



# Hanover CSA Review Committee – Continuous Quality Improvement and State and Local Partnership





## Introductions & Review Committee Composition

- Jim Taylor – Deputy County Administrator
- Amanda Six– Director of Finance
- Anna Antell – OCS Lead Program Consultant/UR
- Sheila Crossen-Powell – Director of Social Services
- Karen Butler – CSA UR Specialist
- Julie Dubee - CSA Coordinator



# Objectives

- Background
- Effective Partnerships
- Process
- Outcomes
- Key Takeaways



## Participant Objectives

- What are you hoping to gain from our session today?
- Are there particular challenges or struggles for your locality?



## Background

- August 2019 – Hanover CPMT meets with Scott Reiner of OCS to Review our Continuous Quality Improvement Data
  - ❑ Concerns about length of stay in residential placements
  - ❑ Are we following our philosophy and is it being embraced at the case manager level?
  - ❑ Can we contain costs without sacrificing our **values**?

## Background

- Ambulance in the Valley



# Repairing Results or Stopping the Cause

## Table Time

- Please discuss one or two ideas you may have for how more prevention could lead to better outcomes.





## Background – Hanover County Values

- Virginia Children’s Services Practice Model
- Guided by this model, our process to continuously improve services for children and families will be rooted in the best of practices, the most accurate and current data available, and with the safety and well-being of children and families as the fixed center of our work.





## Background



- November 2019 – Hanover County CSA Budget Meeting
  - ❑ Exponential growth in the Hanover CSA budget that is not sustainable
  - ❑ There is a need for greater Utilization Review
  - ❑ To add an additional layer of UR, form a small team of people to review cases once they've reached a certain expenditure amount or out of the home for a certain amount of time
  - ❑ Meet before cases come back to FAPT



## Background

- December 2019 – CPMT Meeting
  - Reviewed OCS recommendations and recommendations from the Budget Meeting
    - Some apprehension and uncertainty about an additional layer of Utilization Review
- **January 2020 – The Hanover CSA Review Committee begins**



## State & Local Partnership



- OCS Values - “Empowering Communities to Serve Youth”
  - Collaboration
  - Fiscal Accountability
- Existing partnership with OCS/ Anna through State Sponsored Utilization Review
- Benefit of objectivity and an outside perspective in UR

# CASE REVIEW

**FAPT**  
Meets Weekly

**CPMT**  
Meets Semi-Monthly

## CSA Review Committee

Meets Monthly

  
Social Services

  
County Administrator

  
CSA Coordinator

  
Office of Children's Services

  
Finance

  
Utilization Review





## Finance Director Perspective

- This is not a budget review but another chance to look at the processes
- Where are we spending money where it is not being effective?
- “Professional Skepticism”
  - An opportunity to ask questions and be inquisitive



## Process

- Review all cases coming to FAPT the following month
  - ❑ Importance of reviewing cases prior to FAPT, as opposed to after FAPT at CPMT
  - ❑ Celebrate 1 or 2 cases that are going well
    - ❖ *Value: We share success stories and best practices to promote learning within and across communities*
  - ❑ CSA Coordinator provides the Committee with a data summary, brief case synopsis and copies of most recent IFSPs

# Process – Sample Review Summary

Name	DSS Custody	Residential Time as of 9/23/22	Previous Residential Time	FY22*	Lifetime Expenditures*
	X	86	0	\$ 76,208	\$ 112,508
	X	0	0	\$ 810	\$ 810
		0	0	\$ 6,314	\$ 8,209
		204	0	\$ 21,659	\$ 26,363
	X	0	0	\$ 15,255	\$ 20,089
	X	0	0	\$ 17,570	\$ 19,996
		32	0	\$ 24,289	\$ 54,355
		0	0	\$ -	\$ -
		<b>295</b>	<b>232</b>	\$ 53,977	\$ 125,526
	X	<b>241</b>	0	\$ 25,735	\$ 29,785
		0	0	\$ -	\$ -
		0	0	\$ -	\$ -
	X	<b>212</b>	<b>480</b>	\$ 54,946	\$ 104,097
		0	0	\$ 553	\$ 894
	X	0	0	\$ 16,822	\$ 26,978
	X	0	0	\$ 92,788	\$ 237,101
	X	0	160	\$ 114,841	\$ 185,438
	X	0	192, 157	\$ 40,903	\$ 93,273
		0	0	\$ -	\$ -
		115	0	\$ 29,880	\$ 29,880
		102	0	\$ 4,693	\$ 10,543
	X	0	234, 89	\$ 50,278	\$ 85,307
	X	0	140	\$ 43,435	\$ 224,441
		0	0	\$ -	\$ -
		0	0	\$ -	\$ -
		0	0	\$ 12,033	\$ 12,033



## Process

- In-Depth Review of 5 to 7 youth and families based on residential length of stay and/or expenditures
  - These criteria are used as one of many criteria to determine if we are achieving our goals
  - ❖ *Value: We believe children do best when raised in families and placements in non-family settings should be temporary, should focus on individual children's needs, and should prepare them for return to family and community life.*





# Outcomes



- CSA Parental Agreements
  - Updated CSA Parental Agreement form and updated CSA Parental Agreement policy
    - Filing a CHINS at one year
- FAPT
  - Weekly sharing of expenditure and residential length of stay data with FAPT
    - ❖ *Value: The practice of collecting and sharing data and information is a non-negotiable part of how we continually learn and improve.*
  - Recommendations from the Review Committee and documented on the IFSP and reviewed at FAPT
  - Having an ID/DD staff person from Hanover CSB sit in on any ID/DD related FAPT meetings



## Outcomes

- Utilization Review
  - Hired a full-time Utilization Review position for CSA
    - More timely and immediate reviews
    - Cross agency communication
- Opportunity to Brainstorm
  - Discovering a new vendor for services
  - Adding the right resource could lead to better outcomes





## Outcomes Example – Use of IL Apartments

- Funding IL Apartments for Fostering Futures youth until their 21<sup>st</sup>
  - Expenditures increased by \$275,000 in two years but outcomes were not improving
    - ❖ *Value: We will use data to inform management, improve practice, measure effectiveness and guide policy*
- CSA Review Committee made recommendation to CPMT to limit the time CSA will fund an IL apartment



## Outcomes Example – Use of IL Apartments

- Decision: Hanover CSA will only fund an IL apartment for 9 to 12 months after high school graduation
  - Youth can practice living on their own with the continued support and funding of CSA prior to their 21<sup>st</sup> birthday
- Outcomes
  - Decrease in expenditures and an example of controlling costs where we can
  - Increase in fostering futures youth who are living on their own and FAPT can fund other services like IL Coaching to support them.
  - This not just about saving money, but better practice and outcomes**



## Key Takeaways

- Starting a Review Committee in Your Locality
  - Importance of executive sponsorship and an engaged CPMT
    - Find the “hook” for your locality
    - Who is your CPMT Chair? Broad or specific role?
  - Benefit of different lenses and perspective (OCS, County Administrator, County Finance)
  - OCS is available to assist
  - A monthly snapshot to more easily identify larger system trends
  - Vulnerability and Transparency to achieve change
    - ❖ ***Value:** We take responsibility for open communication, accountability, and transparency at all levels of our system and across all agencies.*



## Next Steps

- Write down one thing you hope to implement or pursue as a result of this session or this conference
- Call Anna Antell (OCS) or Julie Dubee (Hanover CSA) with any questions



 **QUESTIONS?**

