2018 CONTINUOUS QUALITY IMPROVEMENT REPORT

In 2018, Lorain County Children Services has continued to provide our community's children with safety and permanency and enhanced well-being.

A high functioning agency like LCCS requires careful attention, excellent use of data, flexibility and a shared mission to drive all improvements and adjustments. This report will describe:

- *An overview of the 2018-2020 Strategic Plan,*
- *A summary of risk management and service improvements; and,*
- *A summary of the agency's workload, compliance, performance, and outcomes.*

OUR VALUES

"DO THE RIGHT THINGS RIGHT, THE FIRST TIME, ON TIME, EVERY TIME, ONE CHILD AT A TIME."

We believe children do best in a family / We believe a child should be better off because of our involvement / We believe we should be involved with a child only for as long as needed / We value the child as our client / We value keeping siblings together / We value maximizing resources to achieve the best outcomes we can for our children timely / We value being a trauma informed agency / We value seeing our children to ensure safety / We value acting with urgency on all reports of abuse and neglect / We value high- expectations for our staff, foster families, and volunteers to accomplish the best outcomes for our children that we can / We value independent and critical thinking / We value that every child deserves to safely grow up in a family where they are valued, protected and have the opportunity for life-long well-being / We value continuous improvement and accept change / We value our collaborative role within the community's safety net for children.

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Strategic Plan Summary

2018-2020 Strategy Map

Our Mission: In partnership with the community, the staff, foster parents and volunteers of Lorain County Children Services are committed to the safety and well-being of abused, neglected and dependent children and will provide the highest quality protection, permanence and prevention services to children and families.

Our Vision: We believe all children have an absolute right to a safe, permanent, stable home which provides basic levels of nurturance and care, and is free from abuse, neglect, and exploitation.

Values: We value Safety, Permanency within One Year and Improved Well-Being for all Children and Families We Touch

Strategic Goal: By the end of 2020, we will model Best Practices across all levels and functions of the agency.

Stronger Practices: We have a culture of continuous improvement. We will continue to improve LCCS effectiveness, efficiency and accountability. We will continue to evaluate the impact of LCCS practices have on Lorain County's vulnerable children.

Stronger Workforce: Our workforce is informed, supported and engaged. We will promote safe, healthy work environments. We will improve the effectiveness of our workforce and continue to improve employee engagement.

Stronger Community Engagement: We are engaged with communities to meet the needs of Lorain County's vulnerable children and families. We will build and strengthen community partnerships. We will help our clients successfully access the right array of community resources.

COA: LCCS Re-accreditation Efforts

- LCCS submitted application for re-accreditation in February 2018. An agreement between the Council on Accreditation and LCCS was signed in April.
- LCCS underwent an intake process in June. During this process, some of the time frames re: re-accreditation was established; most significantly the date for the 2019 site visit will be June 16, 2019.
- LCCS Chapter leaders will submit their completed chapters in February 2019.

Quality Service Reviews: Peer and Administrative Review

- During 2018, casework staff reviewed several topics through peer review. Topics including a review of family assessments and ongoing visits to children and families.
- Peer reviews were completed using Survey Monkey.
- Caseworkers review two different cases annually. These reviews are to remain confidential to protect the identity of the reviewer. Reviews are given to supervisors to be used as a tool in supervision.
- Administrative reviews are completed by the supervisors within their own units as well as their 'sister unit'. Supervisors document their reviews on a form to enter information regarding strengths and areas of concern. Cases read by supervisors in this way are closed cases. Supervisors review cases on a regular basis when children are being reviewed for SAR's and other meetings within the agency. Managers in CQI, Direct Services and FBC also review records on a regular basis. In 2018, supervisors reviewed a total of 207 cases, documented their reviews on a standard form and reviewed their findings with casework staff.

Peer Review:

Peer Reviewers reviewed approximately 106 peer review tools.

