



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*

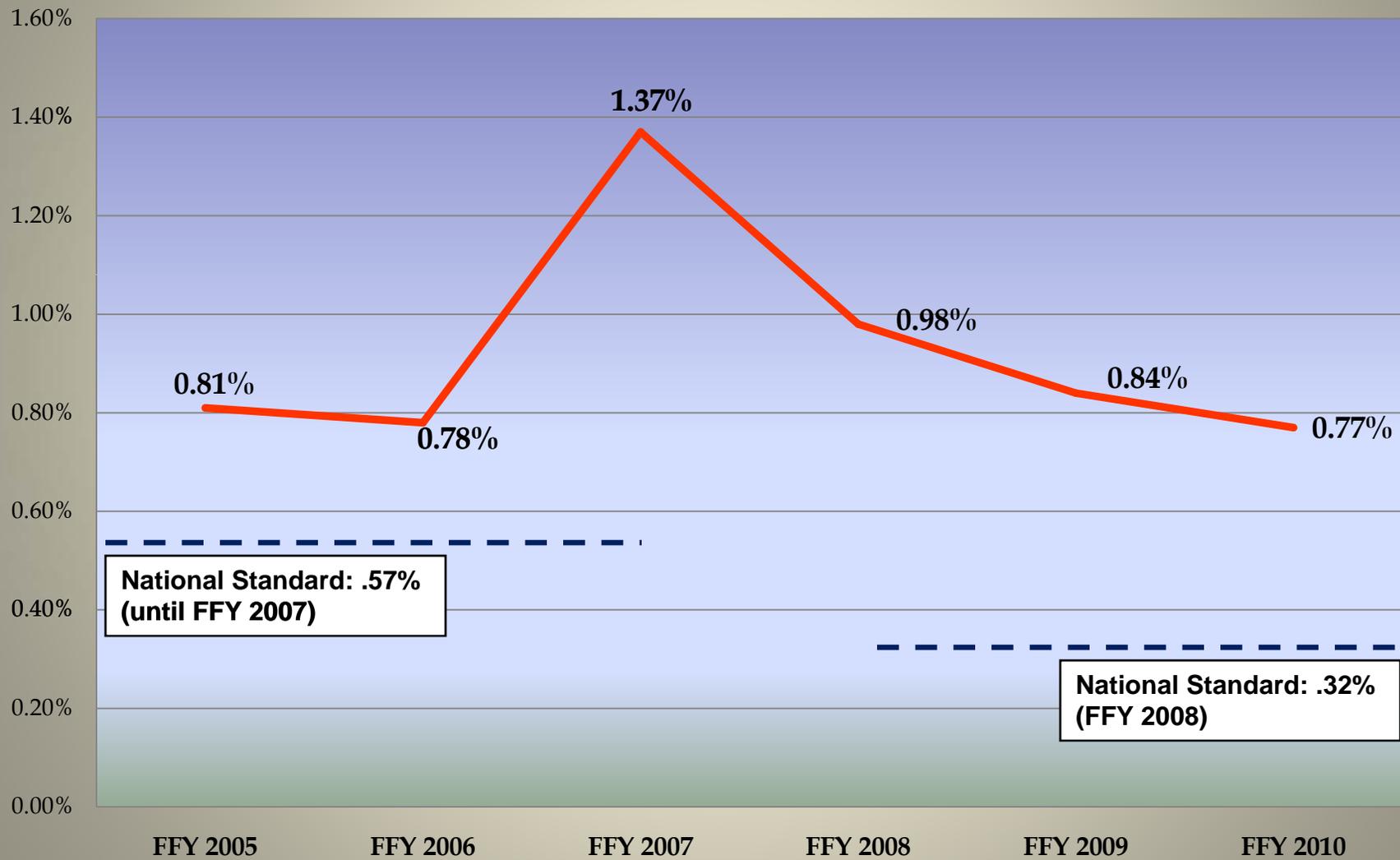
Strategy I. Practice Forums - Using Data to Develop Hypotheses & Strategies to Improve Outcomes for Children

- 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



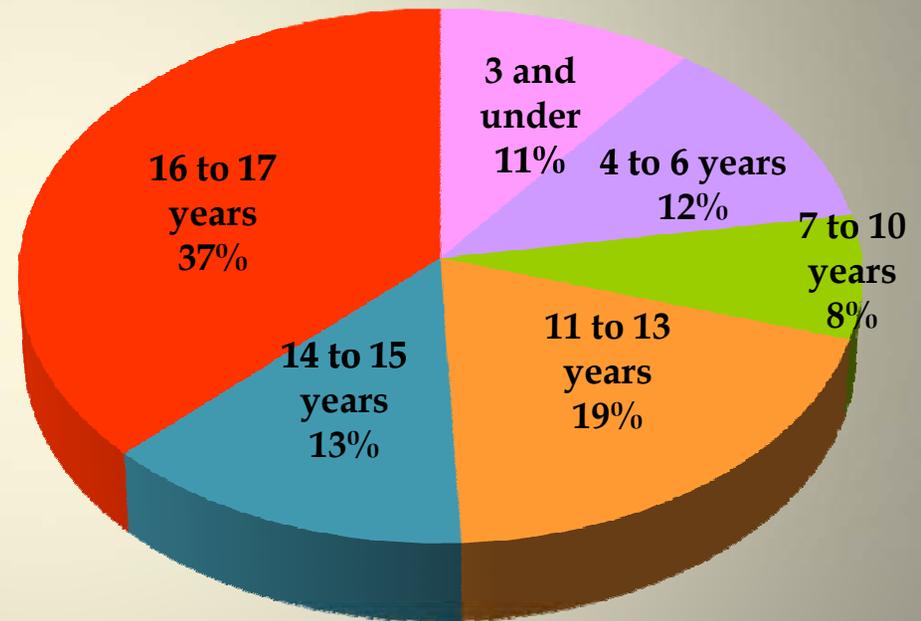
Note: The next series of charts illustrate examples from Georgia's Practice Forums.

