WELCOME!

Please sit next to someone you don't already know and introduce yourself.

GETTING TO BEST RESULTS:
Data-Driven Decision-Making in a Statewide Private Agency

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Illinois Department of
iDCFS
Children & Family Services

What we're going to talk about

- Children's Home + Aid
- Best Results & Best Stat Process
- Best Stat Examples
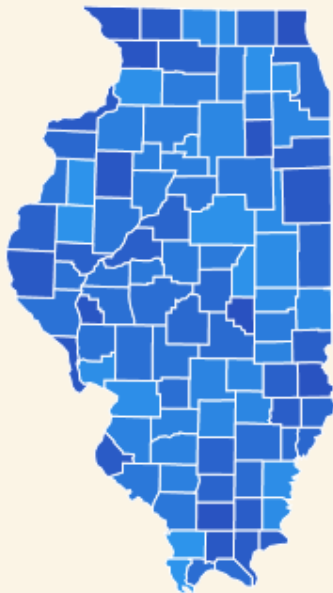- Lessons Learned/Successes/Challenges
- DCFS Data Overview
- Q&A

Overview of Children's Home + Aid

- $62 million multi-service agency active throughout Illinois
- Reaching 40,000 children and families

Core Services:
Child Welfare Services
- Foster Care Services
- Intact Family Services
- Residential Services
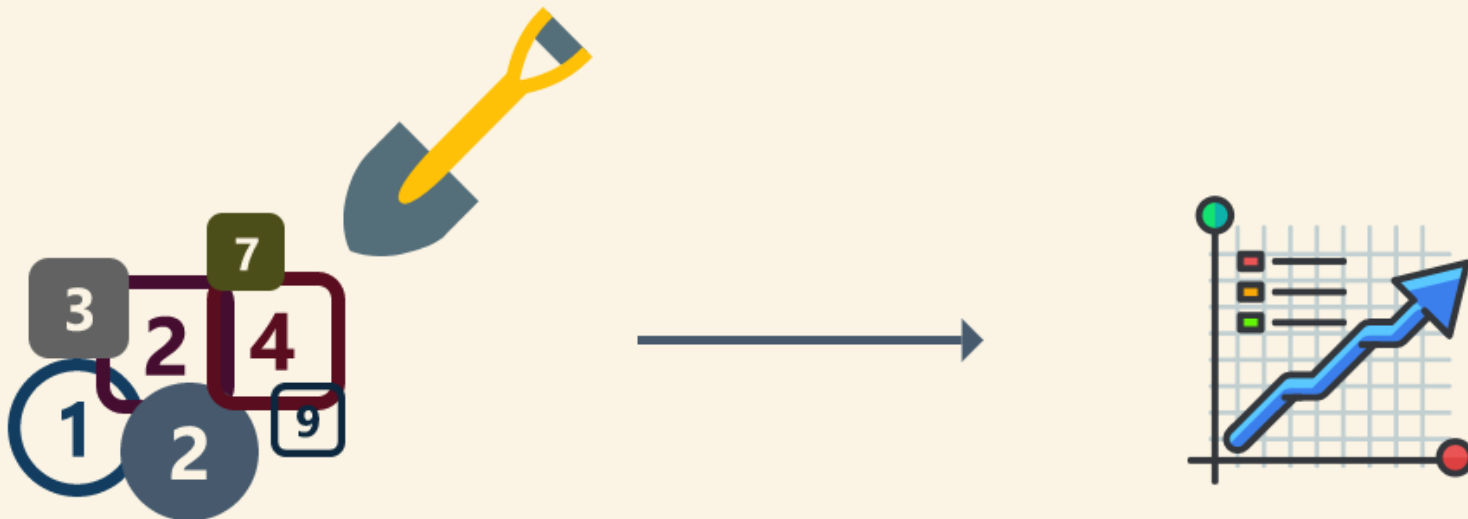
Education Services
- Early Childhood Services