- **52 Family assessments were reviewed.** Results were given to each supervisor and caseworker. The supervisor reviews the information with the caseworker during supervision. The caseworkers who reviewed their peers work took a lot of time to read cases, family assessments and gave thoughtful feedback to their coworkers. Of the family assessments reviewed, 79% were noted as strengths with 21% indicating areas to improve.
- **43** ongoing visits were reviewed. The timeframe that the peer reviewers read cases was 6 months on an ongoing case. Again, caseworker took a lot of time to review cases and provide relevant feedback to their coworkers. Of the visits that were reviewed, 91% were noted as strengths and 9% had areas to improve.
- The peer reviewers complete two reviews per year.

High Risk/Custody Review meetings:

In 2018, there were approximately 75 high risk meetings. These meetings are held when a caseworker and supervisor want to close a case in intake but the case meets certain criteria in which a case should be formally reviewed. The purpose of the High/Intensive Risk Case Review is to look at LCCS involvement with the family; both

historically and currently and gain a perspective of how best to serve this family. The High/Intensive Risk Case Review provides a forum for team-decision making regarding repeat maltreatment cases.

In 2018, there were 59 CRT meetings. The CRT is designed to approve/deny/review of potential custody requests and monitoring of placement progress and custody status after custody has been granted by the court and providing a forum for team-decision making when consultation is needed. The purpose of the committee is to assist staff in ensuring maximum utilization of all agency and community services and resources prior to an after obtaining custody.

Protect Ohio: Family Team Meeting and Kinship Initiative

Family Team Meetings:

LCCS holds family team meetings per Protect Ohio Consortium's Family Team Meeting Strategy. In 2018, LCCS held approximately 1027 family team meetings. Approximately 487 families were served through these meetings. Out of the 1027 meetings held, 425 (or 41.38%) of meetings had at least one family member present.

Local conformity to the ProtectOhio strategy is analyzed yearly by the Human Services Research Institute. LCCS also reviewed the FTM process and identified process improvements.

Kinship Initiative:

Since November 2018, LCCS has participated with the other Protect Ohio consortium counties and Human Services Research Institute to study the efficacy of the kinship initiative both in terms of the degree to which it has impacted global outcomes, such as length of service; placement with kin and length of placement stay as well as the efficacy of services provided to children and kin caregivers. At any given time, approximately 150 children are placed with kin via temporary custody to those relatives or interested 3rd parties.

Primary Worker Model Program Evaluation

LCCS implemented the Primary Worker Model in 2010 and reviewed the model in late 2014. The union requested that this model be reviewed again in 2018. CQI reviewed data comparing LCCS outcomes to similar sized counties in Ohio as well as a comparison to LCCS from the past several years. The children in Lorain County continue to achieve better outcomes with the use of the single worker model.

The evaluation demonstrated that the Primary Worker Model, significantly increased timeliness (no automatic transfer of cases) while achieving either the same or better safety, permanency, and placement stability outcomes for our children. Management decided to continue the use of the Primary Worker Model. This report was distributed to all management and the union chair. CQI manager suggested that supervisors and managers review this document during unit meetings.

Continuous Quality Improvement Committees

All CQI Committees work on maintaining and improving the quality of service provision at LCCS. Minutes from each CQI Committee meetings can be accessed by all staff via the LCCS intranet. While some committees consist of management staff only, others represent a cross section of agency personnel.

