



Office of Children's Services
Empowering communities to serve youth

CSA Data and Continuous Quality Improvement (CQI) Introduction

October 2024

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Today's Learning Objectives

- Understanding Continuous Quality Improvement (CQI) and Results-Based Accountability (RBA)
- Overview of the various data sources available on the CSA website
- Navigating the Data and Outcomes Dashboard (CQI) on the CSA website
- Resources on the CSA website for documenting CQI

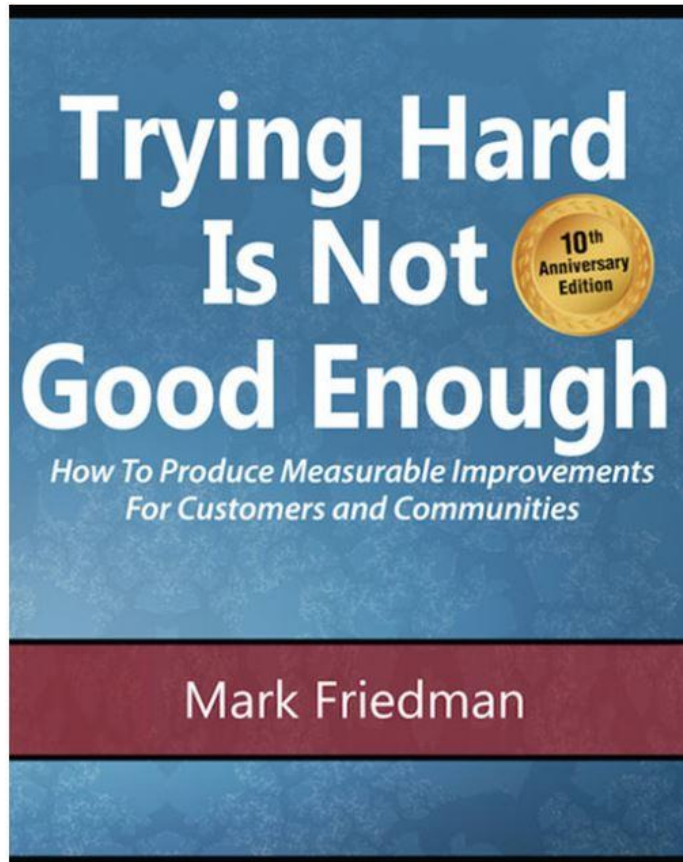
Part 1: A Framework

What is Continuous Quality Improvement?

Reviewing data to make plans and decisions that improve programs and outcomes



Part 1: A Framework



"A framework for getting from talk to action quickly and making a difference, not just trying hard and hoping for the best."

Ask three key questions:

- How much did we do?
- How well did we do it?
- Is anyone better off?

Results Based Accountability (RBA)

Part 1: A Framework

Results Based Accountability (RBA)

- How Much?
- How Well?
- Is Anyone Getting Better?

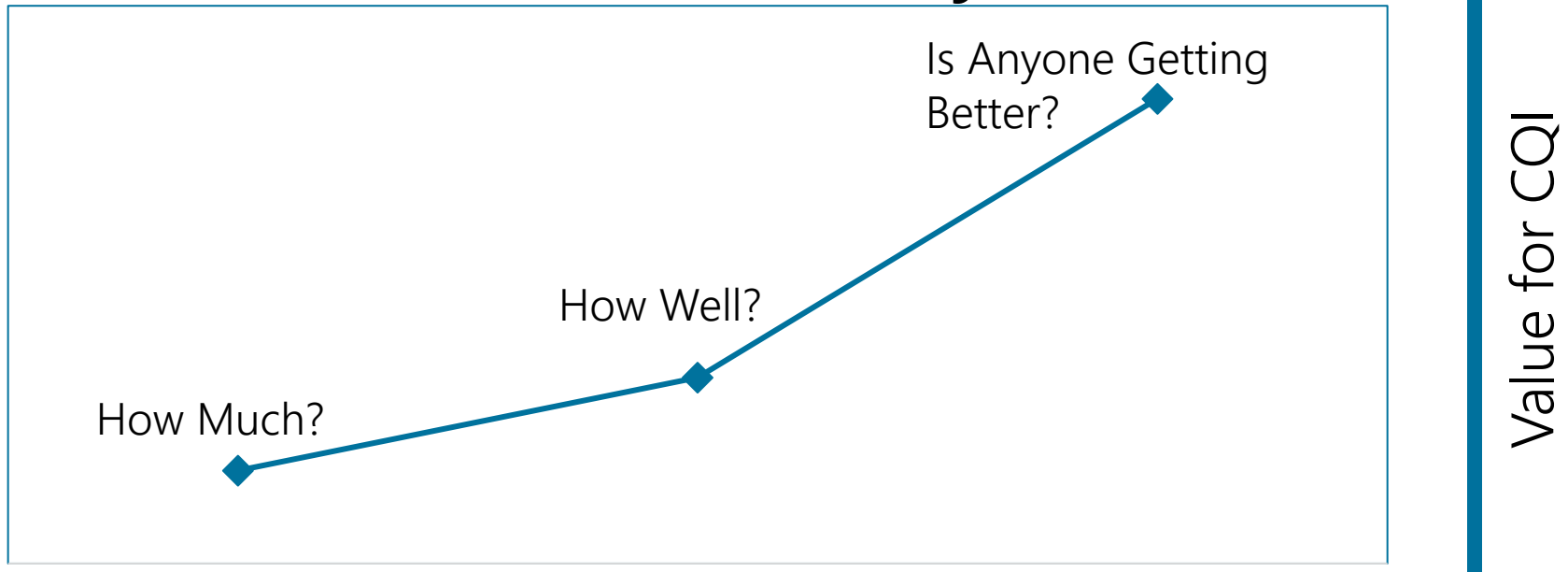
Count of services delivered (number of youth, total money spent)

Percentages of youth or money spent that meet the goals of your program

Percentage of youth demonstrating improvement (CANS assessments)

Part 1: A Framework

Results Based Accountability (RBA)



Not all measures are created equal!

Part 1: A Framework

Code of Virginia Requirements for CPMTs

§2.2-5206 (CPMT; Powers and Duties)

- ✓ Long-range community-wide planning
- ✓ Review and analyze data
- Appropriation Act (Item B.3)
"Each locality ... shall have a utilization management process..."



Part 1: A Framework

Why is this Important to Your CSA Program?

In addition to COV Requirements:

- CSA audit process
- Financial impact
 - More than \$500 million spent
 - Over \$175 million in local funds
 - More than 15,000 children/families served




Part 2: Finding Data for CQI Activities

- Available data on the CSA website
- Data and Outcomes Dashboard (CQI) demo
- Reporting your performance: CQI template

Part 2: Finding Data for CQI Activities

CSA Website: Resources Menu

A screenshot of the OCS website's navigation menu. The top navigation bar is dark blue with white text for "Home", "About", "Parents & Families", "Resources", "CSA Financial Reporting", and "Contacts". The "Resources" dropdown menu is open, showing a list of items: "Administrative Memos", "Agency Strategic Plan", "CANS", "Core Competencies for CPMT and FAPT Forms", "Guidance", "High Fidelity Wraparound", "OCS Newsletter", "Policy Manual and User Guide", "Program Audits", "Reports and Publications", "Service Gap Survey", "Strategic Planning Tools", "Training Material", and "Utilization Reports". The items "Reports and Publications", "Service Gap Survey", and "Utilization Reports" are highlighted in yellow. Below the navigation bar is a large image of a diverse group of smiling young people. At the bottom left of the image, there is a "What's New:" section with a document icon and text stating "The Summer 2024 CSA Newsletter is now available here." The "here" is a blue hyperlink.