Family + Community Services
- Youth Services
- Behavioral Health Services
- Family Support
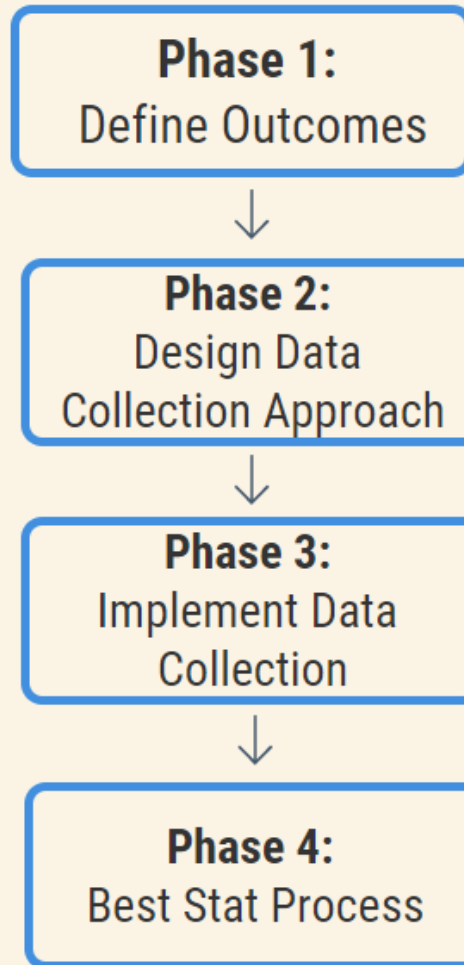- Adoption Support

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Development of Best Results

- Being a large statewide agency, no shortage of data
- Pockets of data use
- Lacked a systematic way to use the data to **improve client outcomes**
- Leadership made a strategic decision to commit significant resources to become a data-driven agency

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The Best Results Process

Phase 1:
Define Outcomes

↓

Phase 2:
Design Data
Collection Approach

↓

Phase 3:
Implement Data
Collection

↓

Phase 4:
Best Stat Process

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Best Results: Phases 1 & 2

Phase 1: Define Outcomes

1. Discuss Program

2. Review Research

3. Theory of Change

4. Review Existing Data

Leadership review & approval

Phase 2: Design Data Collection Approach

1. Select Instruments

2. Design Data Collection

3. Design New Reports

4. Estimate Resources

Leadership review & approval

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Best Results: Phases 3 & 4

Phase 3: Implement Data Collection

1. Build   2. Test   3. Train   4. Implement

Leadership Monitors

Phase 4: Best Stat Process

1. Prioritize   2. Review   3. Create   4. Review
   Outcomes   Outcomes Data   Action Plans   Progress

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Where does administration of Best Results fit in the agency?

Information Systems (IS)

Works closely with Performance Team to support data systems needed for Best Results.

Performance Team

Team responsible for facilitating the Best Results process within the agency.

QI Team

Stand alone QI department not directly involved in facilitating the Best Results process, but QI staff do attend meetings and QI data is used in some Best Stat meetings.

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<u>Five Minute Discussion</u>

