

**Mississippi Department of Child Protection  
Services**

**2019 CFSR (Child and Family Services  
Review) Round 3 Program Improvement  
Plan – Measurement Plan**



The Quality Assurance Case Review Unit conducts regional level Child and Family Service Review (CFSR) styled reviews that measures the quality of interventions with children and families, the services they receive, and the effectiveness of systemic supports. A sample of in-home and foster care cases is pulled, and the elimination process occurs prior to the assigned review month. After the completion of the selected reviews, the Quality Assurance Case Review Unit compiles the results into reports that identify the strengths and areas needing improvement. Positive outcomes are promoted by reinforcing the following six principles of family centered practice:

- Mobilizing Appropriate Services Timely
- Safety Assurance and Risk Management
- Involving Families/Children in Case Planning/Decision Making
- Strengths and Needs Assessments of Families/Children
- Preserving Connections and Relationships
- Individualized and Timely Case Planning

### **Regional Review Schedule**

The Quality Assurance Case Review Unit conducts regional reviews annually using the CFSR style reviews in each region. The federal On-Site Review Instrument (OSRI) in the Online Management System (OMS) is now and will be used for data collection, analysis, and monitoring for ongoing case practice and for the Program Improvement Plan (PIP) reporting. The state will employ a monthly rolling sampling approach for PIP measurement as it is a well-established and functioning process and encompasses case practice from the entire state. For each regional review, 15 foster care and 10 In-Home services cases are randomly selected for review. The PIP monitoring and measuring will follow this convention. In a given year, a total of 350 cases are reviewed statewide (140 In-Home cases and 210 foster care cases).

Apart from the months of March and June of each year, all other reporting months will have data representing one region. March and June will each have data representing 2 regions due to the number of regions in the state. This slightly increases the number of cases that will be considered for PIP measurement for those reporting months.

During the baseline setting period, July 2019 – June 2020, MDCPS will review cases in all regions based on the review schedule below. While 25 cases will be reviewed in each region, 8 In-Home and 12 foster care cases from each region will be randomly selected, using the random sampling function in excel, to establish the baseline. Should a case in the sample need to be eliminated, the next case of the appropriate case type on the oversample list will replace it. This will be a total of 280 cases; 168 foster care and 112 In-Home service cases. A random sample of 350 cases will be reviewed subsequent to the baseline to be used for measurement for the duration of the PIP monitoring period.

The following schedule outlines the months identified for each regional review. The exact review dates are determined during the review preparation process and in consultation with the regional leadership. OMS has been updated to show the regional designation for each county. The PIP

measurement and monitoring coincides with the schedule below for the reporting months and will do so for the duration of the PIP and the non-overlapping period. Post baseline, MS will continue the review schedule as determined below for measurement. Quarterly updates will be submitted to the Children’s Bureau to support progress on performance for the identified goals.

<b>Review Month</b>	<b>Reporting Period (awaiting MASC approval of the measurement plan)</b>	<b>Region Reviewed</b>	<b>Region Reviewed</b>	<b># In-home cases represented for measurement. Baseline development cases are noted in parentheses</b>	<b># Foster care cases represented for measurement. Baseline development cases are noted in parentheses</b>
January		5E		10 (8)	15 (12)
February		7C		10 (8)	15 (12)
March		2W	1S	20 (16)	30 (24)
April		5W		10 (8)	15 (12)
May		7E		10 (8)	15 (12)
June		6	7W	20 (16)	30 (24)
July		2E		10 (8)	15 (12)
August		1N		10 (8)	15 (12)
September		3S (Metro)		10 (8)	15 (12)
October		4S		10 (8)	15 (12)
November		3N		10 (8)	15 (12)
December		4N		10 (8)	15 (12)

### **Sampling Approach**

At the initiation of the regional review process, a rolling monthly randomized universe of cases using 6-month sample periods (from which the sample is created) is generated from MACWIS for the region being reviewed. Every county within the region has a chance of cases being selected for review, but some counties may not have cases included in the random sample. For each regional review, the PUR (period under review) is defined by taking the review month and 12 retrospective months. This creates a PUR of exactly one year or just over one year but not past 13 months. Six-month sample periods will be used. Sample Periods and PURs will continue to advance monthly as outlined below based on the review month and year. From the universe of cases for the designated sample periods, the Quality Assurance Review Unit team leads complete a screening of the cases provided to ensure they meet the initial criteria for review. Once screening is complete, a case sample is created and provided to the region with the identified cases for review, alternate cases, and oversample cases. If this list of cases is unusually exhausted, MDCPS will consider using the entire list of cases as the alternate/over sample.

