



Child and Family Service Review

Operation Plan

6/1/2017

Intent

The intent of the child and family service review (CFSR) operation plan is to outline the key processes including:

- Preparing for the review
- Conducting the review
- Results of the review
- Performance improvement plan from the results

These processes are key requirements the Children's Bureau approved to determine conformity to the federal standards. An additional support process for the regions is the CFSR "roadshow" facilitated by the Program Evaluation Team. This is to provide additional ongoing support to inform the regional staff of the CFSR review purpose and process and can be scheduled any time before or after the review process at the regions' request.

I. Preparation Process for the CFSR Case Review

a. Leadership Call

The Program Evaluation Team will initiate a call one week prior to when the CFSR sample is sent (9 weeks prior to the review) with Regional Leadership and the Deputy Commissioner of Programs and Assistant Commissioner of the Office of Continuous improvement. The Regional Schedule will be reviewed and planning for what to expect, trainings/logistics, and answer questions the region may have. It is important for the regional leadership to have a good understanding of the amount and type of planning needed to ensure a successful review that meets the Children's Bureau's (CB) requirements.

b. Sample of case files¹

Each service region will receive its CFSR sample eight (8) weeks prior to the review week. The sample of case files will include:

- 1.) Foster Care - Includes all custodial youth (Dependent Neglected/Unruly/Delinquent)
- 2.) Child Protective Services - Includes Assessment and Investigation Cases
- 3.) Family Support Services - Includes Family Support Services and FCIP Cases
- 4.) Juvenile Justice Probation - Includes all non-custodial probation cases.

¹ CFSR Sampling Plan for more details

All case eliminations prior will be determined by the Director of the Program Evaluation Team using the Children's Bureau approved Case Elimination Criteria. Regions need to prepare for the possibility of multiple case replacements due to challenges with TFACTS not always pulling cases accurately.

Case elimination may occur under the following circumstances:

- In-home services cases open for fewer than 45 consecutive days during the period under review (PUR).
- In-home services case where any child/youth in the family under review was in foster care no more than 24 hours during the PUR.
- Foster Care cases open fewer than 24 hours during the PUR.
- Foster Care case where child/youth were on Trial Home Visit during the entire period of the PUR.
- Foster Care case that was closed before the sampling period.
- A case open for subsidized adoption or guardianship payment only with no services.
- A case where the target youth reached the age of 18 prior to the PUR.
- ICPC case placed in Tennessee from another state.
- Case appearing multiple times in the sample due to multiple siblings receiving services or multiple in-home cases during the sampling period.
- Foster Care case in which the child's adoption or guardianship was finalized before the PUR and the child is no longer under the care of DCS.
- Case where youth was placed for the entire PUR in a locked juvenile facility.
- Case where no external interviews (non-DCS) were able to be completed.

c. Regional Preparation Training

The Program Evaluation Team will facilitate a preparation training approximately one week after the Regional schedule has been submitted for the FSWs and TLs who have a case pulled for review. It is strongly encouraged the RA, DRA, and TCs attend or have an additional training schedule to ensure their attendance.

The training will provide understanding of how to prepare a case for review including the TFACTS and hard case file; what the period under review is and who should be included in the interview schedule, and how to explain the process to interviewees based on the CB's requirements. Please refer to Case-Related Interview Guides and Instructions:

<https://training.cfsrportal.org/resources/3105>

d. Preparing Interview Schedules/Period Under Review (PUR)

The Period Under Review (PUR) will begin April 1st of the year prior to the review until the date of the onsite review. For example, if the review begins the week of May 24, 2017, the PUR will be April 1, 2016 through May 24, 2017. All parties that are or have been involved in the case during the PUR are required by CB to be interviewed.

This includes:

- All placements the youth or child resided in any time during the PUR
- Past and current service providers; past and current FSWs or Investigators, etc.
- Biological parents; and the youth/child and siblings or other children in the home.

FACT sheets are available to provide guidance in how to explain the importance in each interviewee's participation: <https://training.cfsrportal.org/resources/3105#Fact%20Sheets>

The current FSW's interview will need to be scheduled for two hours (some cases may not require the full two hours). In addition, interviews should be scheduled for Monday if possible but no later than Tuesday morning. If the FSW is preparing interview schedules for back-up cases interviews should be scheduled on Tuesday of the review week.

FSWs must start looking for families immediately after their case is pulled (six weeks in advance). Reviewers must talk to the families. The FSWs must know the importance of this or the case will have to drop during the review week. Once a family agrees the FSWs need to contact them, preferably the week prior to the review, and remind them of the interview times.

FSWs must demonstrate multiple methods of trying to locate families and encourage them to participate in CFSR. FSWs need to send a certified letter (and have proof of the letter being sent). Proof is needed that calls and/or texts were sent to last known contact numbers. In addition, proof is needed to know that all last contacts were exhausted to find the family.

All of the above must be done and documented before a case can be eliminated. This is why it is important that this process start early and is why the CFSR Case List is sent out eight weeks in advance. Not being able to find a hard-copy case file is not a reason we can eliminate a case from being reviewed for CFSR. This is also not something DCS wants to have to report to CB. The case will have to be reviewed based on interviews and TFACTS.

The region will submit all interview schedules to the Program Evaluation Team two weeks after the prep training. The Program Evaluation Team will then send the reviewers the

interview schedule. After the reviewers receive the schedule they will begin reviewing the case in TFACTS. During the initial review process the reviewers may identify additional parties needed to be interviewed and will contact the FSW and TL to assist with additions to the schedule.

e. Logistics Preparation & Set Up

A designated member of the Program Evaluation Team will be the CFSR Coordinator to provide support to the region's CQI Coordinator or other designee and will communicate coordination of space needed. CB requires that reviewers be separated while reviewing the case file; therefore, multiple cubicles or offices may be needed. In addition, a location will need to be identified where the files will be stored securely (i.e., conference room) and where the reviewers can gather Monday morning of the onsite review. The CFSR Coordinator will be onsite the Friday before the review to set up files for reviewers and provide additional support the region needs to be fully prepared for the onsite review.

