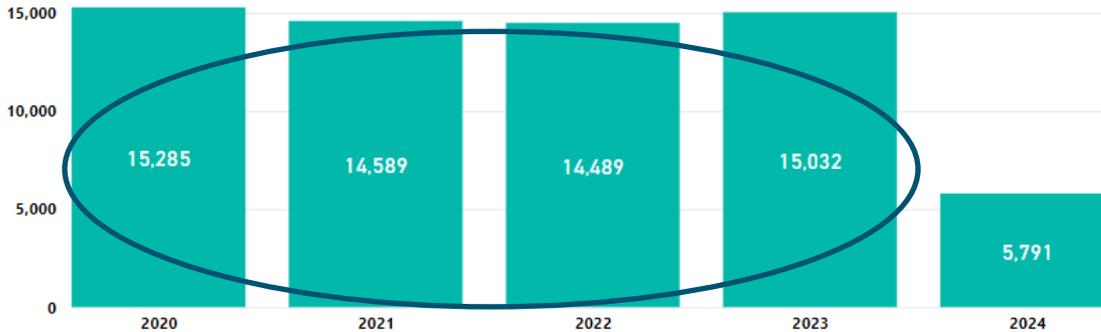
$$(15,032 - 15,285) / 15,285 =$$

1.7% decrease

(About 2% fewer children were served in 2023 than in 2020)

Measuring Progress: Full versus Year-to-Date Information

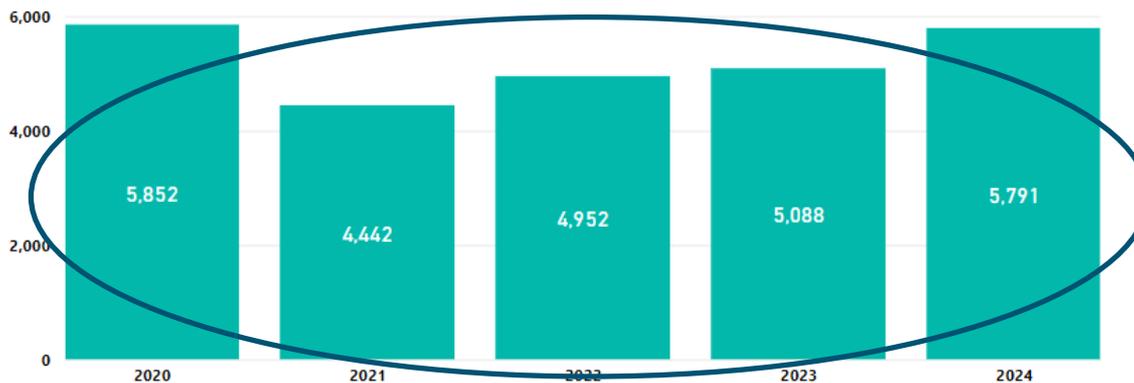
Distinct Child Count



Full Fiscal Year Data

- How does the current year compare to prior years, in total?
- Is volume increasing or decreasing over time?