Substantiated Maltreatment in Care in Georgia FFY 2005 - FFY 2010



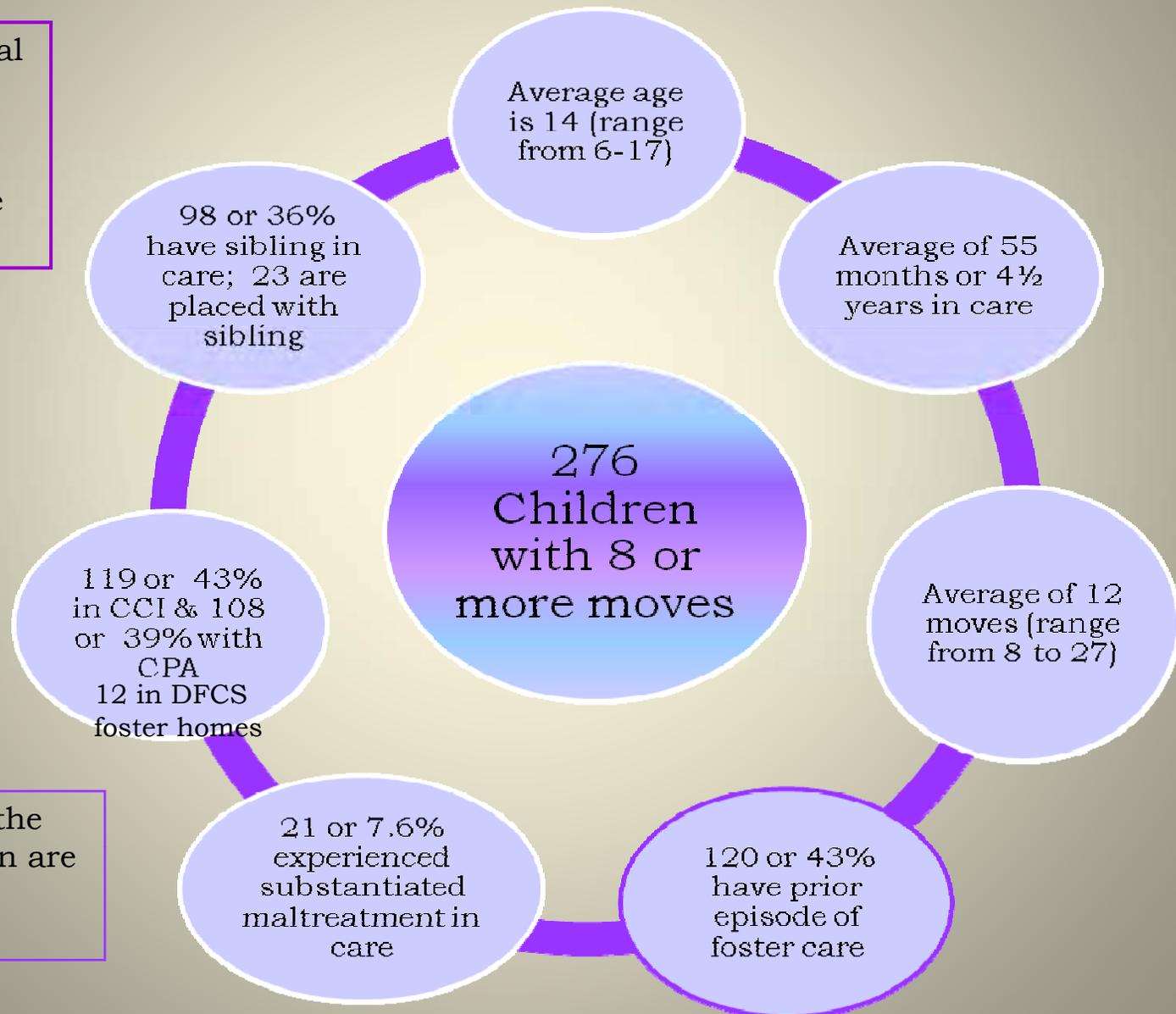
Maltreatment in Care Findings

- 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)