The sampling frame for in-home services cases includes cases that either were opened for services for at least 45 consecutive days during the sampling period or began a 45-day consecutive period during the sampling period. The latter would allow for in-home services cases to complete the 45-day period after the sample period ends within the period under review. This is depicted in the table below.

Review Months	Rolling Monthly Sample Periods*	Periods Under Review
January 2019	1/1/2018 to 6/30/2018	1/1/2018 to Date of Review
February 2019	2/1/2018 to 7/31/2018	2/1/2018 to Date of Review
March 2019	3/1/2018 to 8/31/2018	3/1/2018 to Date of Review
April 2019	4/1/2018 to 9/30/2018	4/1/2018 to Date of Review
May 2019	5/1/2018 to 10/31/2018	5/1/2018 to Date of Review
June 2019	6/1/2018 to 11/30/2018	6/1/2018 to Date of Review
July 2019	7/1/2018 to 12/31/2018	7/1/2018 to Date of Review
August 2019	8/1/2018 to 1/31/2019	8/1/2018 to Date of Review
September 2019	9/1/2018 to 2/29/2019	9/1/2018 to Date of Review
October 2019	10/1/2018 to 3/31/2019	10/1/2018 to Date of Review
November 2019	11/1/2018 to 4/30/2019	11/1/2018 to Date of Review
December 2019	12/1/2018 to 5/31/2019	12/1/2018 to Date of Review

\*Additional 45-days can be added to the end of the sample period for IHS cases

### Foster Care Sample Generator

The foster care sample generator pulls all children in custody where the custody episode overlaps the sample period selected by the user. A custody episode overlaps the sample period when the custody end date is either greater than the period start date or is null and the custody start date is less than or equal to the sample period end date.

- The Period start is selected by the user and initiates the sample to be generated. It defaults to 1 year prior to the run date (but can be changed manually);
- The Period end is calculated as 6-months from the period start date selected;
- The report returns all custody episodes during the selected period by region;
- A random number is assigned to each record each time a sample is pulled. The results are sorted based on this random number to determine the sample order.

### In-Home Services Sample

The in-home services sample generator pulls all cases that were open during the sample period where the service type is In-Home case.

- A case is considered open during the sample period when:
  - The case start date (date case is opened) is less than or equal to the period end date,
  - The case end date is greater than or equal to the period start date; and,

- The case had an active In-Home service open during the sample period. The service type is determined by the direct service type indicated on the family service plan for the head of household;
- For each In-home case, the household children are compared to custody cases by child ID and if any children are found to be foster care for more than 24 hours during the period under review, the case is eliminated;
- An In-Home service case not opened for 45 consecutive days or more during the sample period is eliminated;
- A random number is assigned to each record each time the sample is pulled. The results are sorted based on this random number to determine the sample order

### **Conflict of Interest**

To ensure the reliability and value of the review process, all Quality Assurance Case Review Unit staff are expected to be objective in the regional review process. That objectivity is supported by the avoidance of any conflict of interests. To avoid such conflicts, the Quality Assurance Case Review Unit staff must meet the following criteria. This applies for any role the staff member may be assigned to (reviewer, 1<sup>st</sup> QA, 2<sup>nd</sup> QA).

- Must have never been directly or indirectly involved in casework activities related to this case or any of the participants in this case;
- Must not have a personal interest in this case or any of the participants in this case;
- Must not have participated in decisions related to this case or any of the participants in this case;
- Must not have had any direct professional involvement with the case or case participants under review.