How does your agency work with outcomes data?
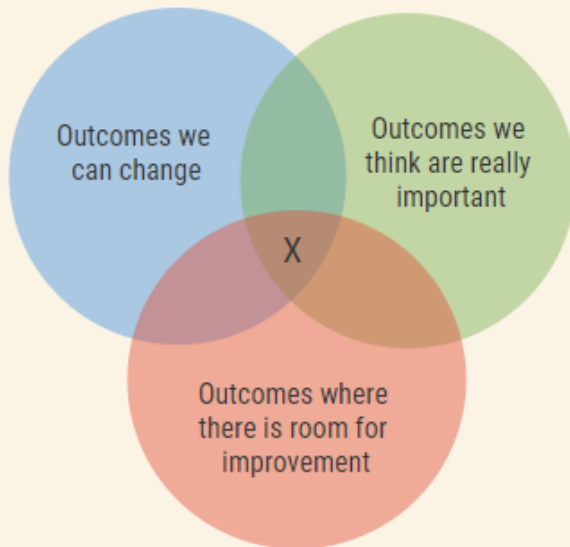
Would something like Best Results work at your agency?
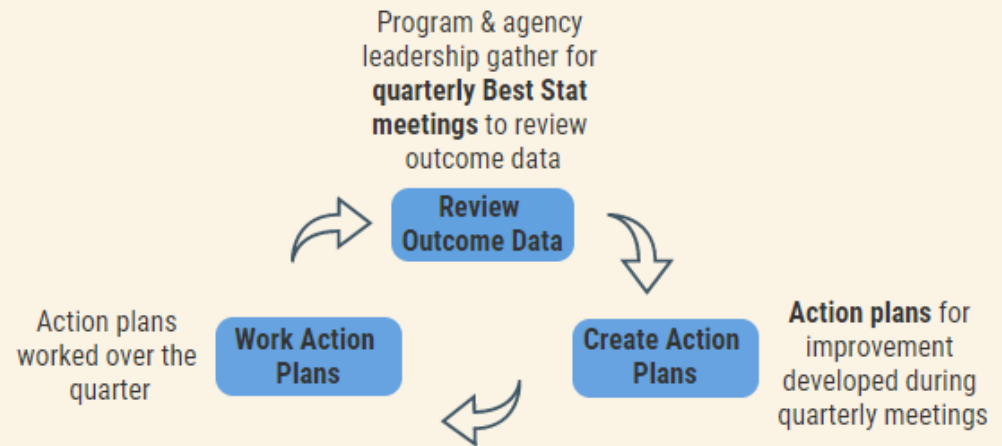
What might be some the barriers?

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The Best Stat Process

Today's program outcomes

Best Results for Children & Families

How do we get there?

1. Identify Priority Measures

- Outcomes we can change
- Outcomes we think are really important
- Outcomes where there is room for improvement

X

2. Collaborative Improvement Process

Program & agency leadership gather for **quarterly Best Stat meetings** to review outcome data

Review Outcome Data

Create Action Plans

Action plans for improvement developed during quarterly meetings

Work Action Plans

Action plans worked over the quarter

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What happens in a Best Stat?

Best Stat meetings are quarterly meetings open to all staff; meetings are facilitated by the Chief Operating Officer; each program has a separate quarterly Best Stat meeting.
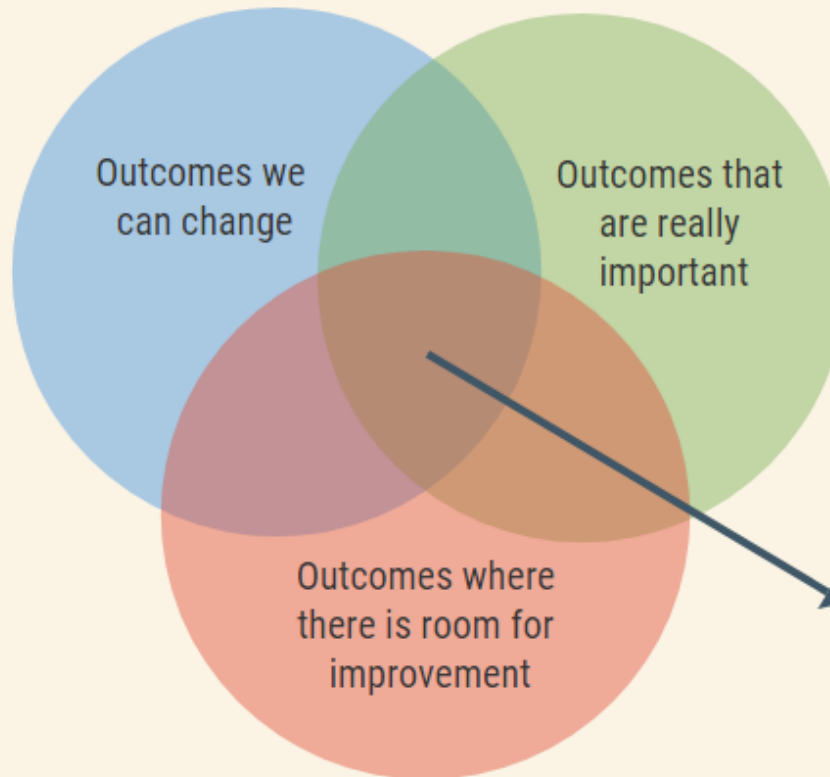
Program staff present the Best Stat deck. The meetings focus on understanding what the data is saying about program or agency performance on priority measures and developing strategies for improvement.