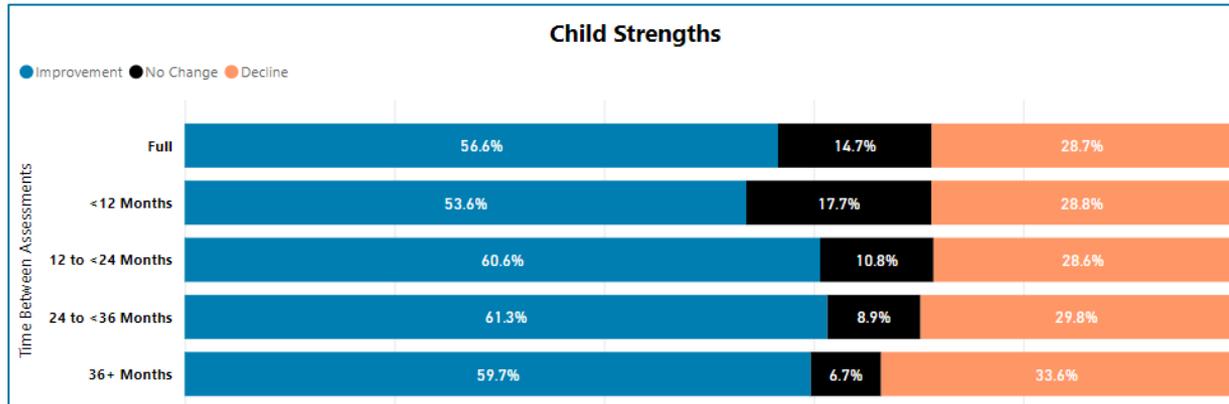
YTD Distinct Child Count Through 09/29



Year-to-Date Data

- So far in the FY, how do our numbers compare to the same period of time in prior years?
- Are numbers ahead this year, and how can that inform our planning?

Measuring Progress: Interpreting CANS Measures

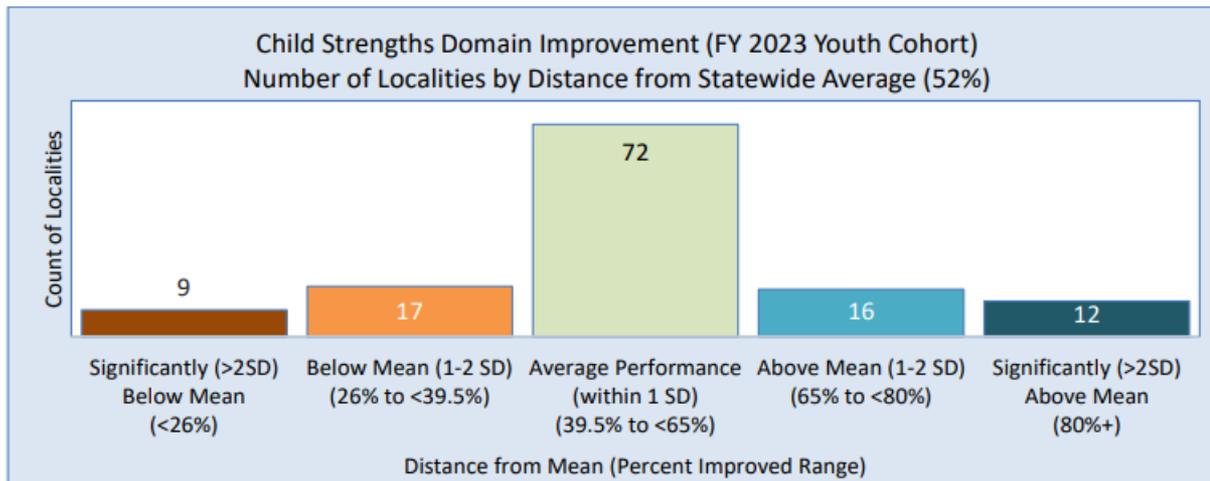


Strengths Domain

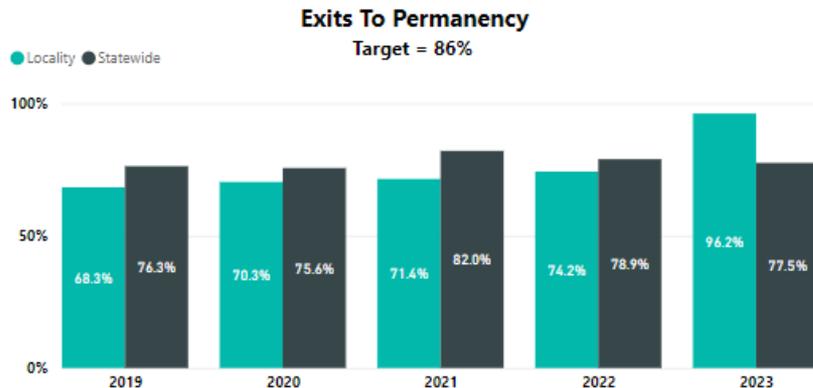
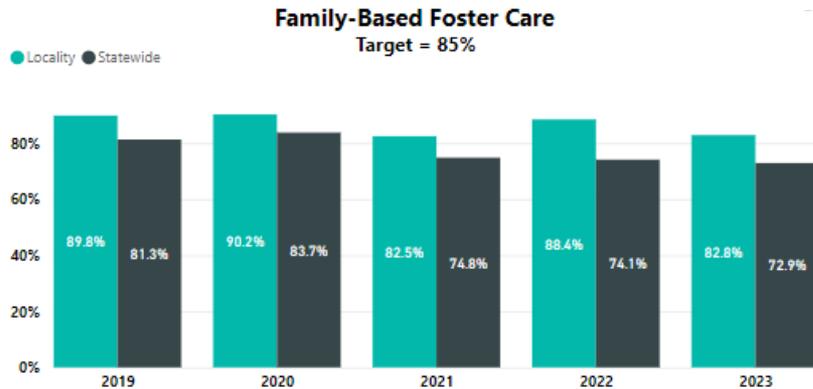
- Snapshot reporting, as of "Date Updated" value on the webpage