If a conflict of interest is identified, Quality Assurance Case Review Unit staff will not be assigned to the identified case review. Special attention is given by team leads in the assignment of cases particularly for staff that reside or have worked within the Agency in a different capacity from the geographical area of the region where the review is occurring. It is also the responsibility of the staff member (reviewer) to bring any conflicts of interest to the attention of Quality Assurance Case Review Unit's administrative staff. Should field operations staff identify a conflict of interest for the review team, that must be communicated to Quality Assurance Case Review Unit team leads so that conflict can be handled appropriately.

### **Elimination of Cases from the Sample**

The identified regional local site coordinator will lead the review of cases for elimination prior to scheduling interviews. The local site coordinator should consult with the Quality Assurance Review Unit team leads before any case is eliminated and all cases identified for elimination will be documented on the elimination worksheet and discussed with the Children's Bureau staff prior to final elimination. During the scheduled planning calls, the local site coordinators provide the reasons for any cases that are to be eliminated from the sample. Once agreement is reached that a case can be eliminated, the next case on the oversample list will be selected. Cases may be eliminated for the following reasons:

### **Criteria for elimination:**

- A foster care case open fewer than 24 hours during the period under review, which starts at the beginning of the sampling period and ends when the case is reviewed;
- A foster care case in which the child was on a trial home visit (placement at home) during the entire period under review;
- A foster care case that was closed according to agency policy before the sample period begins, resulting in no state responsibility for the case;
- A foster care case in which the child's adoption or guardianship was finalized before the period under review and the child is no longer in foster care;
- A case in which the child was placed for the entire period under review in a locked juvenile facility or other placement that does not meet the federal definition of foster care at 45 CFR § 1355.20.
- A case open for subsidized adoption or guardianship payment only and not otherwise inclusive of a child in foster care or open for in-home services during the period under review;
- An in-home services case open for fewer than 45 consecutive days during the period under review;
- An in-home services case in which any child in the family was in foster care for more than 24 hours during the period under review;
- A case in which the target child reached the age of majority as defined by state law (18 years old in MS) before the period under review;
- A case in which the child is or was in the placement and care responsibility of another state, and MS is providing supervision through an Interstate Compact for the Placement of Children agreement;
- A case appearing multiple times in the measurement period, such as a case selected for review in more than one monthly random sample, involves siblings in foster care in separate cases or an in-home services case that was opened more than one time during the measurement period.

### **State Specific Case Elimination Considerations:**

MDCPS understands the importance of input from all relevant participants involved in a case. Agency staff must make concerted efforts to engage these participants beyond sending a letter including phone calls and home visits to explain the process and answer any questions the participants may have about the process. These concerted efforts should also include the opportunity for the participant to ask questions about the process not only of the caseworker, but also of the ASWS (Area Social Work Supervisor), RAWS (Regional Area Social Work Supervisor), RD (Regional Director) and or the review staff to ensure that they are very clear about the expectations and are prepared to participate in their interview. A case in which the key individuals involved during the PUR are unavailable or unwilling to participate during the onsite review for interviews either by phone or in person may be considered grounds for elimination but is not a single deciding factor. The key individuals in a case are:

- The child/children (if school age),

- The parents/caretakers,
- The foster parents,
- County of responsibility worker and county of service worker (including adoption workers),
- County of responsibility supervisor and county of service supervisor (including adoption supervisors),
- Other professionals that have relevant information about the case/provide primary services the family is receiving
- A case opened/documentated in MACWIS as a foster care or In-Home service case in error should be eliminated.
- Over/under representation of a worker is considered. To the extent practical, no more than 2-3 cases from the same worker in the review sample (cases to be reviewed) is included. This will vary depending on the regional make up and staff ratios in the county/counties that encompasses the region being reviewed.
- The regional review team leads are notified of any changes in circumstances of scheduled interviews for case participants to consider the case for elimination.

### **Scheduling Interviews with Key Individuals:**

When scheduling interviews with key case participants, staff scheduling the interviews are reminded to keep in mind that there are often multiple parents and/or caregivers who should be included in the review process. Ensuring that all relevant participants of the case are available for interviews is critical for a successful review process.