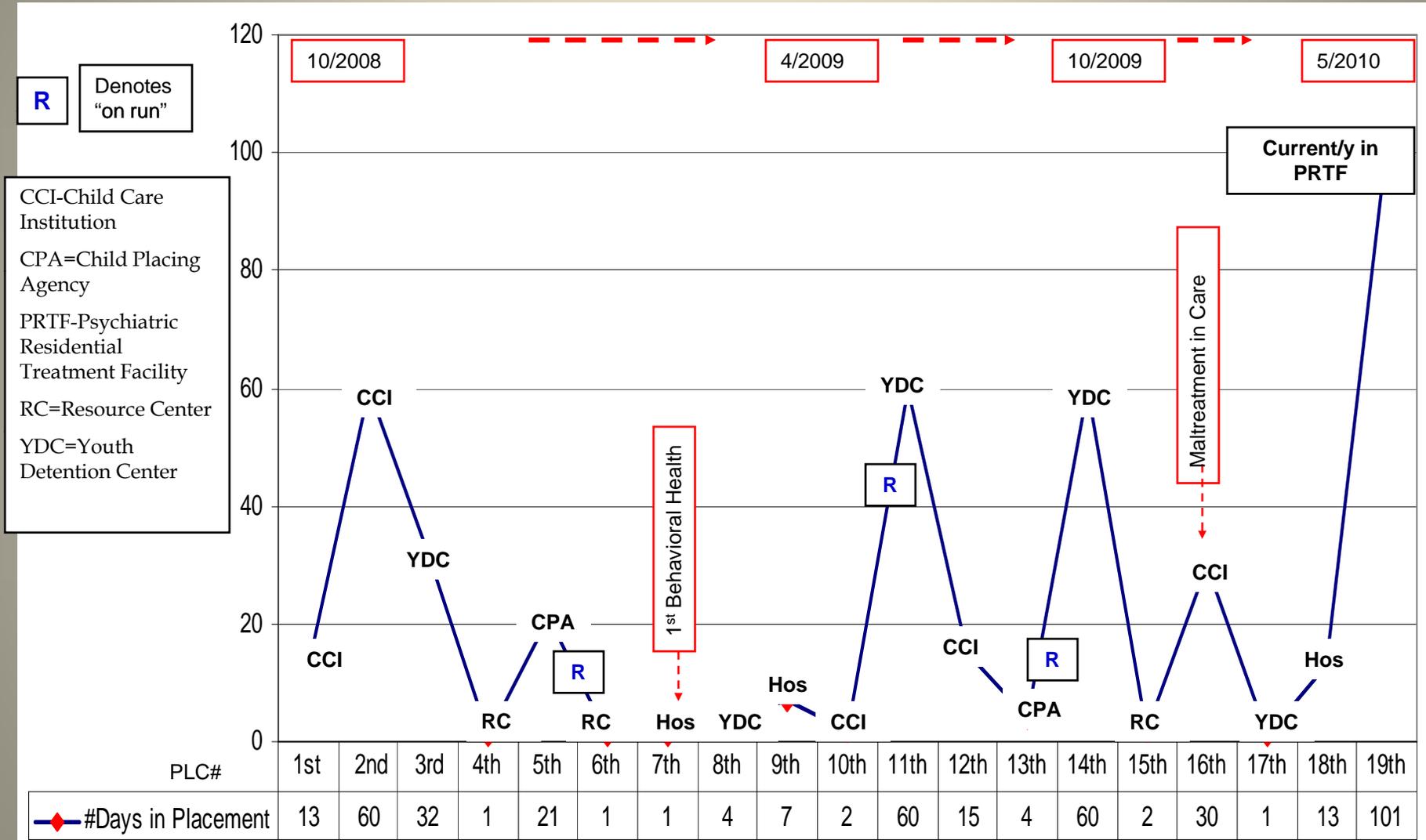
Characteristics of Children with 8 or more Moves (October 2010)

