

RAPID SAFETY **FEEDBACK BLUE RIBBON** COMMISSION ON **CHILD** PROTECTION MARCH 10, 2014



Background and Purpose

- Unprecedented history of child fatality in Hillsborough County. Worse, there was a pattern of *homicides* (9 in less than two years)
- All affected children under 3 years old. All but one were in-home and killed by a parent or paramour
- Other Common factors: Young Parents,
 Intergenerational Abuse, Substance Abuse,
 Mental health, and/ or DV history





Eckerd's Research and Analysis

- Conducted a Review of State of Florida Findings Regarding all 9 Homicides
- Launched Quality, Safety, and Improvement Review
 (100 % file review: 1,470 records involving 3,000 children)
- Consulted with Statewide Child Abuse Death Review Coordinator



Themes From This Analysis

- Children in home under 3 at highest risk
- Safety Plans were not tailored to individual cases and lacked family input
- Background Checks/ Home Studies were not updated to reflect changes in family circumstances
- The core family issues bringing the child into dependency were not addressed on home visits or in case documentation
- Behavior change poorly monitored with providers and other case participants
- Supervisory reviews either failed to identify the issues or more likely repeated prior concerns without resolution



Safety Focused Review Tool- Nine Core Questions

- 1. Is safety planning sufficient?
- 2. Is case planning individualized for family's needs and related to known dangers?
- 3. Is the parent's behavior change monitored related to known dangers?
- 4. Is CM aware of emerging dangers and are they followed up on urgently?
- 5. Is the **quality** of contacts sufficient to ascertain and respond to known threats and emerging dangers?

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- 7. Are background checks/home studies sufficient and responded to appropriately?
- 8. Is communication with case stakeholders sufficient to ascertain if emerging dangers are present?
- 9. Does supervision identify concerns in service provision related to ALL of the above and are recommended actions followed up on urgently?



Preventive Analytics

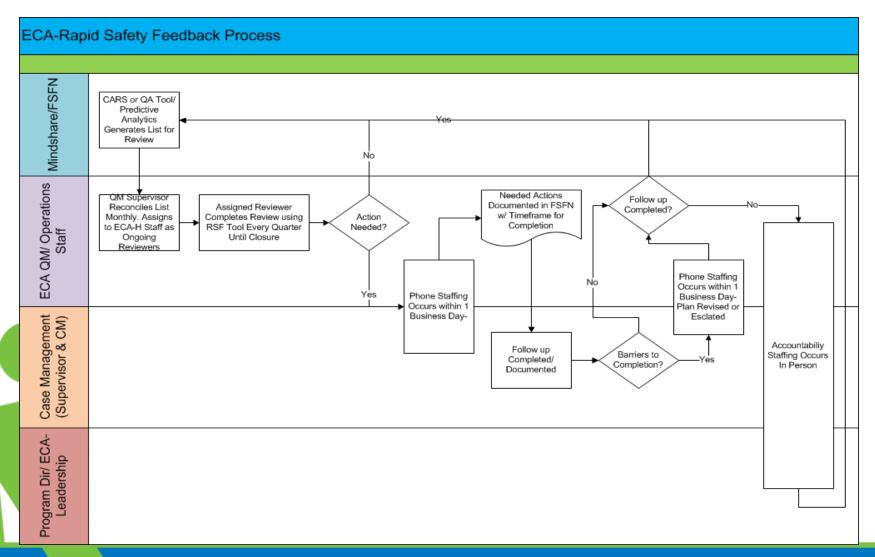
- Eckerd identified key risk factors that were present in cases resulting in child fatalities.
- Eckerd, in Partnership with Mindshare (Software Company), developed a preventative analytics software system that served as an overlay to Florida's SACWIS System providing the ability to mine thousands of case notes that matched key risk factors.
- Equipped with specific case information identifying children at greatest risk, Eckerd, proactively engaged field staff to address risk factors immediately, thereby mitigating the likely of a child fatality.



Coaching and Mentoring Review Process

- Cases Identified by Preventative Analytic Software System are Reviewed by an Eckerd QA Specialist
- All cases with an identified safety concern are staffed within 1 business day with field staff
- Eckerd uses a non-punitive coaching and mentoring approach to engage in a dialogue about safety threats.
- Staffings are focused on Supervision- follow up tracked to completion
- Cases reviewed every quarter (by same QA Specialist) until closure or youngest child turns three







Initial Results: Breakdown by Question

Question	1	2	3	4	5	6	7	8	9
Baseline	53%	81%	74%	72%	60%	50%	49%	30%	27%
Current	75%	98%	93%	93%	85%	73%	67%	55%	55%

Improvement noted in all categories: an average of 22%

Communication and Supervision Toughest Challenges: Yet the most important



Initial Results: Staffings

Circuit 13	Q1 Reviewed	Q1 Needed Staffing	Percent Needing Staffing Q1	Q3 Reviewed	Q3 Needed Staffing	Percent Needing Staffing Q2	% Improvement
ECA	163	128	78.53%	149	73	48.99%	29.54%

Almost 30% reduction in Staffing Needs Q1 to Q3

Most gains accrued quickly Q2 required 53% of cases to be staffed



- Quality of documentation improved
- Quality of supervision improved
- Improved ownership/ follow up by case managers
- Improved Safety Plans
- Visit Quality improved
- No Child Murders during State Supervision since RSF was implemented.