The following individuals related to a case must be offered the opportunity to be interviewed unless they are unavailable or unwilling to participate:

- The child (school-age),
- The child's parent(s) and/or caregivers,
- The child's foster parent(s), pre-adoptive parent(s), or other caregiver(s), such as a relative caregiver or group home staff; if the child is in foster care,
- The family's caseworker (when the caseworker has left the agency or is no longer available for interview, it is necessary to schedule interviews with the supervisor who was responsible for the caseworker assigned to the family),
- As needed, on a case-by-case basis, other individuals who have relevant information about the case also may be interviewed, such as the child's guardian ad litem or advocate, a parent's significant other, or other family members.

The following guidance is considered when identifying the key case participants in a case who should be interviewed:

### **Children**

Only school-age children are interviewed, unless other arrangements are made. Cases involving children younger than school age, children who are developmentally younger than school age, or children who are incapacitated due to physical or mental health issues or delays may be reviewed but do not require an interview with the child. Children in in-home cases include all children in the family home.

**Children in foster care cases includes:**

- The target child;
- Other children in the family home are optional at the reviewer’s discretion, depending on case circumstances (there may be cases that warrant interviews with other children in the home because they are included in the assessment of safety outcomes, but this should be considered on a case-by-case basis and should be requested as needed by Reviewers during the review).

**Parents/Caregivers in In-Home Cases**

- Parents/caregivers in in-home cases include and are defined as:
- Parents/caregivers with whom the children were living when the agency became involved with the family and with whom the children will remain (for example, biological parents, relatives, guardians, adoptive parents).
- If a biological parent does not fit the definition above, he or she may need to be included in interviews based on the circumstances of the case. Some things to consider in this determination are the reason for the agency’s involvement, the identified perpetrators in the case, the status of the children’s relationship with the parent, the nature of the case (court supervised or voluntary), and the length of case opening. If during the period under review, a biological parent indicated a desire to be involved with the child and it is in the child’s best interests to do so, the parent should be included in the case review and should be interviewed.

**Parents/Caregivers in Foster Care Cases**

- Parents/caregivers in foster care cases include and are defined as:
- Parents/caregivers from whom the child was removed and with whom the agency is working toward reunification;
- Biological parents who were not the parents from whom the child was removed;
- Adoptive parents, if the adoption has been finalized during the period under review;
- If it has been documented that it is not in the child’s best interests to involve a parent in case planning, or if the parent did not want to be involved in the child’s life during the entire period under review, that parent does not need to be interviewed.

**Foster Parents**

- Foster parents include related or non-related caregivers who have been given responsibility for care of the child by the agency while the child is under the placement and supervision of the agency. This includes pre-adoptive parents if the adoption has not been finalized. If there are multiple foster parents during the period under review, all foster parents should be included for interviews.



## Potential Exceptions to Conducting Interviews

- Preschool-age children;
- Parents who cannot be located despite the agency's demonstrated efforts to locate them, or a parent who lives outside of the United States;
- There is a safety or risk concern in contacting any party for an interview;
- Any party who is unable to consent to an interview due to physical or mental health incapacity;
- Any party who refuses to participate in an interview and the agency can document attempts to engage him or her;
- Any party who is advised by an attorney not to participate due to a pending criminal or civil matter.

## Unacceptable Exceptions to non-scheduling of interviews

- An age cut-off that does not take into account a child's developmental capacity; e.g., a policy of not interviewing children under age 12;
- A party who refuses to participate in an interview, but the agency did not attempt to engage him or her beyond a letter;
- A party who has a pending criminal, civil, or procedural matter before the agency; e.g., appeal of termination of parental rights;
- A party who cannot be located but the agency has not made attempts to locate the individual;
- A party who speaks a language other than English.

## Optional Interviews

Interviews with other professionals knowledgeable about the case may be arranged but are not required as part of the case review process. When numerous service providers are involved with a child or family, the Children's Bureau suggests that interviews be scheduled only with those most recently involved, those most knowledgeable about the family, or those who provide the primary services the family is receiving.