Part 2: Finding Data for CQI Activities

Resources Menu → Reports and Publications

General Reports

[CSA Five-Year Outcome Report FY2018-FY2022](#)

[CSA Local Resource Survey Report FY2023](#)

[CSA Performance Measures / Outcome Indicators Report – FY2023 \(Statewide Data Report\)](#)

[CSA Time to Service Survey FY2023](#)

[Utilization of Private Day Special Education Placements, 2022-2023 School Year](#)

[RD94 - Annual Report on the Outcome Data Measuring Student Progress for Students with Disabilities Enrolled in Special Education Private Day Schools](#)

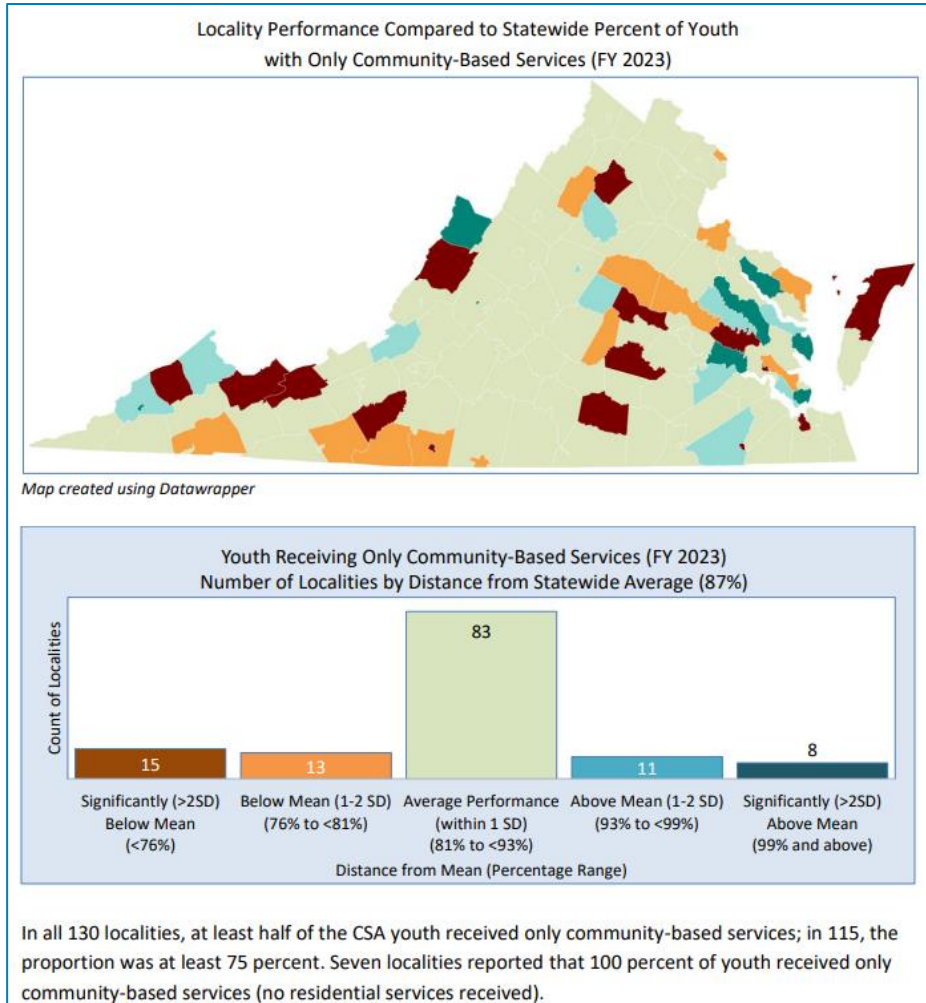
[Archives](#)

Part 2: Finding Data for CQI Activities

Resources Menu

Reports and Publications →
Outcome Indicators Report

- Annual Statewide Performance Measure Trends
- Locality Distribution Around State Average
- Localities with Average/Above Average Performance
- Appendix with Locality-Specific Performance Values in Fiscal Year



Part 2: Finding Data for CQI Activities

Resources Menu

Reports and Publications → Outcome Indicators Report

Where do these data come from?

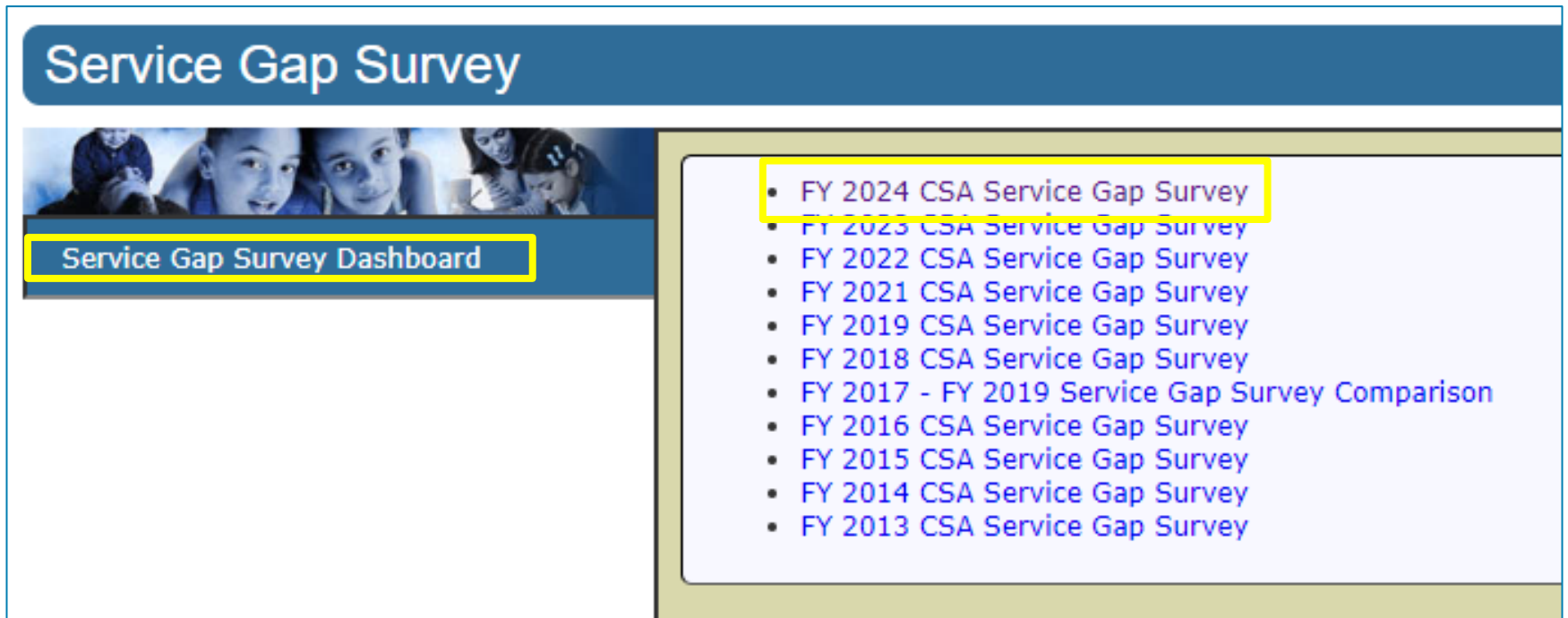
- CSA → LEDRS submissions
- Foster Care → VDSS monthly foster care reports
- CANS → CSA youth assessments in CANVaS

What questions can these data help answer?

- How do local percentages compare to statewide or similar locality performances?
- How have percentages changed over time?

