Georgia’s Journey to Improving Performance Using Business Intelligence

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Agenda

• Georgia’s World: Pre & Post - SACWIS Implementation

• Strategies Instituted to Improve Performance

  I. Practice Improvement Forums
  II. LENSES
  III. Cadence Meetings

• Lessons Learned and Next steps
Performance Changes Pre & Post SACWIS

Pre-SACWIS

• Large number of *overdue* Child Protective Services’ (CPS) investigations

• Frequent failure to meet response time (face-to-face contact with family and children after a report is received)

• High foster care re-entry rate

• Low caseworker visits with children

• Low pattern of caseworker visits with parents

Post-SACWIS

• Timely completion of investigations (77% to 97%)

• Improved response time

• Decreased foster care re-entry (9% to 3%)

• Improved caseworker visits to children (50% to 95%)

• Increased caseworker visits to parents (40% to 73%)
Strategies Instituted to Improve Performance

1. Create forum to develop hypotheses and strategies aimed at performance improvement
   • G-Force Meetings (Practice Improvement Forum)

2. Leverage technological investments
   • Make business intelligence available (LENSES)

3. Consistently hold staff accountable
   • 1 Weekly cadence meetings

Note: Taken from Franklin-Covey’s *Four Disciplines of Execution*
**Strategy I. Practice Forums - Using Data to Develop Hypotheses & Strategies to Improve Outcomes for Children**

- Framework for identifying and discussing trends in child welfare
- Develop practices that promote safety, permanency & well-being
- Develop & test strategies / innovations
- Identify areas that require consistent focus
- Determine indicators for additional analyses

*Note: The next series of charts illustrate examples from Georgia’s Practice Forums.*
Substantiated Maltreatment in Care in Georgia
FFY 2005 – FFY 2010

National Standard: .57% (until FFY 2007)
National Standard: .32% (FFY 2008)
Maltreatment in Care Findings

• Half were between the ages of 14 and 17

• Multiple placement changes

• Sibling separation (many had siblings who had already exited care)

• Over half had two or more episodes of foster care (foster care re-entries)
Characteristics of Children with 8 or more Moves (October 2010)

From the original cohort of 458 children we began with in March 2010, we have 276 left.

276 Children with 8 or more moves

- Average age is 14 (range from 6-17)
- Average of 55 months or 4½ years in care
- 98 or 36% have sibling in care; 23 are placed with sibling
- 119 or 43% in CCI & 108 or 39% with CPA
- Average of 12 moves (range from 8 to 27)
- 21 or 7.6% experienced substantiated maltreatment in care
- 120 or 43% have prior episode of foster care

Note: Only 5 of the total 276 children are in the home of a relative.
Path of a 16-Year Old Girl Who Entered Care in October 2008: Number and Type of Placement/Setting by Number of Days in the Placement Setting

CCI-Child Care Institution
CPA=Child Placing Agency
PRTF-Psychiatric Residential Treatment Facility
RC=Resource Center
YDC=Youth Detention Center

Denotes “on run”

#Days in Placement:

| PLC#  | 1st  | 2nd  | 3rd  | 4th  | 5th  | 6th  | 7th  | 8th  | 9th  | 10th | 11th | 12th | 13th | 14th | 15th | 16th | 17th | 18th | 19th |
|-------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
|       | 13   | 60   | 32   | 1    | 21   | 1    | 1    | 4    | 7    | 2    | 60   | 15   | 4    | 60   | 2    | 30   | 1    | 13   | 101  |

Currently in PRTF
Maltreatment in Care
Problem: “Plunging Neckline” (Children Re-entering Care within 6 Months of Exiting Care)

Trend reflects more exits from care than entries into care from August through December. Sharpest drop in number of children in care from October through December. Trend changes from January through April with more entries into care than exits from care; foster care population increases significantly in January 2007 (October 2007 G-Force Meeting).
Decreasing Foster Care Re-entries in January through April of each Year

• In October 2007, G-Force meeting, we focused on the trend of more children exiting foster care than entering from August through December 2006.

• Analysis revealed that 39% of the children who entered care in January 2007 had exited care between October 1, 2006 & December 31, 2006.

• Based on the data, we developed hypotheses and strategies related to ensuring families and children were prepared for reunification as well as providing supportive services to families after children returned home.

• Resulted in fewer children re-entering care and consistent trend of more children exiting care from August through April in the next two years.
Strategy II: Leverage Technological Investments - Make business intelligence available (LENSES)

- How can the system (SACWIS) increase pro-activity & accuracy in my work?
- How can I verify case data quickly?
- How can I proactively report the necessary metrics?

- What specifically must I direct my staff to do better?
- How can I drive improvements in our outcomes?
Preparation for LENSES

✔ Worked with State and County leadership to identify the biggest pain points (e.g. underperforming metrics, unknowns)

✔ Developed dashboards to be actionable (proactive) to drive state and federal metrics (reactive)

✔ Piloted a few reports with a smaller set of users

✔ Provided hands on instructor-led training

✔ Developed alerts for management action

✔ Provided one source of information

Note: The next series of slides are examples of alerts our staff receive from LENSES.
Every Child Every Month: Caseworker Visits with Children

% of ECEM Eligible Children Visited Statewide: 65.21%

# of ECEM Eligible Children Not Yet Visited Statewide: 2,500

# of ECEM Eligible Children Eligible Statewide: 7,187

Note: As of August 17, 2011, 65% of children had received a visit from their case manager.
Caseworker Visits with Fathers

As of August 17, 2011, 38% of fathers with children in care had received a visit from the case manager.
Caseworker Visits with Mothers

As of August 17, 2011, 44% of mothers with children in care had received a visit from the case manager.
Previous Problem: Large Number of Overdue Investigations (July 2006 through July 2007)

- Investigations must be completed within 30 business days.
- By July 2007, there were 2,138 investigations exceeding the established time frame; 405 had been open for 90 days or more.

Note: Pre-SACWIS Report
The number of overdue investigations have decreased significantly because managers are able to determine each day how many investigations are due to be completed and by what day.
LENSSES Demonstration
Benefits of using LENSES

- Enables visibility into key measures
- Actionable, mobile alerting informs leadership daily
- Drives the content for weekly “cadence calls” between leadership and regional directors to track performance against key measures
- Providing greater transparency to cases by drilling to detailed case lists
- Tracking timeliness for case actions and documentation
- Identifying highest and lowest performers within the unit
- Determining areas in the system that are trouble spots for staff or indicate failure to adopt uniform standards
- Evaluating effectiveness of training program by correlating training results (attendance, participation, lesson checkpoints) with case management practices
- Provide “real time” data
Strategy III: Consistently Hold Staff Accountable

- Developed scoreboard for outcomes we wanted to focus

- Weekly cadence meetings (phone conference) to discuss progress and develop strategies for improvement

- Continuous feedback process (discuss outcomes – develop hypotheses – develop strategies – follow up with data – discuss new outcomes)
Lessons Learned

• Access to information is critical

• Focus on accountability must be consistent and ongoing

• Focus on quality of data is important

• Improved transparency needed /
  (example: developed case watch page)

• Centralized data integrity unit
Next Steps for Georgia

• Increase user access to LENSES / wider audience

• Data warehouse

• Document imaging

• Track more outcomes

• Additional SHINES enhancements