Other individuals who have relevant information about the case also may be interviewed, such as the child's *guardian ad litem* or advocate, or other family members.

## Arranging Interviews

Case-related interviews should be scheduled to take place after Reviewers have had an opportunity to review case record documentation thoroughly. This allows Reviewers to explore relevant issues and confirm or verify information found in the case record with each person interviewed.

If possible, interviews with parents, foster parents, and children should be conducted in their homes, group homes, or foster homes. Service providers may be interviewed wherever is most convenient for them and the Reviewers. When travel arrangements and the schedules of Reviewers preclude travel to those locations, or when persons to be interviewed prefer not to have Reviewers in their homes or offices, the state may arrange to hold the interviews in a

central location. Telephone interviews also may be arranged for individuals located outside the review site.

## **Regional Review Corrective Actions**

At any time during the Regional Review process, should concerns arise, such concerns will be reported to the region's leadership and tracked by the Quality Assurance Case Review Unit. Concerns reported will be classified as one of the fooling types listed below with the noted response time:

- Insufficient Diligent efforts (10 days to respond)
- Unresolved Policy Violation / Unreported (10 days to respond)
- Corporal Punishment / Licensure Concern (10 days to respond)
- TPR Tracking (10 days to respond)
- AFCARS Issue (10 days to respond)
- Placement Discrepancy (10 days to respond)
- Safety Issues (24 hours to respond)
- Placement / Permanency / Well-Being Concern (10 days to respond)
- Transitional Living Concern (10 days to respond)
- Runaway (10 days to respond)

Once reviewer(s) explain the concern found to Quality Assurance Case Review Unit team leads, the Region is then notified of said concern. The region is then asked to respond to the concern found with a written response of the corrective action that has been taken to resolve said issue. In some incidences, actions that will be taken in the future to prevent any future occurrences of a similar nature should be identified as systemic issues along with the region's plan to address such issues.

### **QA PROCESS:**

To ensure fidelity to and consistency throughout the review process, all cases are assigned for QA. First level QA is completed through peer staffing with the assigned reviewer during the pre-review phase, typically the workday prior to scheduled interviews. During the staffing, a scheduled interview shadowing time is set. On the day of the scheduled interview shadowing, first level QA will shadow the reviewer and provide oral and written feedback to the reviewer and unit supervisors of performance measured.

Once the case is submitted to first level QA, timely and accurate feedback is provided and notated in the OSRI. Corrections made after re-submission must be complete prior to passing onto second level QA. Upon completion, first level QA will notify second level QA of the case review.

Second level QA is completed by an EMU staff person with supervisory duties in the unit. The QA encompasses a comprehensive and technical look at the case review to ensure all elements of practice were objectively captured and all elements of the OSRI were accurately captured. Second level QA will make notes in the OSRI of any needed corrections and then notify the reviewer and first level QA of needed edits.

Once second level QA has checked the re-submission and all corrections have been made, the case review can be marked as complete and the unit supervisor is notified of the action.

The Children's Bureau is notified when each regional review is complete so that the secondary oversight process can begin. Secondary Oversight is completed by Children's Bureau identified staff to complete QA of the case reviews finalized by MDCPS staff to ensure and promote inner-rater reliability and agreement. This usually occurs within a month after the review. The review unit works to complete feedback from the CB within a month of receipt of the feedback or sooner.

Team leads will complete secondary oversight staffing with Quality Assurance Case Review Unit staff for the corrections or clarifications noted and then notify Children's Bureau when all oversight feedback has been addressed.

Once all secondary oversight is completed, Quality Assurance Case Review Unit team leads will finalize all the case reviews for the region within 60 days from the date of the case review. After cases have been finalized, they will be de-identified within 14 days. De-identification is defined as removing all proper names from the review. Once de-identified, the OSRI will assign a new identification that consists of letters and numbers. That de-identified case review is tracked by team leads for reference (manual tracking of case name at the time of the review and the de-identified name given)

Child and Family Services Review (CFSR) Round 3

**Mississippi: Program Improvement Plan (PIP) Measurement Plan Goal Calculation Worksheet**

Case Review Items Rated an Area Needing Improvement (ANI) and Requiring Measurement Based on CFSR Findings and Technical Bulletin #9

PIP baselines and improvement goals will be developed by the CB and MASC (Measurement and Sampling Committee).