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

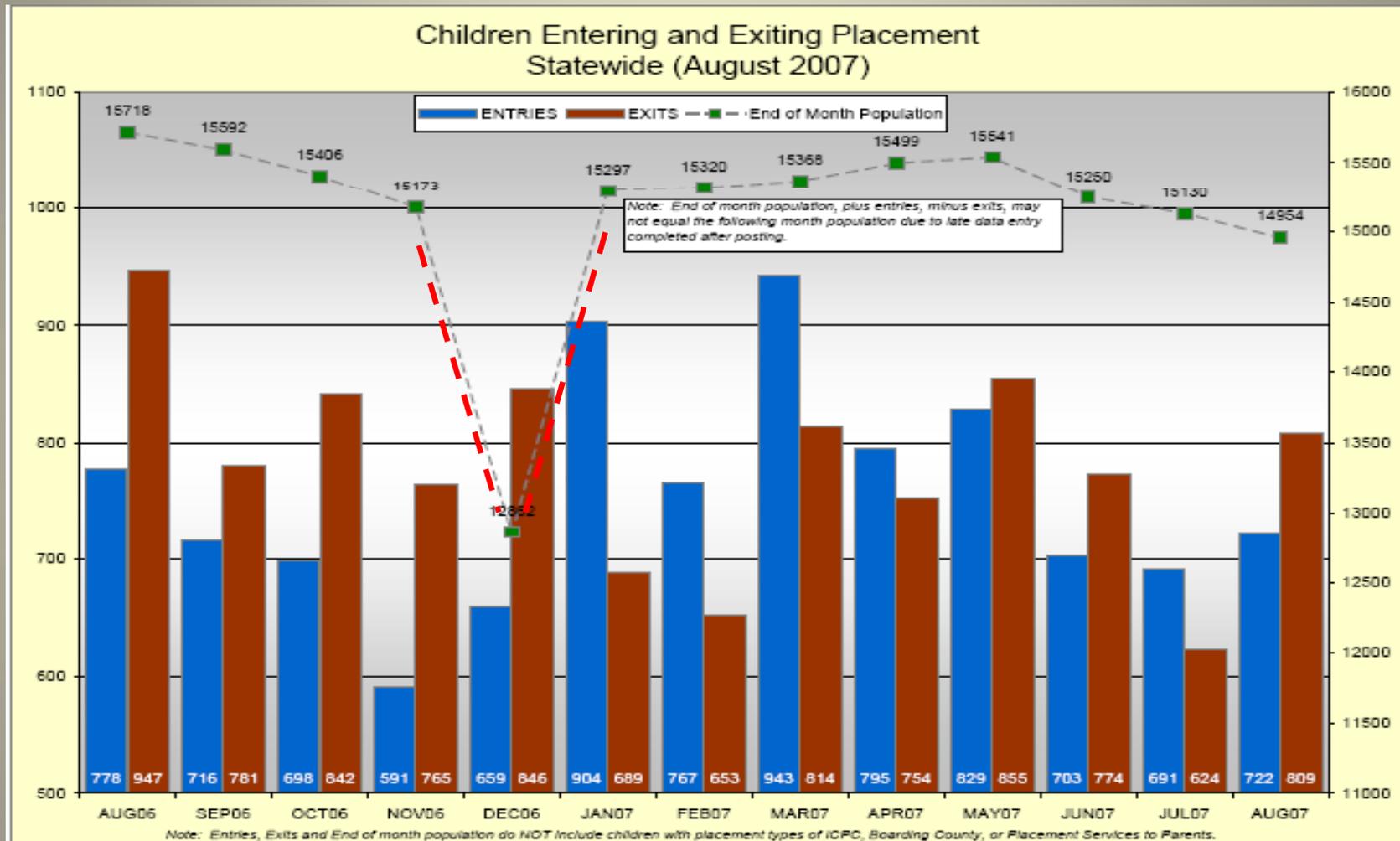


Note: Only 5 of the total 276 children are in the home of a relative.

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



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

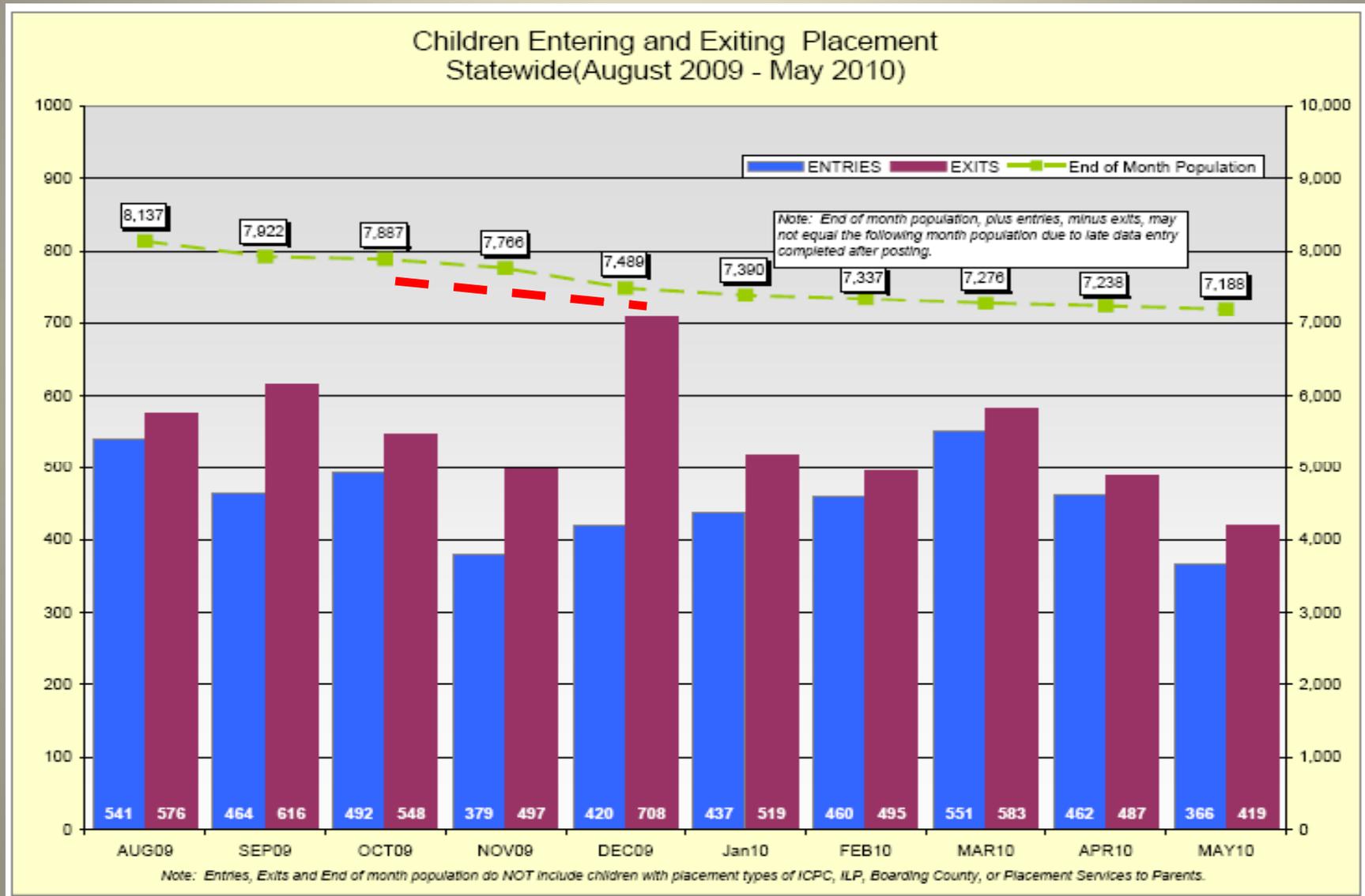


Trend reflects more exits from care than entries into care from August through December. Sharpest drop in number of children in care from October through December. Trend changes from January through April with more entries into care than exits from care; foster care population increases significantly 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.