Part 2: Finding Data for CQI Activities

Resources Menu → Service Gap Survey

A screenshot of a web application interface. At the top, a dark blue header bar contains the text "Service Gap Survey" in white. Below the header is a horizontal banner image showing a group of diverse children and adults. Underneath the banner is a dark blue navigation bar with a yellow-bordered button labeled "Service Gap Survey Dashboard". To the right of the navigation bar is a white content area with a yellow border, containing a bulleted list of survey reports. The first item, "FY 2024 CSA Service Gap Survey", is highlighted with a yellow rectangular box.

Service Gap Survey

Service Gap Survey Dashboard

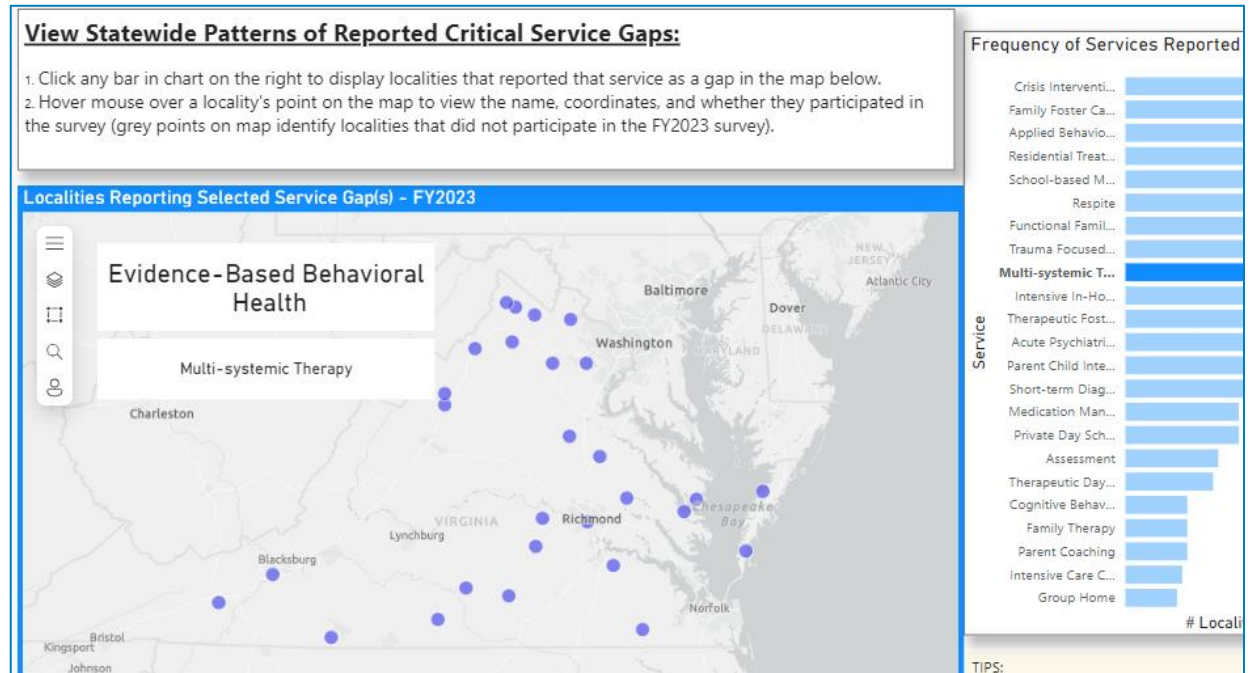
- **FY 2024 CSA Service Gap Survey**
- FY 2023 CSA Service Gap Survey
- FY 2022 CSA Service Gap Survey
- FY 2021 CSA Service Gap Survey
- FY 2019 CSA Service Gap Survey
- FY 2018 CSA Service Gap Survey
- FY 2017 - FY 2019 Service Gap Survey Comparison
- FY 2016 CSA Service Gap Survey
- FY 2015 CSA Service Gap Survey
- FY 2014 CSA Service Gap Survey
- FY 2013 CSA Service Gap Survey

Part 2: Finding Data for CQI Activities

Resources Menu

Service Gap Survey →

- Service Gap Survey Dashboard
 - Started in FY2023
 - Reflects full survey responses
 - Regional gap trends, individual locality responses

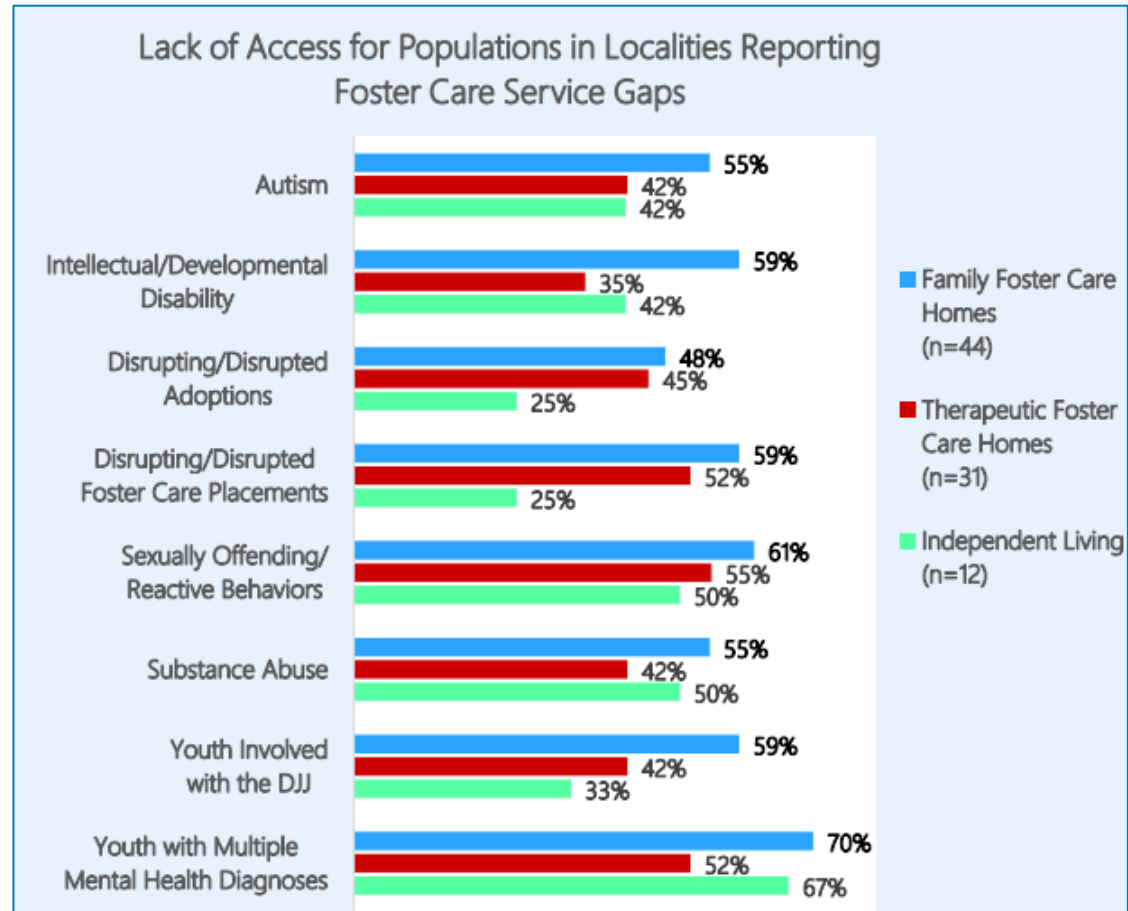


Part 2: Finding Data for CQI Activities

Resources Menu

Service Gap Survey →

- FY CSA Service Gap Survey
 - Top service gaps
 - Change in gaps (increase, decrease, new, resolved)
 - Populations affected by gaps
 - Barriers to develop services
 - Statewide and regional summaries



Part 2: Finding Data for CQI Activities

Resources Menu

Service Gap Survey → Dashboard & Annual Report

Where do these data come from?