Additional benefits

- Positive feedback from CMO's due to shared risk and staffing process "mentoring and coaching"
- Change field perspective of QA: large case sample with *critical thinking questions* vs. small case sample of compliance driven questions
- HIGH level of interaction between CMO's and lead agency – WE ARE A TEAM
- Identified need for centralized data collection and action step follow up



Eckerd Still need to improve

- Service Provider Coordination
- Supervisory Review in some units
- Visit Frequency
- Response to Changes in Family Circumstances





Moving Forward/ Next Steps

- Expansion to CPI and other CBC effective
 January, 2014 other areas
- Analysis with turnover-tenure
- Less than 20 percent of reviewed cases result in staffings

- Evaluate the "best sample" for other challenges using predictive analytics
- 1) Permanency,
- 2) Returns to Care
- Create Supervisor Reports



Eckerd Questions or Materials?

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Thank You!



The first name in second chances.SM







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Eckerd Rapid Safety Feedback Perpetual Performance Improvement Bringing Business Intelligence to Child Welfare

"We had 9 child deaths in a short period of time in open child welfare cases under a previous Lead Agency and it had to stop. Once Eckerd became the Lead Agency, DCF and Eckerd worked together to develop an approach to quality assurance that would improve case practice and help prevent future child tragedies from occurring when possible. Since the inception of Eckerd's Rapid Safety Feedback, we have had no children active in the child welfare system die in similar circumstances."

- Mike Carroll, Suncoast Regional Managing Director, Florida Department of Children and Families

Introduction

In Florida, the child welfare system is a community-based system of care in which 20 lead agencies across the state are contracted by the Florida Department of Children and Families and responsible for the safety, well-being and permanency of children and families. Eckerd acts as the Lead Agency in three Florida Counties – Pasco, Pinellas and Hillsborough – serving over 6,000 children every day.

Eckerd was selected to manage the child welfare system in Hillsborough County in June 2012, after a series of over 9 child homicides had occurred. Eckerd and the local Department of Children and Families agreed that a new approach to quality assurance in child welfare was critical if we were going to prevent additional child injuries and fatalities from occurring.

Prior to assuming case responsibility in Hillsborough County, Eckerd organized, funded and completed a multidisciplinary Quality and Safety Improvement review of all open cases in the County - over 1,500. The purpose of this review was to ensure that children were safe while providing Eckerd with valuable information on system gaps and the roadblocks that were adversely impacting the ability to reach timely permanency for and ensuring the well-being of our children.

After gathering information from this process and then reaching out to national experts for additional input, two distinct sets of criteria emerged. The first was a profile of those cases with the highest probability of serious injury or death occurring. These cases had multiple common factors to include child under the age of 3; paramour in the home; substance abuse/domestic violence history; and parent previously in foster care system.

This research and analysis also identified nine child welfare practice skills that were critical to ensuring that children in the target cases remained safe. Among these were quality safety planning; quality supervisory reviews, and the quality and frequency of home visits.

Lastly, the Florida SACWIS system (state child welfare data system) had limitations in its ability to provide real time data. Eckerd contracted with Mindshare to provide system overlay software allowing real time data and dashboards.



Rapid Safety Feedback Approach

Having identified the cases with the highest probability of a child homicide and the critical child welfare practices necessary to keep children safe, Eckerd launched its Rapid Safety Feedback process in January 2013.

The Process is as follows:

- Each of the high probability cases are reviewed by Eckerd quality assurance staff utilizing the Eckerd Rapid Safety Feedback Tool which focuses on the nine critical case practices. These cases continue to be reviewed quarterly until the case closes or youngest child turns 3.
- Eckerd quality assurance staff meets with the case manager and supervisor within 1 business day to discuss any safety concerns and develop a plan to ensure they are quickly mitigated. This meeting provides an opportunity for immediate coaching and support of case management staff.
- Agreed upon tasks are tracked to completion by Eckerd Quality staff.

Initial Results

- No abuse related deaths since implementation of Eckerd Rapid Safety Feedback.
- 22% improvement in nine critical case practices.
- Quality Assurance staff are now directly changing case practice in real time.

Implications

Eckerd Rapid Safety Feedback has been successfully replicated in the other Counties where Eckerd is the Community Based Care Lead Agency. In addition, the State of Florida Department of Children and Families has announced a statewide roll out of Eckerd Rapid Safety Feedback in response to a statewide increase of child tragedies.

Eckerd Rapid Safety Feedback has been identified as a national best practice by Casey Family Programs. Eckerd has made presentations at multiple state and national meetings at the request of Casey Family Programs, the Alliance for Children and Families and the Child Welfare League of America about this approach.

Eckerd is now working with these national partners as well as specific local and state entities to replicate Eckerd Rapid Safety Feedback.

About Eckerd:

Eckerd is a national nonprofit organization that has given much-needed second chances to over 140,000 children and families since 1968. Founded by philanthropists Jack and Ruth Eckerd who believed every child deserved the opportunity to succeed, Eckerd serves about 15,000 children and their families each year through a full continuum of life-changing child welfare, juvenile justice and behavioral health programs and services in six states. To learn more visit Eckerd.org.