The following CQI committees were active in 2018:
- **Procedure Review Panel**, representing a cross section of agency staff, met every two weeks in 2018 (meetings would not be held if there were no procedures to review). The group reviews and approves both new and amended procedures and make recommendations re: informing staff or training to facilitate successful implementation.
- **Clinical Risk Management** met four times in 2018 to review incidents representing potential risk, such as foster parent rule violations, investigations of possible maltreatment involving children in our custody, and child fatalities, accidents/injuries to children in our care or in our presence at the time of injury.
  - LCCS investigated 12 foster parent rule violations. In 7 instances, plans of correction and continued certification were recommended. Three caregivers voluntarily withdrew their certification based on 5 rule violations.
  - LCCS investigated 7 allegations involving caregivers, not the parents of children in LCCS custody. Of those, LCCS investigated alleged abuse of children by 5 foster caregivers and two residential center employees. All
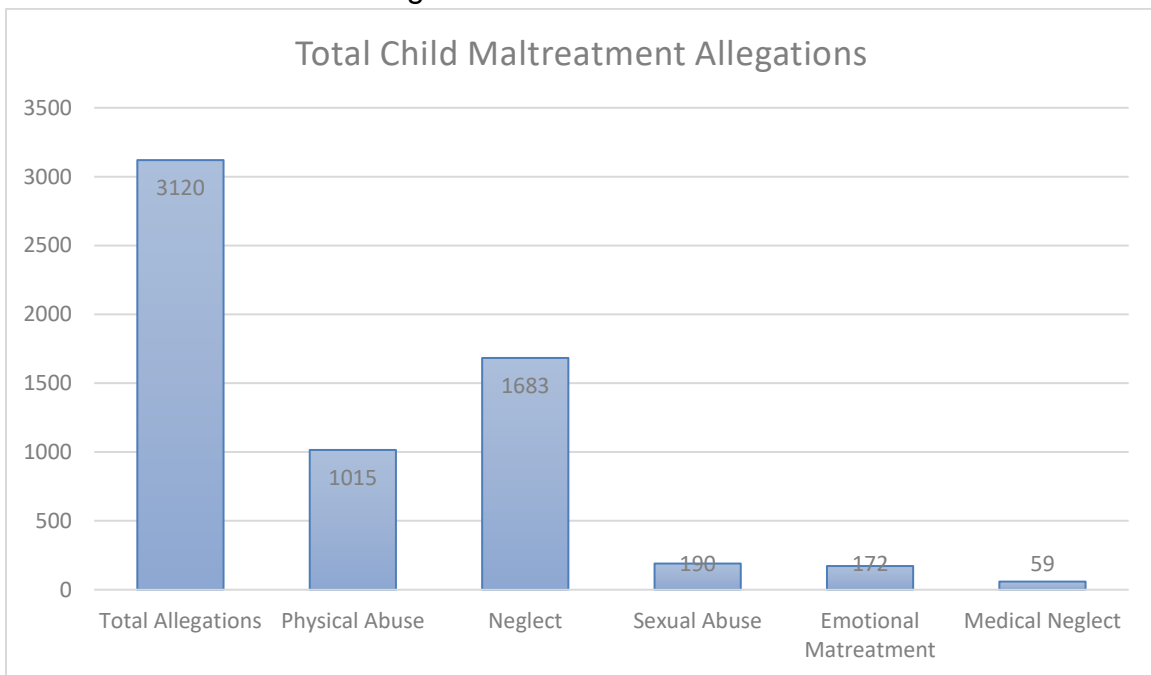
allegations involving children in our custody were unsubstantiated. LCCS also investigated one allegation of physical abuse involving a foster parent, who was providing care to a child not previously known to LCCS. This allegation of physical abuse was substantiated.

- o LCCS discussed fatalities related to 10 children in 2018. Infants under the age of 6 months accounted for 5 fatalities and 1 near fatality. The deaths of these infants all involved neglect on the part of the parent/caregiver in regard to placing the infants in unsafe sleep situations. One child died as a result of physical abuse. An 18-month-old child from drowning in a pool. A child that we had been involved with on an ongoing basis died from complications from a surgery. Another child died after being born prematurely. Our agency had been involved due to the infant testing positive for drugs after her birth. Although review of the infant fatalities sparked action to promote prevention, no practice changes were recommended since none of the deaths were related to child abuse/ neglect. LCCS has continued to focus efforts to education regarding safe sleep practices with infants. Parents and caregivers are given safe sleep literature and resource lists to assure that adults caring for newborns have a safe sleep environment for their infants.
- o The Committee reviewed aggregate results of all peer and administrative record reviews. The review of this data did not indicate a need for training or procedural change recommendations.

- **Administrative Risk Management:** The committee met four times in 2018 to review potential risks to the agency and develop strategies to minimize risk. Items reviewed in 2014 include reviews CPOE, MEPA, Foster Care Record Review, Fiscal audits; agency contracts with service providers; agency criminal background checks associated with hiring practices, and record retention policy, procedures, and schedule.
- **Safety Committee:** This committee met a total of 4 times throughout the year. The committee will review safety concerns presented by line staff and managers and maintain a current global agency safety plan.