- CPMT responses to a full survey (SurveyMonkey) on odd years and a follow-up survey on even years (**2025= full survey will be sent**)

What questions can these data help answer?

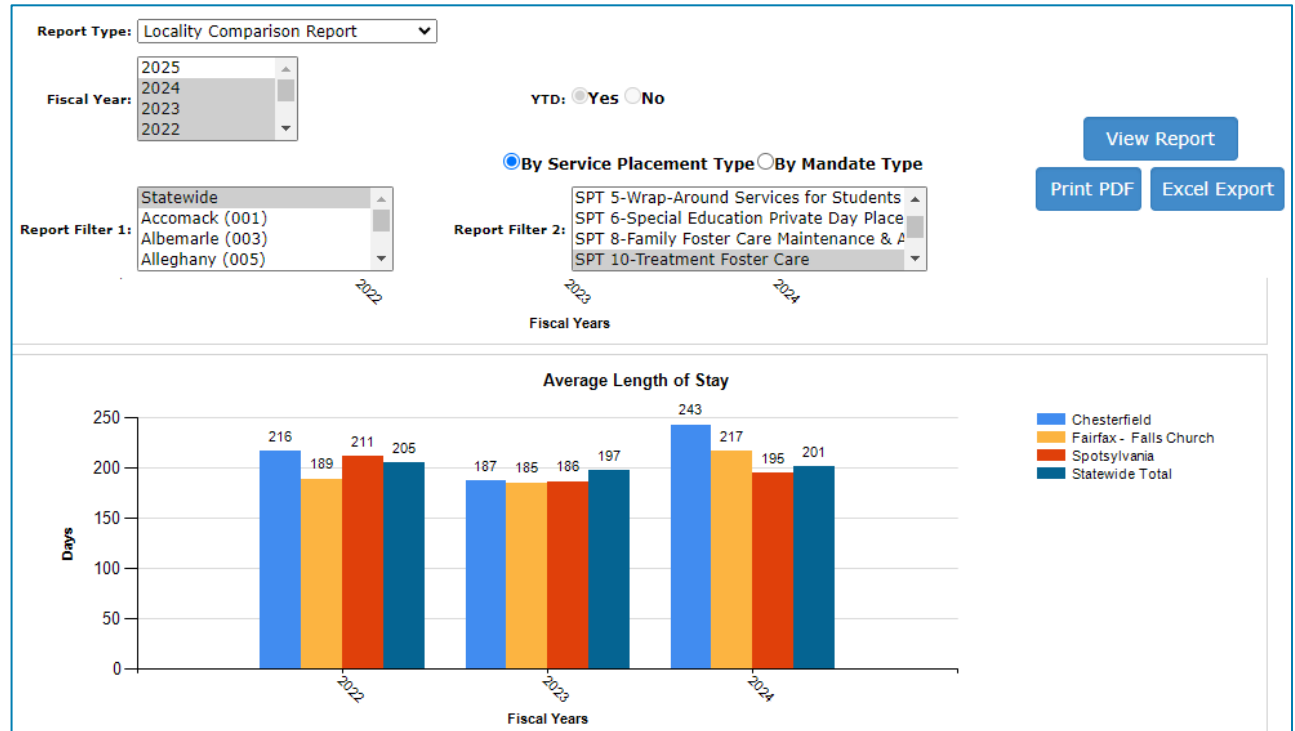
- How does my program's experience align with or differ from what was reported by other localities and statewide?
- Where are collaborative opportunities? Among localities that have addressed barriers, or have similar service needs?

Part 2: Finding Data for CQI Activities

Resources Menu → Utilization Reports

Locality Comparison Report

Graph multiple locality or statewide values side by side, displayed by year.



Part 2: Finding Data for CQI Activities

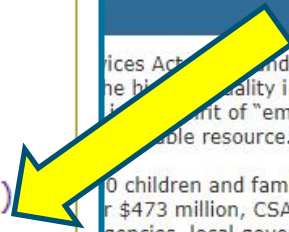
Getting from "How Much?" to "How Well?": add context to the counts

Demographic Description	Unduplicated Child Count	Total Net Expenditures	Avg Net Expenditure Per Child	Per Diem	Selected FY Avg Length of Stay	Total Avg Length of Stay
Female	4,627	\$77,300,069.65	\$16,706.30	\$114.49	145.92	511.57
Male	7,075	\$148,811,779.03	\$21,033.47	\$137.49	152.98	646.65
White	7,107	\$136,130,027.28	\$19,154.36	\$126.36	151.59	579.43
African-American or Black	3,304	\$64,839,901.86	\$19,624.67	\$133.27	147.25	628.21
Asian	140	\$3,853,939.54	\$27,528.14	\$169.59	162.32	848.87
American Indian or Alaskan Native	25	\$596,478.63	\$23,859.15	\$175.64	135.84	679.44
Native Hawaiian or Other Pacific Islander	16	\$271,810.79	\$16,988.17	\$107.01	158.75	681.44
Race Undetermined	475	\$10,476,295.48	\$22,055.36	\$144.03	153.13	650.01
Bi-racial	635	\$9,943,395.10	\$15,658.89	\$107.82	145.23	461.32
Hispanic	849	\$14,765,481.82	\$17,391.62	\$117.00	148.65	510.06
0 - 3 years	1,105	\$9,017,178.36	\$8,160.34	\$65.44	124.70	260.17
4 - 6 years	830	\$10,925,633.50	\$13,163.41	\$94.56	139.21	411.37
7 - 12 years	2,939	\$56,433,436.16	\$19,201.58	\$126.56	151.72	518.10

Part 2: Finding Data for CQI Activities

Applications

- Local Government Reporting
- OCS Helpdesk
- CANVaS 2.0
- Policy Public Comments Form
- Virginia Learning Center (CSA)
- Service Fee Directory
- Training Calendar
- CANS Training
- Account Management System
- Data and Outcomes Dashboard (CQI)



What's New
Administrative Men

Applications

- Local Government Reporting
- OCS Helpdesk
- CANVaS 2.0
- Policy Public Comments Form
- Virginia Learning Center (CSA)
- Service Fee Directory
- Training Calendar
- CANS Training
- Account Management System
- Data and Outcomes Dashboard (CQI)

ices Act... and the Office of Children's Services (OCS). This website is the best quality information and support to the public, our state... in support of "empowering communities to serve youth." The site contains... able resource.

0 children and families in the 133 cities and counties in the Commonwealth. \$473 million, CSA is a major contributor to supporting the system of care agencies, local government, public and private service providers, and parents and families in improving lives and communities. Thank you for visiting the CSA website.

Scott Reiner, Executive Director

Navigating the Dashboard



Finance

Demographics/Utilization

Outcome Measures

Location

All



Net Expenditures
Average Net Expenditure
Distinct Child Count

Available by:

- *Mandate Type*
- *Service Placement Type*
- *Service Name*
- *Expenditure Code*

CQI dashboard data consist of information submitted by individual Virginia localities for youth receiving CSA-funded services in the reporting period.

Navigating the Dashboard



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Finance

Demographics/Utilization

Outcome Measures

Location

All



Questions these data can answer (examples):

How much has CSA spent on residential services over the last three years?

How has the average cost for mentoring changed over time?

Where has spending increased over time, among Foster Care Mandate Types?