Questions to Help Interpret:

- Is my locality higher or lower than the state? (lower=less improvement than statewide performance)
- Where does local performance fall, compared to the overall average?
- What is happening as time increases between assessments?



Measuring Progress: Interpreting DSS Foster Care Outcomes



Data source for monthly/periodic review (Outcomes section):
<https://www.dss.virginia.gov/geninfo/reports/children/fc.cgi>

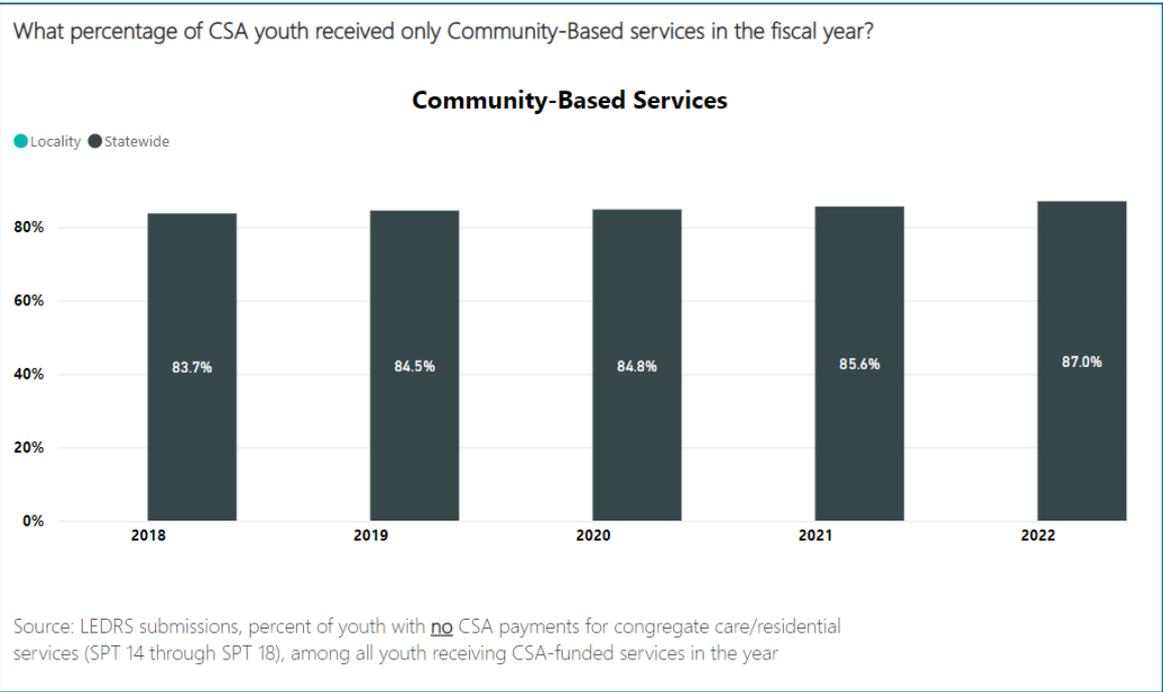
DSS Foster Care Measures

- Snapshot reporting, as of "Date Updated" value on the webpage

Questions to Help Interpret:

- How does my locality compare to the statewide percentage? Is it higher or lower? (lower=lower performance than statewide)
- How have my locality's percentages changed over time (increases=improvement over time)

Measuring Progress: Interpreting CSA Measure



CSA Community-Based Service Measure

- Snapshot reporting, as of “Date Updated” value on the webpage

Questions to Help Interpret:

- How does my locality compare to the statewide percentage? Is it higher or lower? (lower=lower performance than statewide)
- How have my locality’s percentages changed over time (increases=improvement over time)

Application: Measuring Local CSA Strategic Goals

Opportunity to apply the information in this presentation to your program's goal statements

- What are your locality's goals?
- What CQI questions do they answer?
 - How Many/Much?
 - How Well?
 - Is Anyone Getting Better?
- What data are available for you to use to measure progress?

Reporting Your Performance

- Identify your strategic goals
- Identify data points that represent those goals
- Interpret your data points at regular intervals (quarterly, or during key CPMT meetings)
- Visuals for data points
- Share visuals, spark discussion!

Reporting Your Performance



- How much is done?
- How well is it done?
- Is anyone getting any better?

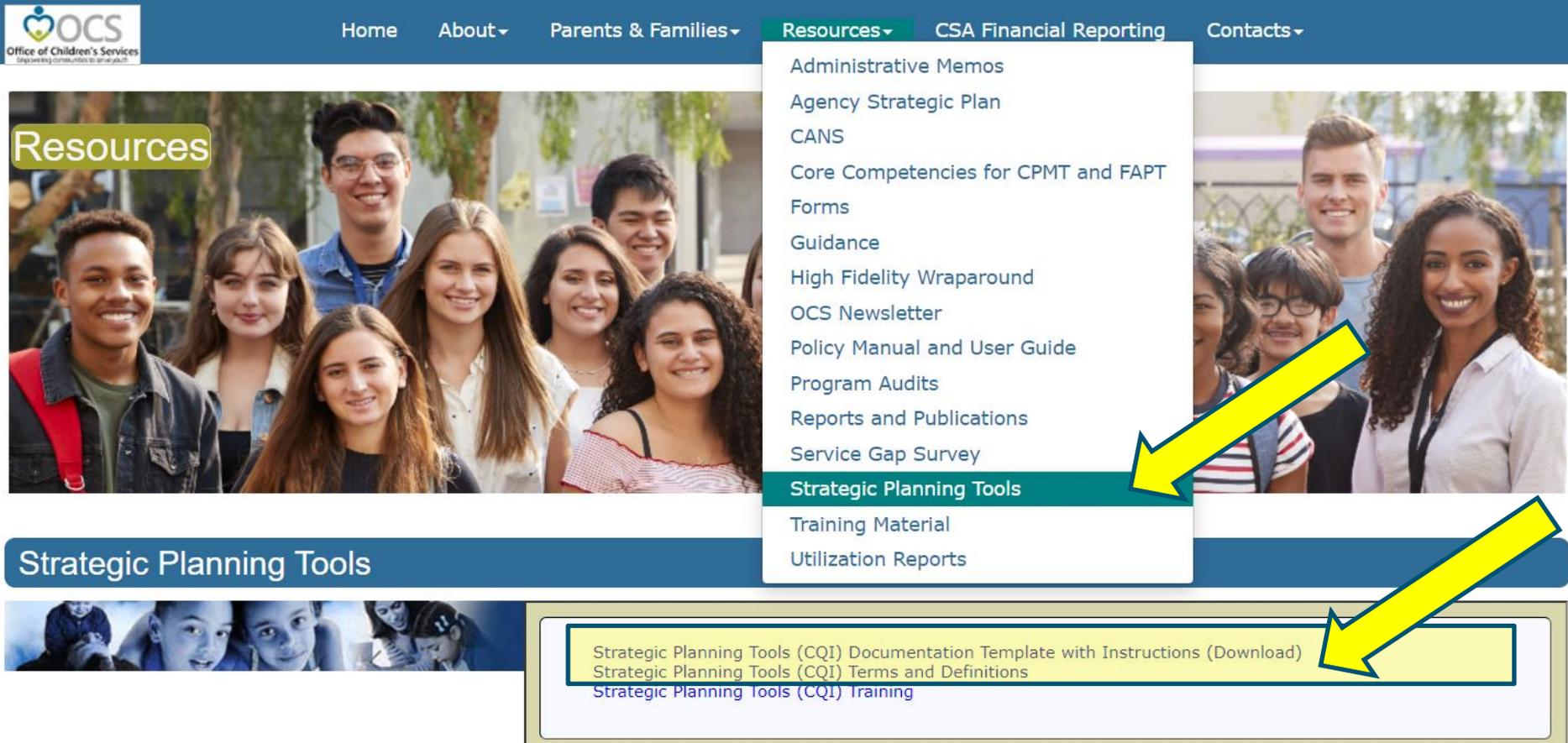
We have tools for that....