II. Onsite CFSR Review Process

a. Monday

- The reviewers, program evaluation team, and any regional staff the RA designates will gather in the room where the files are stored.
- A welcome and introduction will kick off the review. The RA will decide who will do the welcome from the region and the Director over the Program Evaluation Team will do the Welcome as the CFSR Representative.
- Reviewer pairs will take the case file(s) and gather in their designated space to review the case file(s) separate from other reviewers. The reviewers will review the file until their first interview is scheduled. The file(s) will be returned to the area they were originally stored in.
- The reviewers will spend the rest of the day completing interviews.
- The CFSR Coordinator from the Program Evaluation Team will send an email to the FSW and team leader by 10:00pm Monday night to let them know if their back up case will be used or not. This will allow time for the FSW to notify the interviewees scheduled for Tuesday the status of the back-up case.

b. Tuesday

- The reviewers will spend most or all of the day entering their findings from the interviews and the case file(s) into the CFSR onsite review instrument (OSRI):
<https://training.cfsrportal.org/resources/3105#Onsite%20Review%20Instrument%20and%20Instructions>

- Reviewers begin Level 1 QA with staff from the office of continuous quality improvement.
- When the QA staff are eligible for a hotel this process will more than likely be conducted offsite. Reviewers will spend the rest of the day making changes or additions to the OSRI based on QA feedback.

c. *Wednesday*

- The Reviewers will either continue level 1 QA or begin level 2 QA with another staff in the office of continuous quality improvement.
- After a case has been through level 1 and 2 QA the OSRI is submitted to CB for secondary oversight.

d. *Thursday*

- Level 2 QA is completed and all cases are submitted to CB for secondary oversight before close of business (COB)
- Case summaries are submitted to regional leadership generated from the CFSR portal.
- Feedback is conducted with the FSW and TL to share the ratings and provide an opportunity to learn the expectations of practice and work the CB requires for federal conformity.

e. *Friday*

- The Director of Program Evaluation will facilitate a report out to the region and senior leadership. Case summaries generated from the CFSR portal will be provided on each case reviewed along with a PowerPoint presentation showing results overall.

III. After the Review

a. *Federal Feedback*

The week after the review the CFSR reviewers are continuing to receive feedback from CB secondary oversight and will continue to edit in the OSRI. If the ratings change the regional leadership will receive any revisions that may impact the results.

IV. CFSR Program Improvement Plan Process

All CFSR reviews will be completed by November 15, 2017. After the CFSR reviews are completed in all 12 regions the department will develop a program, improvement plan (PIP) using the data the CB submits to DCS by January 2017. DCS has 90 days to develop the PIP (April 2017).

The CFSR PIP is implemented into three phases to successfully implement and sustain improvements.

<https://training.cfsrportal.org/resources/3105#Program%20Improvement%20Planning>

a. Phase I- Foundation

Develop a Planning and Implementation Team and Communication Plan; assess CFSR outcomes and other relevant data. Prioritize areas needing improvement and concerns. Develop goals and objectives and identify and implement potential interventions/services/ Focus on improved safety, permanency, and well-being outcomes. Areas to focus include:

1. What goal(s) are needed to address the safety outcomes?
2. What goals(s) are needed to address the permanency outcomes?
3. What goal(s) are needed to address the well-being outcomes?
4. What goal(s) are needed to strengthen systemic factors?

The Office of Continuous Quality Improvement will take to lead in developing the PIP team to ensure all staffing levels, program areas, and stakeholders are well represented.

b. Phase 2- Planning

Create the implementation plan. Develop benchmarks and timetables for each intervention objective and select methods to monitor the plan.

c. Phase 3- Action

The purpose is to (1) move forward with implementation of the interventions; (2) use feedback loops and process measures to assess how well the implementation is going; and (3) make initial adjustments to address any identified challenges. Determine and put in place plans and mechanisms to sustain the improvement efforts after the completion of the CFSR-PIP.

V. CFSR Process Implementation Timetable

Support Process	Who responsible	When	Where
Leadership Call	Program Evaluation Team	one week prior to the CFSR sample is sent (9 weeks prior to the review)	Conference call
Submit Sample to region	Program Evaluation Team	8 weeks prior to the review	12 regions
Begin contacting and locating families of cases pulled	FSW	6 weeks prior to the review	12 regions
Regional Prep Training	Program Evaluation Team	One week after leadership call	onsite
Prepare interview schedules	FSW	Immediately after prep training	12 regions
Interview schedule submitted to Evaluation Team	FSW	Two weeks after the Prep training	PET email
Reminder calls to families	FSW	One week before the review	12 regions
Onsite review set up	CFSR Coordinator (staff from Evaluation Team)	Friday before review	12 regions onsite
Conduct Review	Office of Continuous Quality Improvement	As scheduled for next three years	12 regions onsite
CB secondary oversight	Children's Bureau	At the end of the review and the week after the review	Atlanta and Washington D.C.
CFSR Roadshow	Program Evaluation Team	Any time before or after the onsite review at the regions' request	12 regions onsite
Develop PIP	TBD based on multiple groups including stakeholders	February, March, April 2018	Nashville area
Implement PIP	12 Regions	April 2018-April2021	statewide