CQI dashboard data consist of information submitted by individual Virginia localities for youth receiving CSA-funded services in the reporting period.

Navigating the Dashboard



Finance

Demographics/Utilization

Outcome Measures

Location

All



Child #/% by Race, Gender,
Age and Referral Source,
Total Length of Stay

Available by:

- *Mandate Type*
- *Service Placement Type*
- *Service Name*
- *Expenditure Code*

Navigating the Dashboard



Finance

Demographics/Utilization

Outcome Measures

Location

All

Questions these data can answer (examples):

How has the referral source for services changed over time?

What is the age group distribution for foster care/independent living services?

Which residential placement types have the longest total average length of stay?

Navigating the Dashboard



Finance

Demographics/Utilization

Outcome Measures

Location

All



Everything Else

Percent of Children in Poverty
Students with a Disability
Locality's On-Time Graduation Rate
Rate of Child Abuse and Neglect per 1,000 Children
Median Incomes of Families with Children
Outcome: CANS Child School Domain (upward trend=improvement)
Outcome: CANS Behavioral/Emotional Needs (upward trend=improvement)
Outcome: CANS Strengths (upward trend=improvement)
Outcome: Family-Based Foster Care (upward trend=improvement)
Outcome: Exits to Permanency (upward trend=improvement)
Outcome: Community-Based Services (upward trend=improvement)

Navigating the Dashboard



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Finance

Demographics/Utilization

Outcome Measures

Location

All



Questions these data can answer (examples):

How has the percentage of students not served in a regular classroom changed over time for my locality?

How does the percentage of youth receiving no CSA-funded residential services compare to other localities and the state?

What percentage of foster care exits resulted in permanency?



Navigating the Dashboard: Home Page



[Click here for Dashboard Instruction Manual](#)

[Click here for Dashboard Codes](#)

Finance

Demographics/Utilization

Outcome Measures

Location

All

At-A-Glance

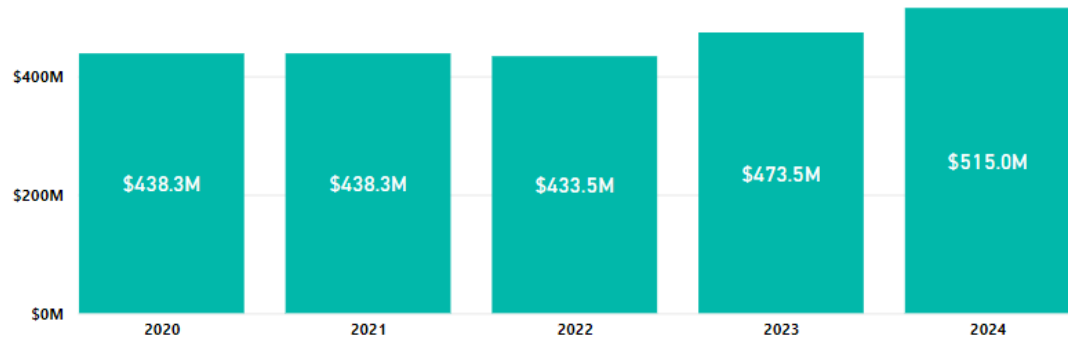
	2020	2021	2022	2023	2024
Distinct Child Count	15,285	14,589	14,489	15,032	15,529
Net Expenditures	\$438.3M	\$438.3M	\$433.5M	\$473.5M	\$515.0M
Local Net Match	\$148.9M	\$148.0M	\$145.7M	\$157.8M	\$175.7M
Average Expenditure	\$28,676	\$30,045	\$29,922	\$31,502	\$33,162
Base Match Rate	--	--	--	--	--
Effective Match Rate	0.3392	0.3374	0.3360	0.3332	0.3362

Statewide data updated through 09/13
of current Program Year

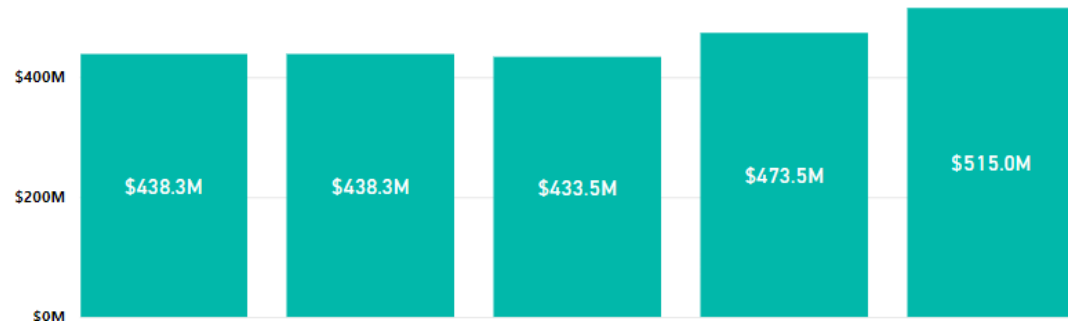
Navigating the Dashboard: Finance Menu

- Mandate Type
- Service Placement Type
- Service Name
- Expenditure Code
- Statewide

Total Net Expenditures



YTD Total Net Expenditures Through 09/13



Answering 'How Much?' with Financial Data

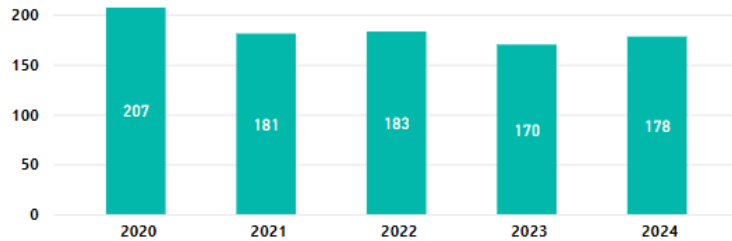


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Finance
Demographics/Utilization
Outcome Measures
Home



Distinct Child Count



Average Net Expenditures Per Child



Mandate Type

Service Placement Type

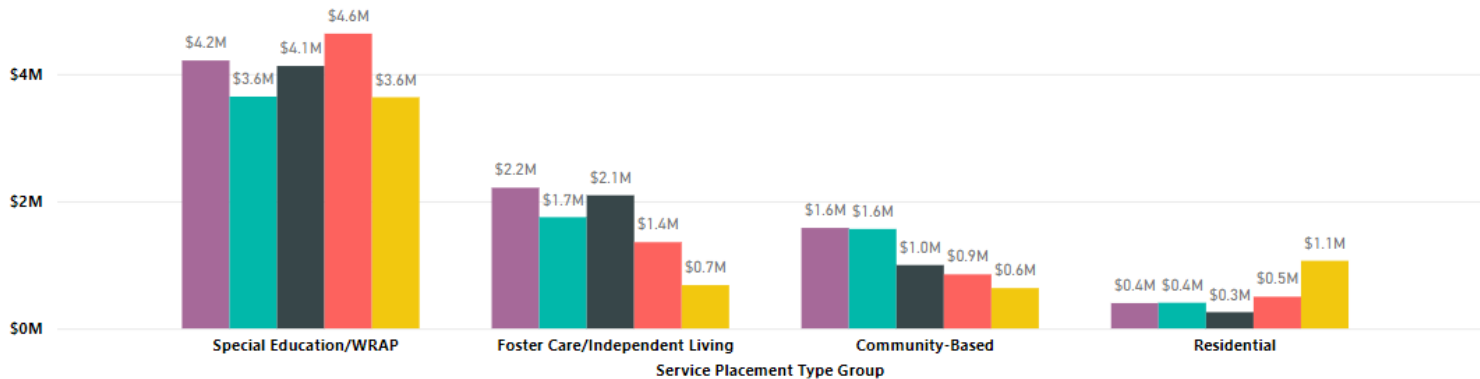
Service Name

Expenditure Code

Alexandria City

Total Net Expenditures By Service Placement Type*

Fiscal Year ● 2020 ● 2021 ● 2022 ● 2023 ● 2024



Fiscal Year Net Expenditures

Fiscal Year	Net Expenditures
2020	\$8.4M
2021	\$7.3M
2022	\$7.4M
2023	\$7.3M
2024	\$6.0M

*The sum of net expenditures by service placement type may be slightly inflated because of uncategorized refunds.