*Prospective Method Used to Establish PIP Baselines and Goals Using Case Reviews Conducted During July 2019 – June 2020*

CFSR Items Requiring Measurement	Item Description	Z value for 80% Confidence Level <sup>1</sup>	Number of applicable cases <sup>2</sup>	Number of cases rated a Strength	PIP Baseline <sup>3</sup>	Baseline Sampling Error <sup>4</sup>	PIP Goal <sup>5</sup>	Adjusted PIP Goal <sup>6</sup>
<b>Item 1<sup>7</sup></b>	Timeliness of Initiating Investigations of Reports of Child Maltreatment	1.28	TBD	TBD	TBD	TBD	TBD	TBD
<b>Item 2</b>	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	1.28	TBD	TBD	TBD	TBD	TBD	TBD
<b>Item 3</b>	Risk and Safety Assessment and Management	1.28	TBD	TBD	TBD	TBD	TBD	TBD
<b>Item 4</b>	Stability of Foster Care Placement	1.28	TBD	TBD	TBD	TBD	TBD	TBD
<b>Item 5</b>	Permanency Goal for Child	1.28	TBD	TBD	TBD	TBD	TBD	TBD
<b>Item 6</b>	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	1.28	TBD	TBD	TBD	TBD	TBD	TBD
<b>Item 12</b>	Needs and Services of Child, Parents, and Foster Parents	1.28	TBD	TBD	TBD	TBD	TBD	TBD
<b>Item 13</b>	Child and Family Involvement in Case Planning	1.28	TBD	TBD	TBD	TBD	TBD	TBD
<b>Item 14</b>	Caseworker Visits With Child	1.28	TBD	TBD	TBD	TBD	TBD	TBD
<b>Item 15</b>	Caseworker Visits With Parents	1.28	TBD	TBD	TBD	TBD	TBD	TBD

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Explanatory Data Notes:

<sup>1</sup>Z-values: Represents the standard normal (Z) distribution of a data set and measures the number of standard errors to be added and subtracted in order to achieve the desired confidence level (the percentage of confidence we want in the results). In order to have 80% confidence in the results of the sample data, a Z-value of 1.28 is used to calculate the margin of error.

<sup>2</sup>Number of Applicable Cases: Identifies the minimum number of applicable cases reviewed for the baseline period. Measurement samples must be equal to or greater than the number of applicable cases used to establish the baseline for each item. A two percent (-2%) tolerance is applied to the number of cases reviewed to measure goal achievement compared to the number of cases reviewed to establish the baseline.

<sup>3</sup>PIP Baseline: Percentage of applicable cases reviewed rated a strength for the specified baseline period.

<sup>4</sup>Baseline Sampling Error: Represents the margin of error that arises in a data collection process as a result of using a sample rather than the entire universe of cases.

<sup>5</sup>PIP Goal: Calculated by adding the sampling error to the baseline percentage.

<sup>6</sup>Adjusted PIP Goal: Identifies the adjusted improvement goal that accounts for the period of overlap between the baseline period and the PIP implementation period. The adjustment is calculated using an adjustment factor that reduces the sampling error up to one half based on the number of months of overlap, up to 12 months. Percentages computed from at least 12-months of practice findings are used to determine whether the state satisfied its improvement goal. To determine a PIP measurement goal using case review data is met, CB will also confirm CB has confidence in accuracy of results, significant changes were not made to the review schedule, the minimum number of required applicable cases for each item were reviewed, the ratio of metropolitan area cases to cases from the rest of the state was maintained, and the distribution and ratio of case types was maintained for the measurement period. A five percent (+/-5%) tolerance is applied to the distribution of metropolitan area cases and case types between the baseline and subsequent measurement periods. When a state has an improvement goal above 90% and is able to sustain performance above the baseline for three consecutive quarters, the Children's Bureau will consider the goal met even if the state does not meet the actual goal.