- **Managers and all Management committees** met 1-2 times per month to improve internal communication and create opportunities for shared strategizing and decision making.
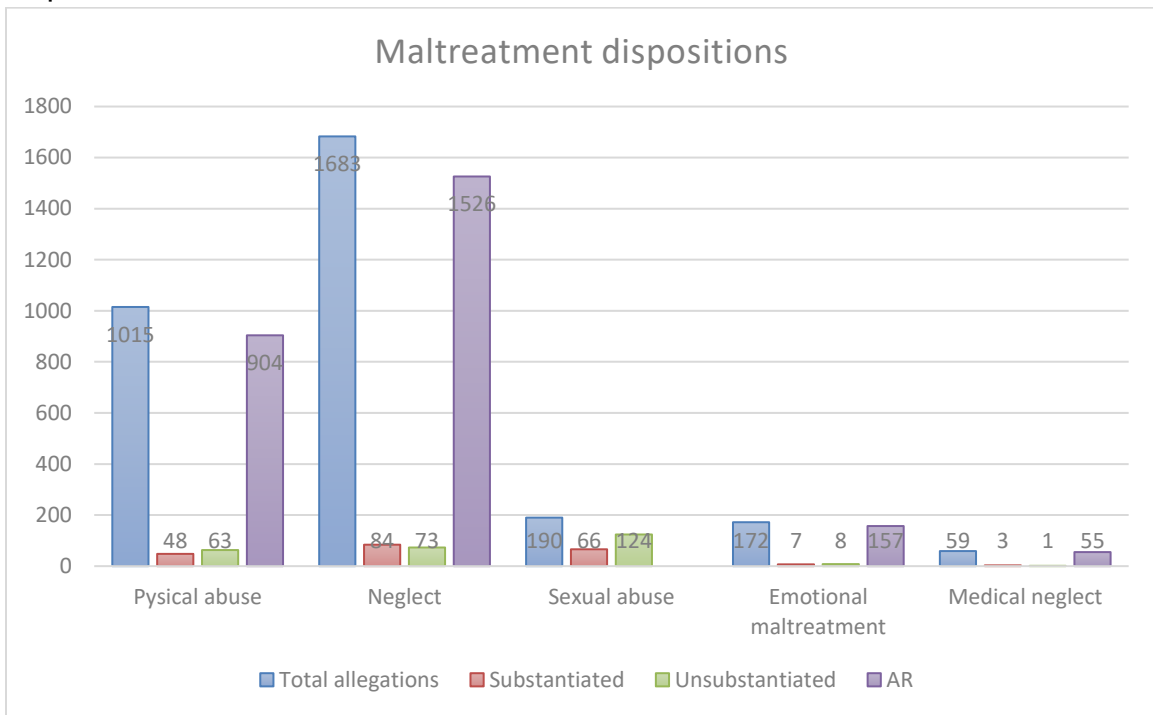
LCCS Workload, Compliance and Conformance to CFSR Standards

2018 Reports to LCCS: In 2018, LCCS received 4,184 reports of possible maltreatment of children. Of those, 1679 (about 36%) met criteria for agency services and were assigned for investigation and assessment.   Of those, 272 received a traditional investigation response, while 1267 received an alternative assessment response. An additional 135 cases were assigned for Family In Need of Services. Within the reports to LCCS, a total of 3120 allegations were documented by the referral specialists- see chart below:

Total child maltreatment allegations:

Total Child Maltreatment Allegations

Total Allegations	3120
Physical Abuse	1015
Neglect	1683
Sexual Abuse	190
Emotional Matreatment	172
Medical Neglect	59

After the assigned caseworker completed their investigations, the following dispositions were determined:

Maltreatment dispositions

Category	Total allegations	Substantiated	Unsubstantiated	AR
Pysical abuse	1015	48	63	904
Neglect	1683	84	73	1526
Sexual abuse	190	66	124	
Emotional maltreatment	172	7	8	157
Medical neglect	59	3	1	55

2018 Agency Workload and Caseload Snapshots:

Agency Workload	January 2018	June 2018	December 2018
Assessment/Investigation:	158 AR cases 42 TR cases	126 AR cases 36 TR cases	133 AR cases 33 TR cases
Ongoing:	64 AR ongoing cases 150 TR ongoing	64 AR ongoing cases 156 TR Ongoing	58 AR ongoing 178 ongoing
Adoption:	24 cases;	27 cases;	19 cases;
Total Cases:	437 cases; average caseload: 8.92	410 cases; average caseload: 7.74	422 cases; average caseload: 7.67

LCCS Children and Families with Court Involvement:

On January 1, 2018 there were 105 children in LCCS custody. Throughout the year, 106 children entered LCCS custody, with 84 exiting custody. On December 31, 2018, LCCS had 124 children in custody.