Data is updated through 4/23/24

Navigating the Dashboard: Demographics/Utilization

Alexandria City

Data is updated through 4/23/24

Mandate Type

Service Placement Type

Service Name

Expenditure Code

Fiscal Year

2024

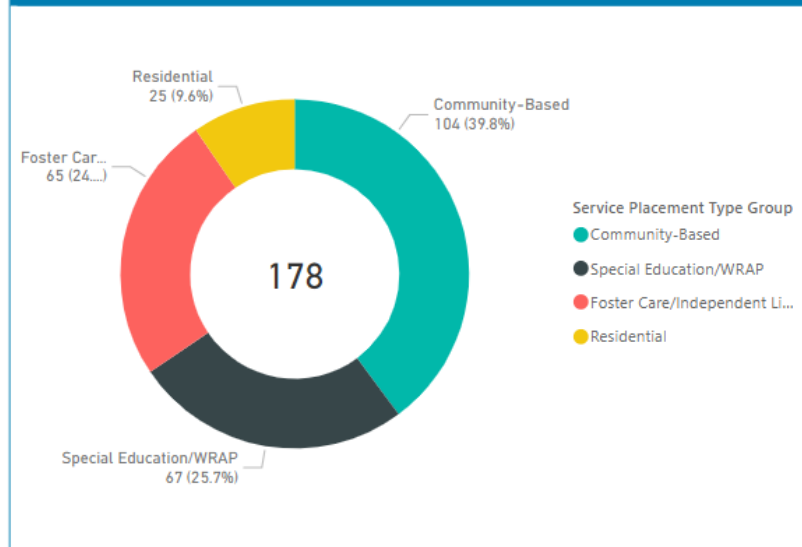
Total Average Length of Stay:

Select a Service Placement Type Group to adjust the placement types displayed:

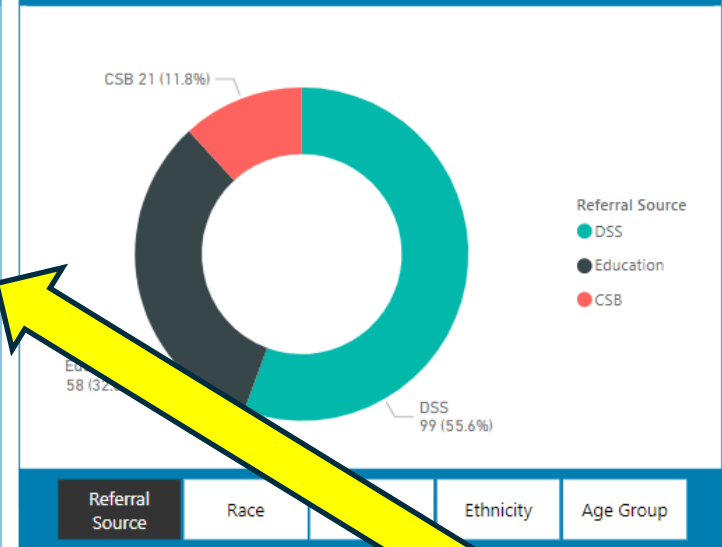
Service Placement Type Group

Community-Based

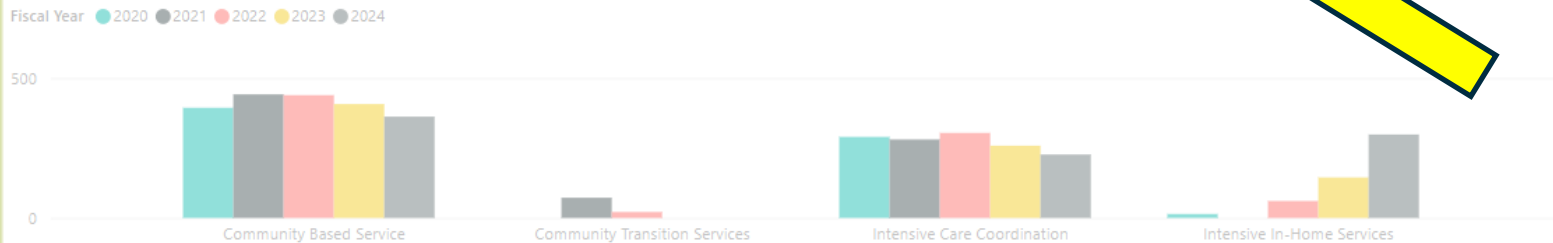
Distinct Child Count By Service Placement Type