Reporting Your Performance: CSA CQI Template

CSA website

(<https://csa.virginia.gov/Resources/ContinuousQualityImprovement>)

Resources >> Strategic Planning Tools >> Documentation Template



The screenshot shows the OCS website navigation bar with the following items: Home, About, Parents & Families, Resources, CSA Financial Reporting, and Contacts. The 'Resources' dropdown menu is open, listing the following items: Administrative Memos, Agency Strategic Plan, CANS, Core Competencies for CPMT and FAPT Forms, Guidance, High Fidelity Wraparound, OCS Newsletter, Policy Manual and User Guide, Program Audits, Reports and Publications, Service Gap Survey, Strategic Planning Tools (highlighted with a yellow arrow), Training Material, and Utilization Reports. Below the navigation bar, there is a 'Resources' section with a photo of a diverse group of young people. Below that is a 'Strategic Planning Tools' section with a photo of children. A yellow box highlights the following links: Strategic Planning Tools (CQI) Documentation Template with Instructions (Download), Strategic Planning Tools (CQI) Terms and Definitions, and Strategic Planning Tools (CQI) Training. A yellow arrow points to the first link in this box.

Reporting Your Performance: What is the CQI Template?

- Downloadable Excel spreadsheet for data-driven decision-making
- Fill data points from CQI dashboard and other data sources
- Share, discuss and plan at CPMT meetings

CSA CQI Documentation Template For:

Data Point Reviewed	CPMT Observations	Date Reviewed by CPMT	Planned Responses/Goals	Assignments and Responsibility (Assigned to)	Timeframe for Planned Action	Date Completed
Number of Children Served (Distinct Child Count)						
Total Gross/Net Expenditures						
Avg/Gross Expenditures Per Child						

- Track progress over time
- Completed spreadsheet can be used in Audit for CQI documentation

In Closing...

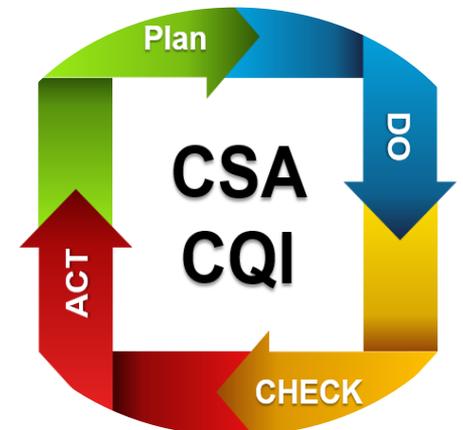
- Reviewing data on your CSA program is required by Virginia Code
- Continuous Quality Improvement (CQI) uses the data review to make plans and decisions to improve programs and outcomes
- Using SMART goals helps your planning to be more actionable, accountable, and measurable.
- The CSA website offers a CQI Dashboard with regularly updated program data, as well as annual reports on specific performance measures.
- Using CSA data to assess your program helps you to answer these questions:

How Much/Many? How Well? Is Anyone Doing Better?

In Closing...

Interpreting the data to assist in your planning includes:

- Taking action on strategic goals
- Reviewing snapshot data at regular intervals to check progress
- Calculating change over time
- Checking the direction of your trends and comparing local numbers to the state and/or similar localities
- Adjusting actions based on findings
- Repeating....continuously!



Thank you for your time!

Questions?

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