LCCS worked with 406 children in PSUP for 2018; of those 128 in TC or LC of relatives.

LCCS Compliance:

LCCS continues to do well in terms of compliance and outcomes for children serve. In 2018, approximately 89.5% of the time, all activities were entered into SACWIS within 7 days of occurrence. Safety Assessments were completed timely 91% of the time. Family Assessments were completed 99% of the time on average. LCCS continued to adhere to Protect Ohio and OAC requirements for the holding of family meetings and Semi-Annual Reviews (SARs). Facilitators held 1027 meetings, averaging 85 meetings per month.

LCCS Performance: Child and Family Services Review Data Indicators for FFY ending 9/30/18

The Administration for Children and Families recently announced a new set of federal outcome indicators which will be used to measure achievement of safety and permanency outcomes for children. For the next federal fiscal year, LCCS will be reporting the agency's performance related to new CFSR outcome indicators.

Recurrence of Maltreatment

Of all children who were victims of a substantiated or indicated report of maltreatment during a 12-month target period, what percent were victims of another substantiated or indicated maltreatment allegation within 12 months of their initial report? Federal expectation is less than or equal to 9.1.

Federal Fiscal Year	Ending 9/30/16	Ending 9/30/17	Ending 9/30/18
LCCS Performance	**8.7%**	**9.1%**	**9%**

Maltreatment in Foster Care Federal Expectation

Of all children in foster care during a 12-month target period, what is the rate of victimization per 100,000 days of foster care. Outcome should be less than/equal to 8.5.

Federal Fiscal Year	Ending 9/30/16	Ending 9/30/17	Ending 9/30/18
LCCS Performance	**5.26**	**16.47**	**8.39**

Timeliness and Permanency of Reunification:
(Federal) Permanency in 12 Months

Of all children who enter foster care in a target 12-month period, what percent discharged to permanency within 12 months of entering foster care. Federal expectation is **40.5%** of children will find permanency.

Federal Fiscal Year	Ending 9/30/16	Ending 9/30/17	Ending 9/30/18
LCCS Performance	**60.4%**	**44.8%**	**45.6%**

(Federal) Permanency in 12 Months for Children in Foster Care 12 to 23 Months

Of all Children in foster care on the first day of a 12- month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period- **43.6%**

Federal Fiscal Year	Ending 9/30/16	Ending 9/30/17	Ending 9/30/18
LCCS Performance	**56.3%**	**52.8%**	**41.2%**

(Federal) Permanency in 12 Months for Children in Foster Care 24 Months or More

Of all children in foster care on the first day of a 12- month period who had been in foster care (in that episode) 24 months or more, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period- **30.3%**

Federal Fiscal Year	Ending 9/30/16	Ending 9/30/17	Ending 9/30/18
LCCS Performance	**53.3%**	**35%**	**41.7%**

(Federal) Placement Stability - Moves per 1,000 Days in Care

Of all children who enter foster care in a 12-month target period, what is the rate of placement moves 1,000 per day of foster care- federal expectation less than or equal to **4.12**

Federal Fiscal Year	Ending 9/30/16	Ending 9/30/17	Ending 9/30/18
LCCS Performance	**4.2**	**2.66**	**2.71**

(Federal) Re-entry to Foster Care

Of all children who enter foster care in a 12-month target period and discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-entered foster care within 12 months of discharge- federal expectation less than **8.3%**

Federal Fiscal Year	Ending 9/30/16	Ending 9/30/17	Ending 9/30/18
LCCS Performance	**8%**	**11.4%**	**7.7%**