No More “Plunging V-Neckline” in 2009 - 2010



Strategy II: Leverage Technological Investments - Make business intelligence available (LENSES)



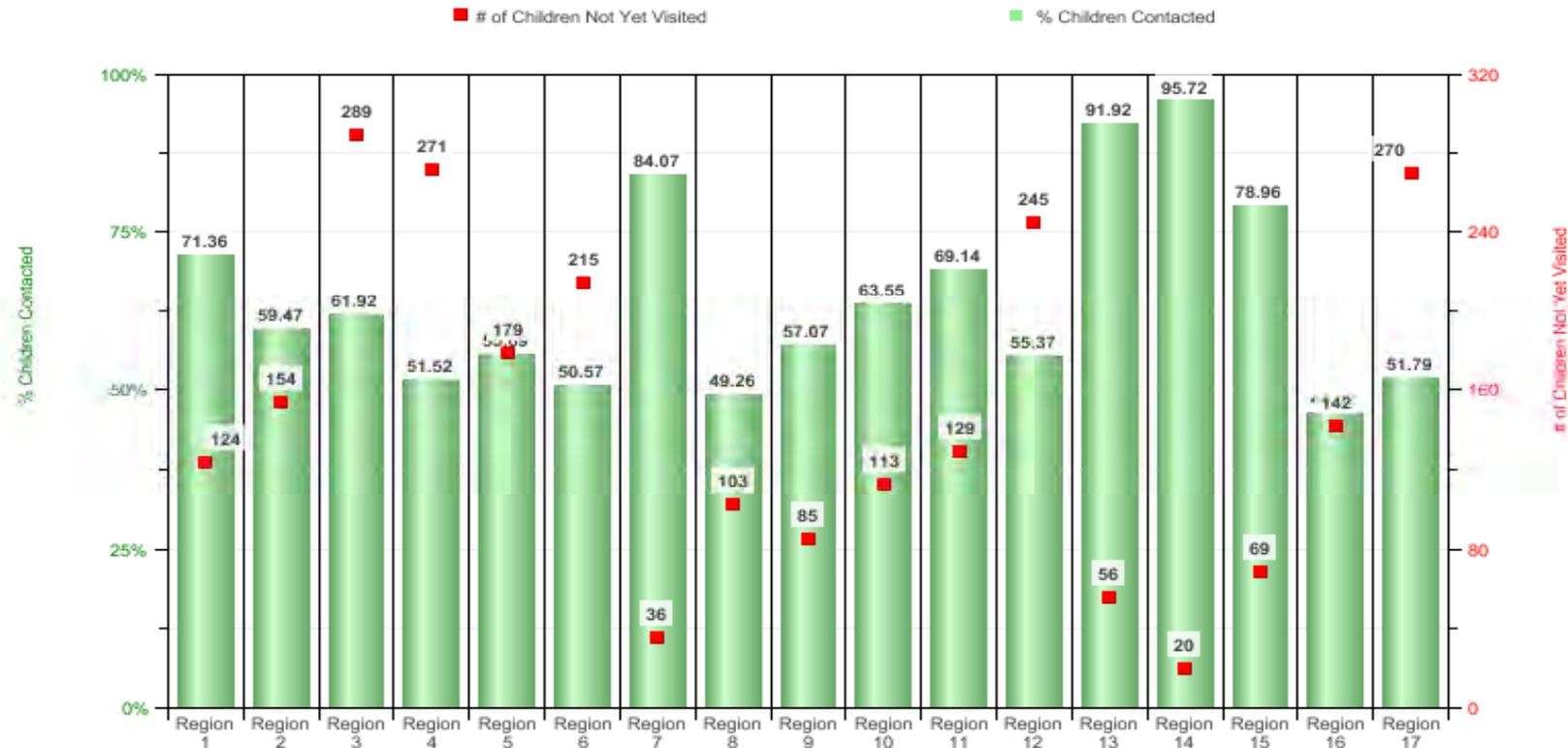
Preparation for LENSES

- ✓ 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



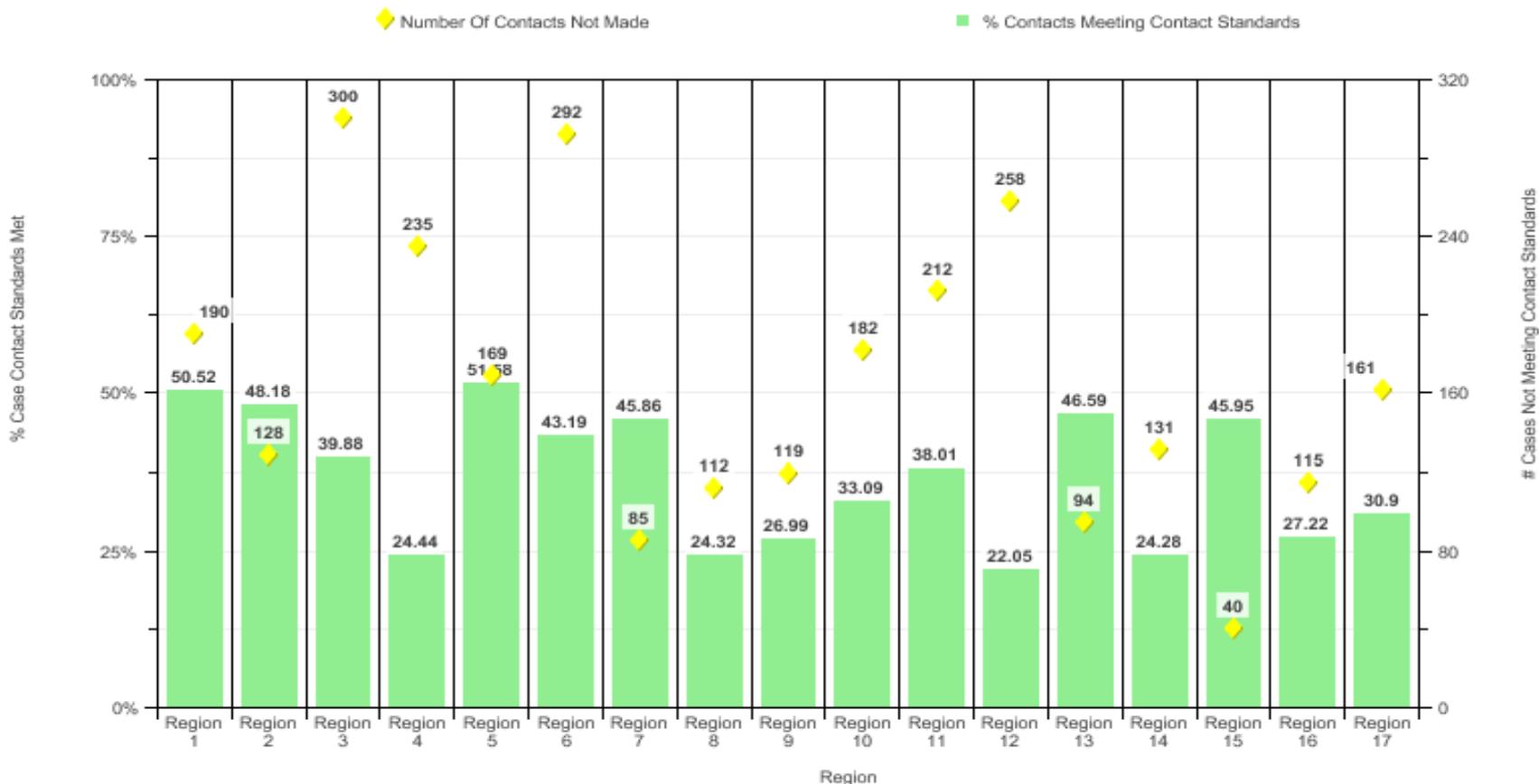
Note: As of August 17, 2011, 65% of children had received a visit from their case manager.