Referral Source



Total Average Length of Stay by Service Placement Type



Answering 'How Well' with Length of Stay Data

Alexandria City

Mandate Type

Service Placement Type

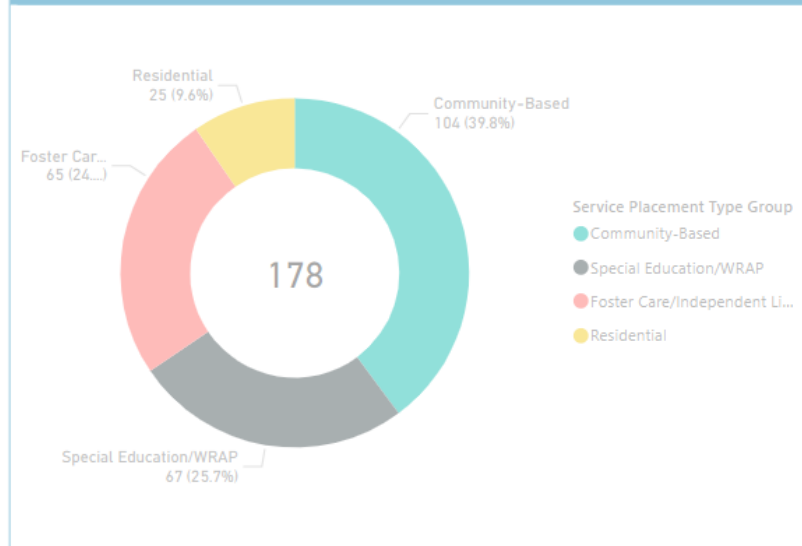
Service Name

Expenditure Code

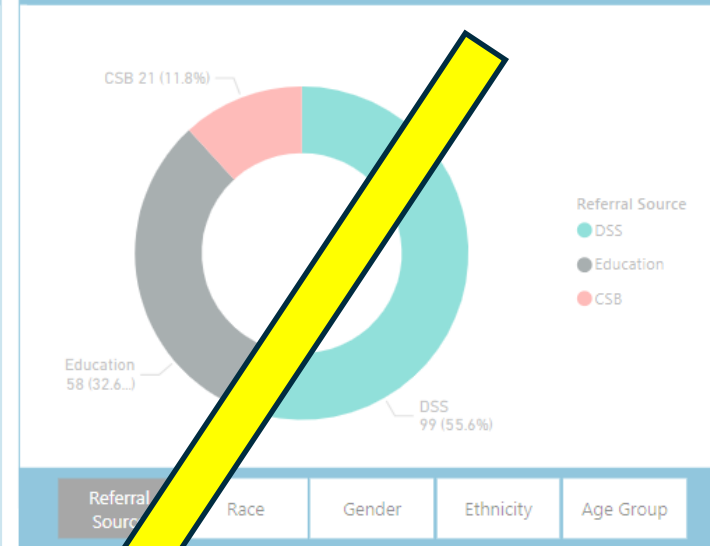
Fiscal Year

2024

Distinct Child Count By Service Placement Type



Referral Source



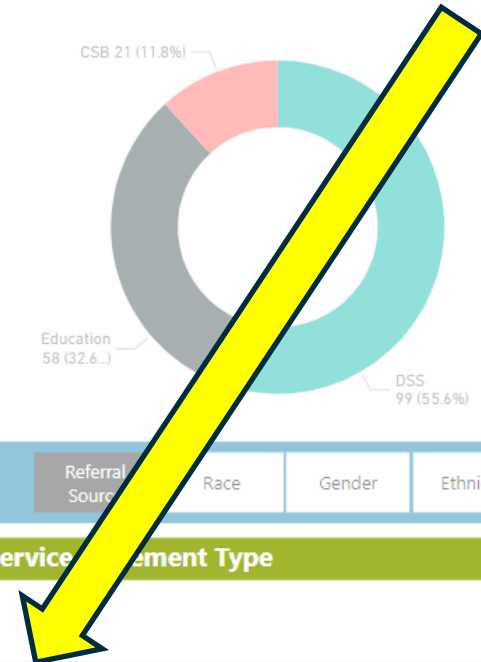
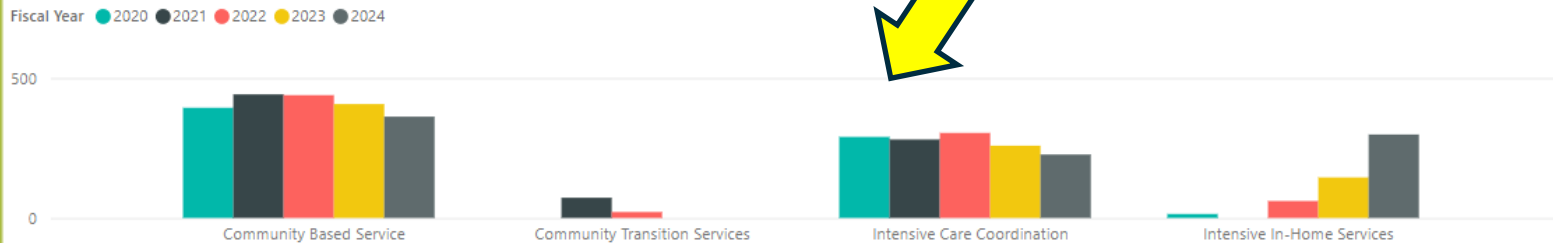
Total Average Length of Stay:

Select a Service Placement Type Group to adjust the placement types displayed:

Service Placement Type Group

Community-Based

Total Average Length of Stay by Service Placement Type



Navigating the Dashboard: Outcome Measures Menu

Community-Level Indicators: Outcome Measures Home Page

	Finance	Demographics/Utilization	Outcome Measures	Home			
			2018	2019	2020	2021	2022
Child Population			1,867,427	1,865,699	1,868,597	1,892,752	1,876,826
Percent of Children in Poverty			14.5%	13.9%	13.1%	13.0%	13.1%
Percent of Students with a Disability			12.9%	13.2%	13.5%	13.4%	13.6%
Percent of Students Not Served in Regular Classroom			4.3%	4.4%	4.5%	3.8%	3.8%
On-Time Graduation Rate			91.6%	91.5%	92.5%	93.0%	92.2%
Rate of Child Abuse & Neglect (per 1,000 children)			2.2	2.3			
Median Income of Families with Children			\$85,880	\$94,463	\$93,828	\$99,499	\$108,964

CANS

Foster Care

CSA

Location

All

Is Anyone Getting Better? Understanding CANS Outcomes

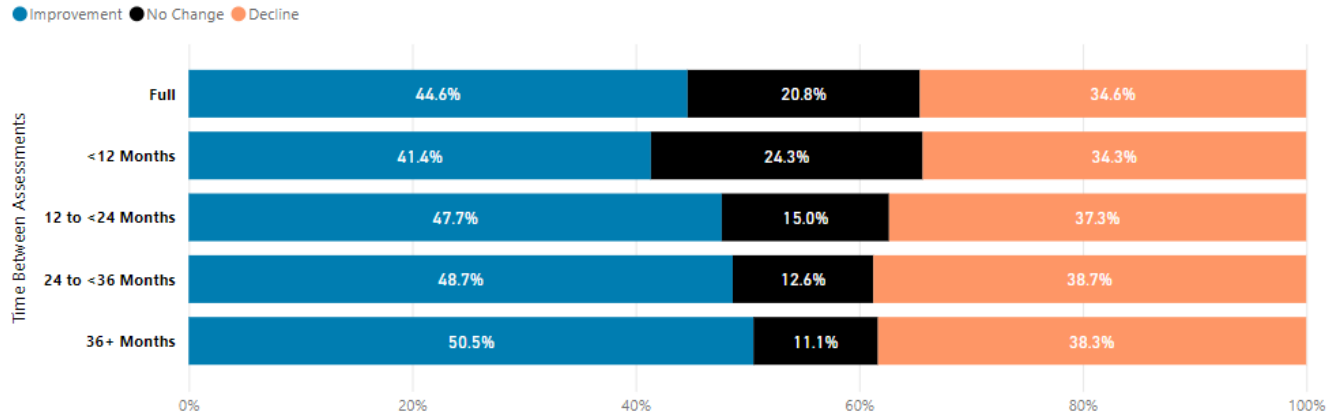


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What percentage of youth, starting services between FY2019 and FY2023, saw a change from their Initial CANS scores?
How did proportions change, as time increased between assessments?



Behavioral/Emotional Needs



How does your locality's performance compare to statewide percentages?

	Improvement		No Change		Decline	
	State	Locality	State	Locality	State	Locality
Full	44.6%		20.8%		34.6%	
<12 Months	41.4%		24.3%		34.3%	
12 to <24 Months	47.7%		15.0%		37.3%	
24 to <36 Months	48.7%		12.6%		38.7%	
36+ Months	50.5%		11.1%		38.3%	

CANS

Foster Care

CSA

Location

All

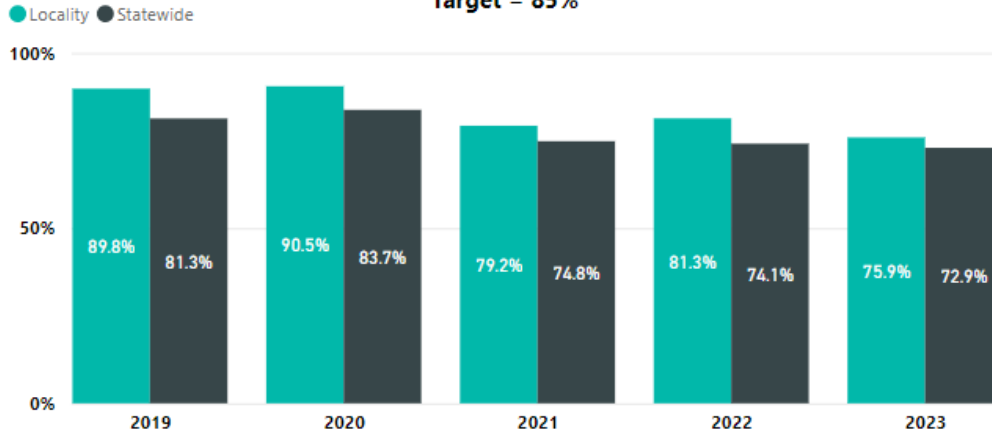
Data updated 07/19/2024

Select one service placement group below to filter results for youth receiving specific services during the period:

- Community-Based
- Foster Care/Independent Living
- Residential
- Special Education/WRAP

How Well is it Done? Virginia DSS Foster Care Outcomes

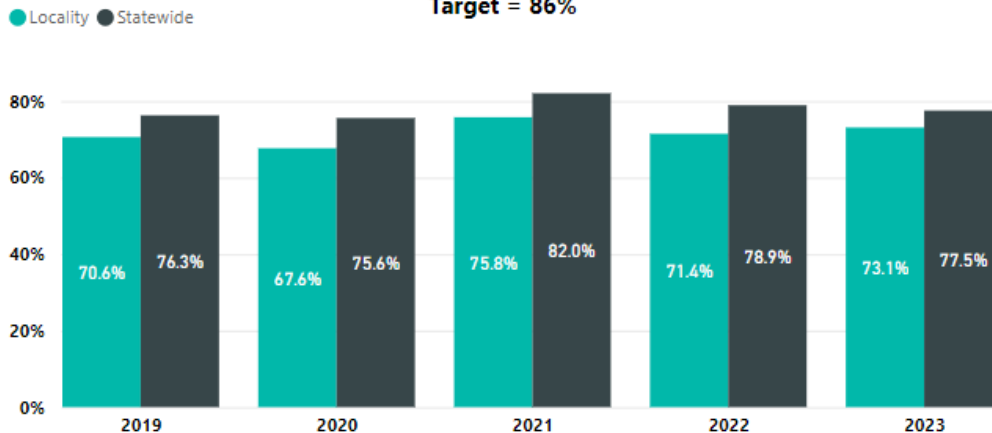
Family-Based Foster Care
Target = 85%



Outcomes for youth in foster care, reported by VDSS:

- What % of youth in care are in non-residential placements?

Exits To Permanency
Target = 86%



- What % of youth exiting foster care in the year, exited to permanency?

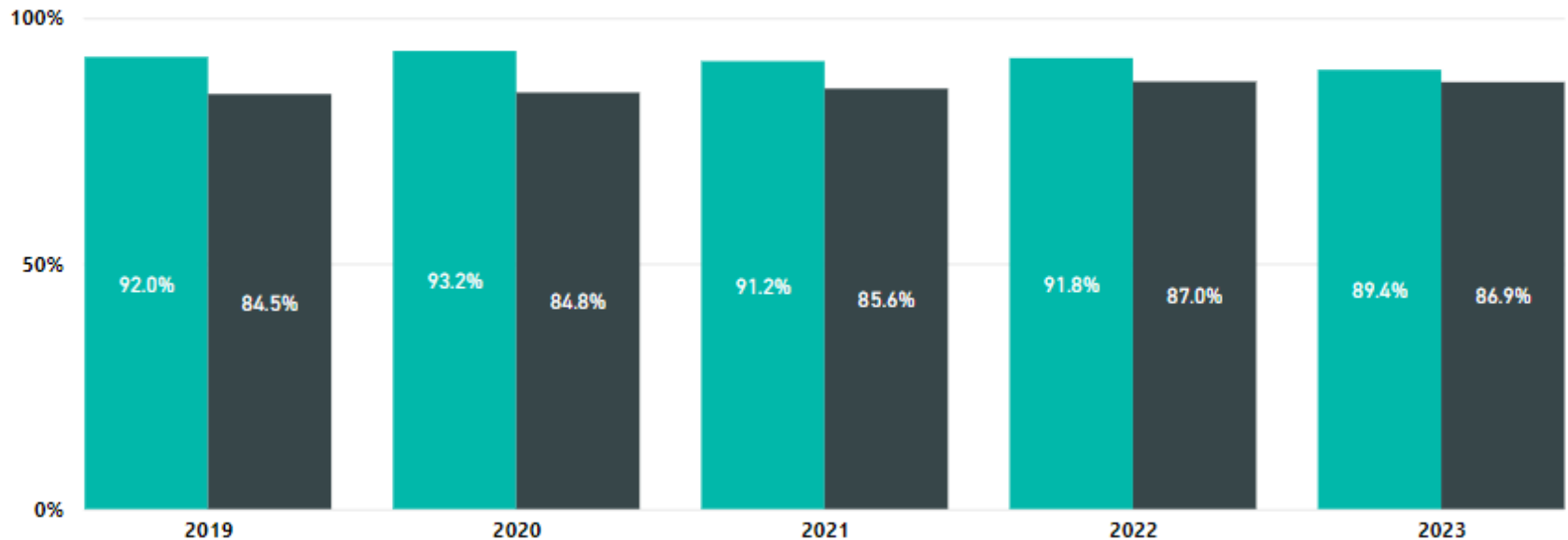
How Well is it Done?

CSA Performance Measure: % of Youth Receiving only Community-Based Services

What percentage of CSA youth received only Community-Based services in the fiscal year?

Community-Based Services

● Locality ● Statewide



Documenting CQI Activities



- How much is done?
- How well is it done?
- Is anyone getting any better?


We have tools for that....

Where is the CQI Template?

CSA website

(<https://csa.virginia.gov/Resources/ContinuousQualityImprovement>)

Resources >> Strategic Planning Tools >> Documentation Template



The screenshot shows the OCS website interface. At the top is the OCS logo and navigation menu with items: Home, About, Parents & Families, Resources, CSA Financial Reporting, and Contacts. The 'Resources' dropdown menu is open, listing various documents and guides. A yellow arrow points to 'Strategic Planning Tools' in the dropdown. Below the dropdown is a 'Resources' section with a group photo of diverse youth. Below that is a 'Strategic Planning Tools' section with a blue header and a list of links. A second yellow arrow points to the link 'Strategic Planning Tools (CQI) Documentation Template with Instructions (Download)' in the list.

Resources

- Administrative Memos
- Agency Strategic Plan
- CANS
- Core Competencies for CPMT and FAPT
- Forms
- Guidance
- High Fidelity Wraparound
- OCS Newsletter
- Policy Manual and User Guide
- Program Audits
- Reports and Publications
- Service Gap Survey
- Strategic Planning Tools**
- Training Material
- Utilization Reports

Strategic Planning Tools

- Strategic Planning Tools (CQI) Documentation Template with Instructions (Download)
- Strategic Planning Tools (CQI) Terms and Definitions
- Strategic Planning Tools (CQI) Training

What is the CQI Template?

- Downloadable Excel spreadsheet for data-driven decision-making
- Fill data points from CQI dashboard and other data sources
- Share, discuss and plan at CPMT meetings

CSA CQI Documentation Template For:

Data Point Reviewed	CPMT Observations	Date Reviewed by CPMT	Planned Responses/Goals	Assignments and Responsibility (Assigned to)	Timeframe for Planned Action	Date Completed
Number of Children Served (Distinct Child Count)						
Total Gross/Net Expenditures						
Avg/Gross Expenditures Per Child						

- Track progress over time
- Completed spreadsheet can be used in Audit for CQI documentation

In Closing...

- Reviewing data on your CSA program is required by Virginia Code
- Continuous Quality Improvement (CQI) uses data reviews to make plans and decisions to improve programs and outcomes
- Data and Outcomes Dashboard (CQI) provides regularly updated program data to help you answer these questions:

How much did we do?

How well did we do it?

Is anyone getting any better?

- A template for documenting your CQI activities is provided on the CSA website, to assist in your planning and meet CQI audit requirements

Thank you for your time!

Questions?

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