Caseworker Visits with Fathers

Caseworker Visitation Compliance for Month by Statewide Father
Data as of: 08/17/2011

# of unique contacts with contact standards cumulative	4,531
# of unique contact not meeting contact standards cumulative	2,823
# of unique contacts meeting contact standards cumulative	1,708
% of unique contacts meeting contact standards cumulative	38%

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

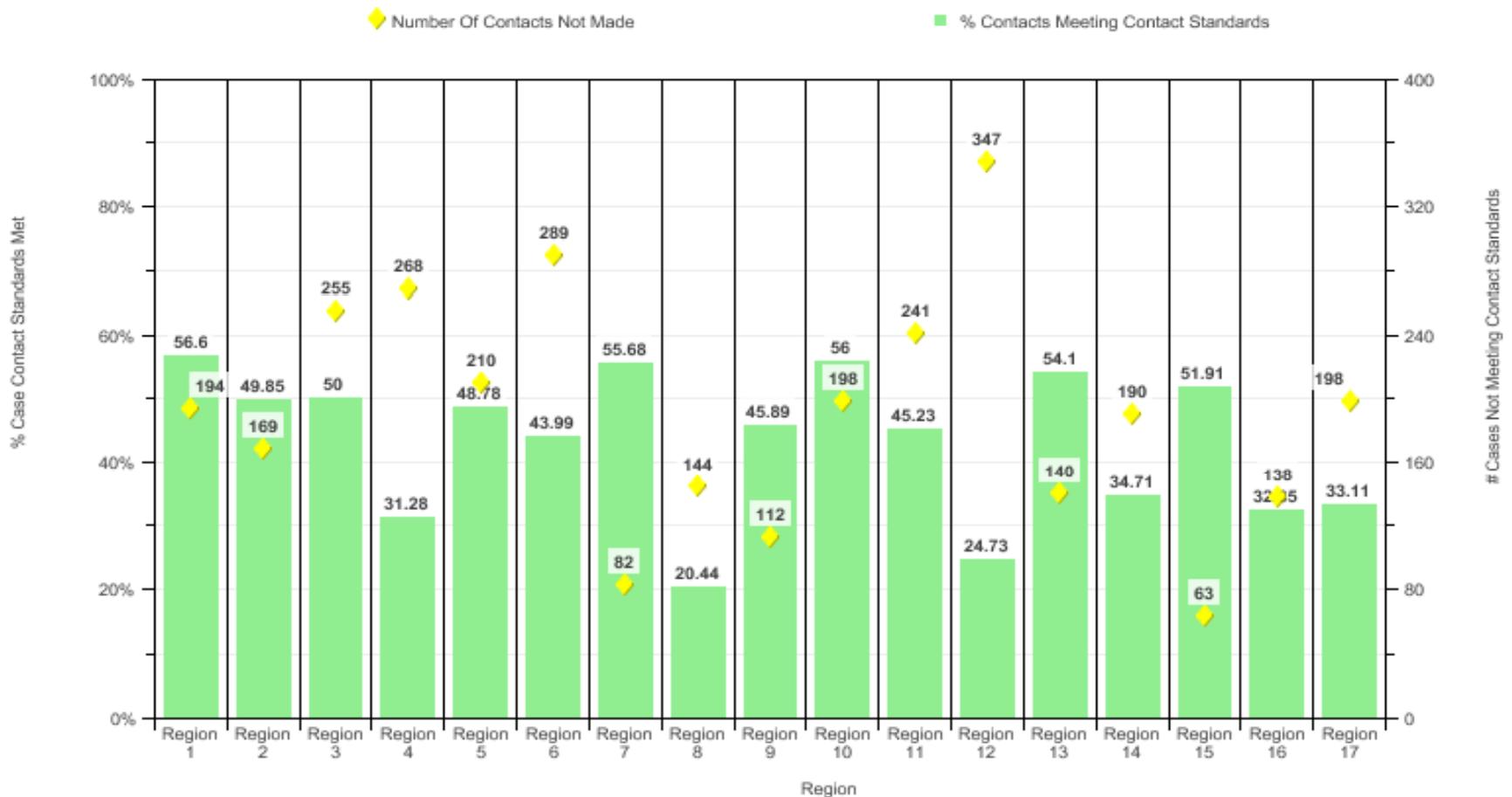


Caseworker Visits with Mothers

Caseworker Visitation Compliance for Month by Statewide Mother
Data as of: 08/17/2011

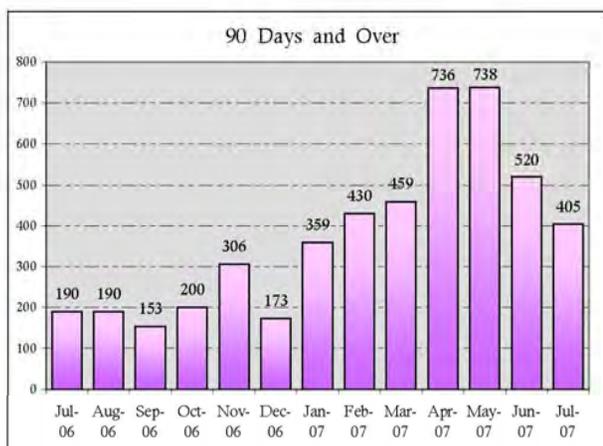
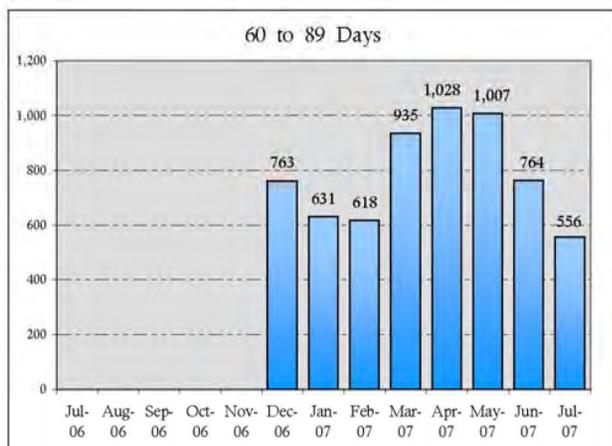
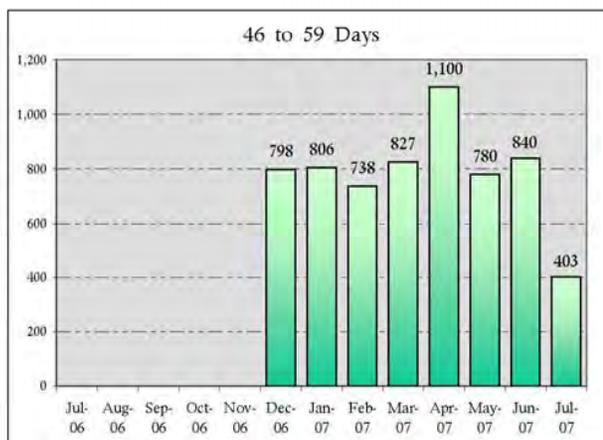
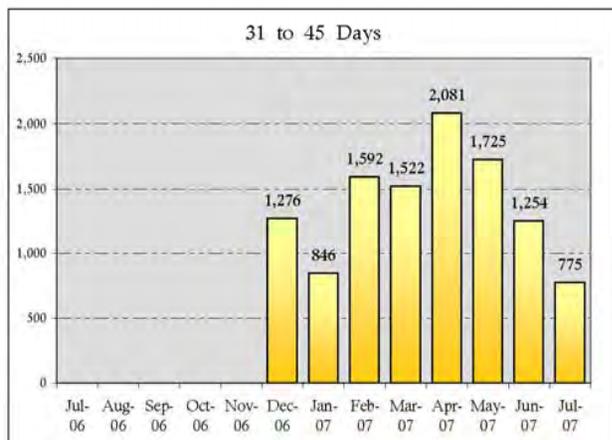
# of unique contacts with contact standards cumulative	5,761
# of unique contact not meeting contact standards cumulative	3,238
# of unique contacts meeting contact standards cumulative	2,523
% of unique contacts meeting contact standards cumulative	44%

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)

Active CPS Investigations Exceeding The 30 Day Requirement - State



Source: PSDS

Note: Totals are as of the last day of the month

DFCS Data Analysis Section

- 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

LENSES: Child Protective Services Investigations

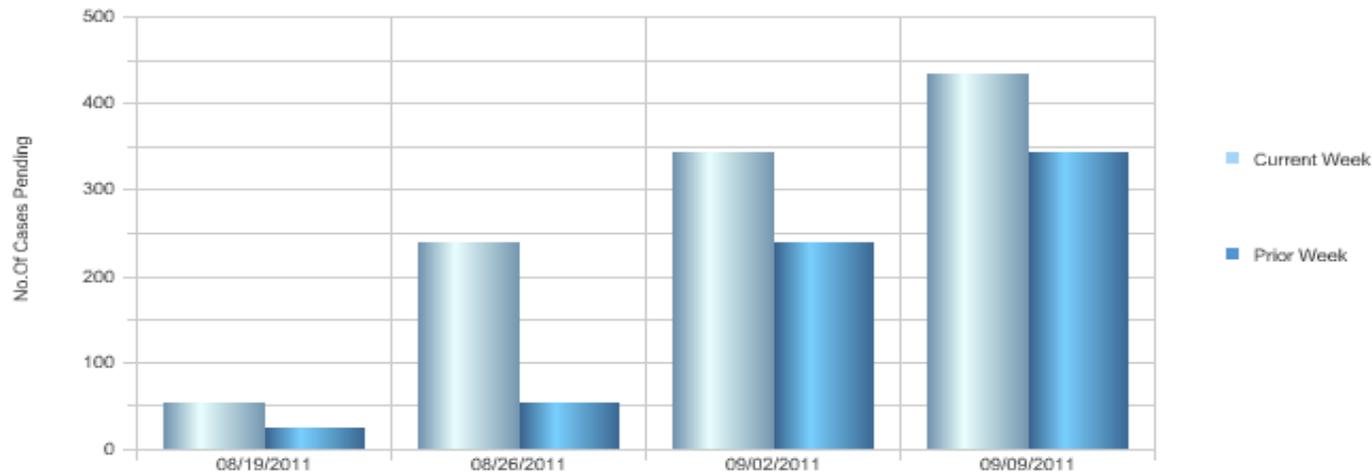
Region County Unit

Investigations in the Pipeline Statewide

Data as of: 08/18/2011

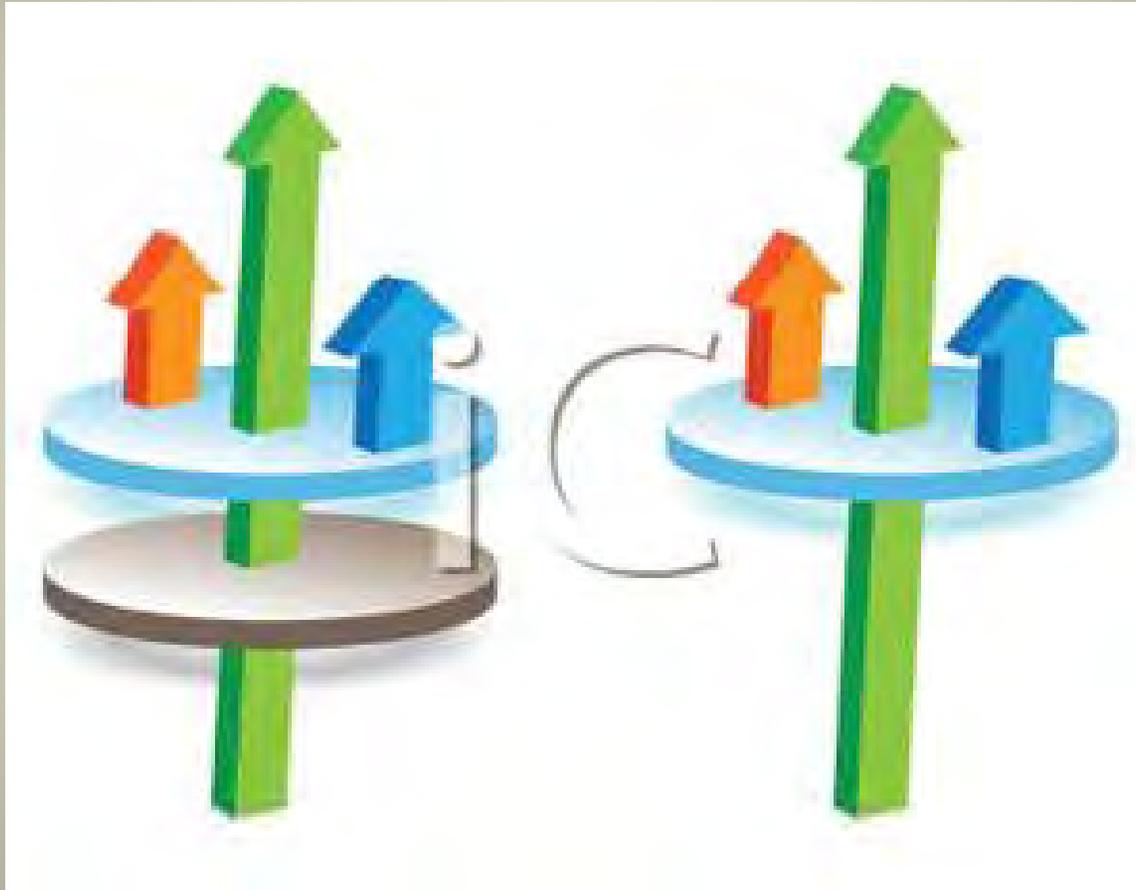
Date equal to any Date in Pending Investigations and State is equal to Georgia

# of Investigation cases eligible for completion cumulative:	1067
# of Investigation cases due this Friday cumulative:	54
# of investigations completed since last Saturday cumulative:	174



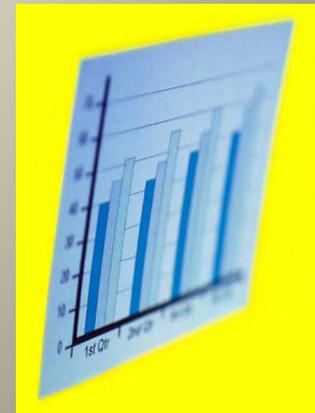
The number of overdue investigations have decreased significantly because managers are able to determine each day how many investigations are due to be completed and by what day.

LENSES 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

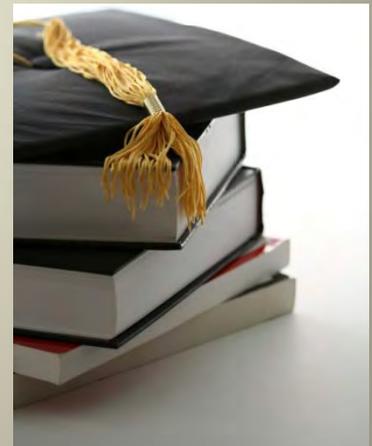


Strategy III: Consistently Hold Staff Accountable

- 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