Action Plans for improvement are developed in the Best Stat meetings, shared with all attendees, and put into practice by staff between meetings. The Action Plan items are then reviewed and updated at subsequent Best Stat meetings.

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The Best Measures Trifecta

Outcomes we can change

Outcomes that are really important
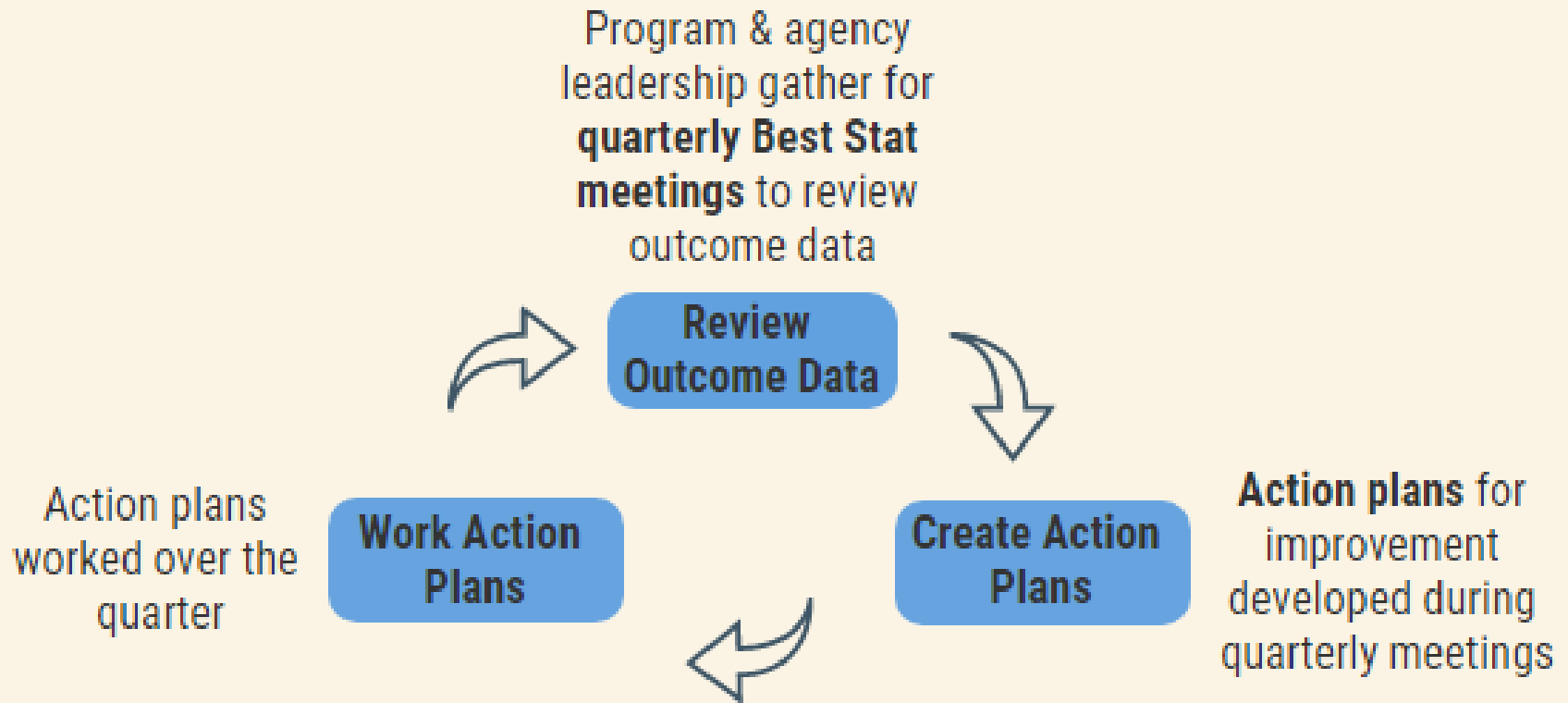
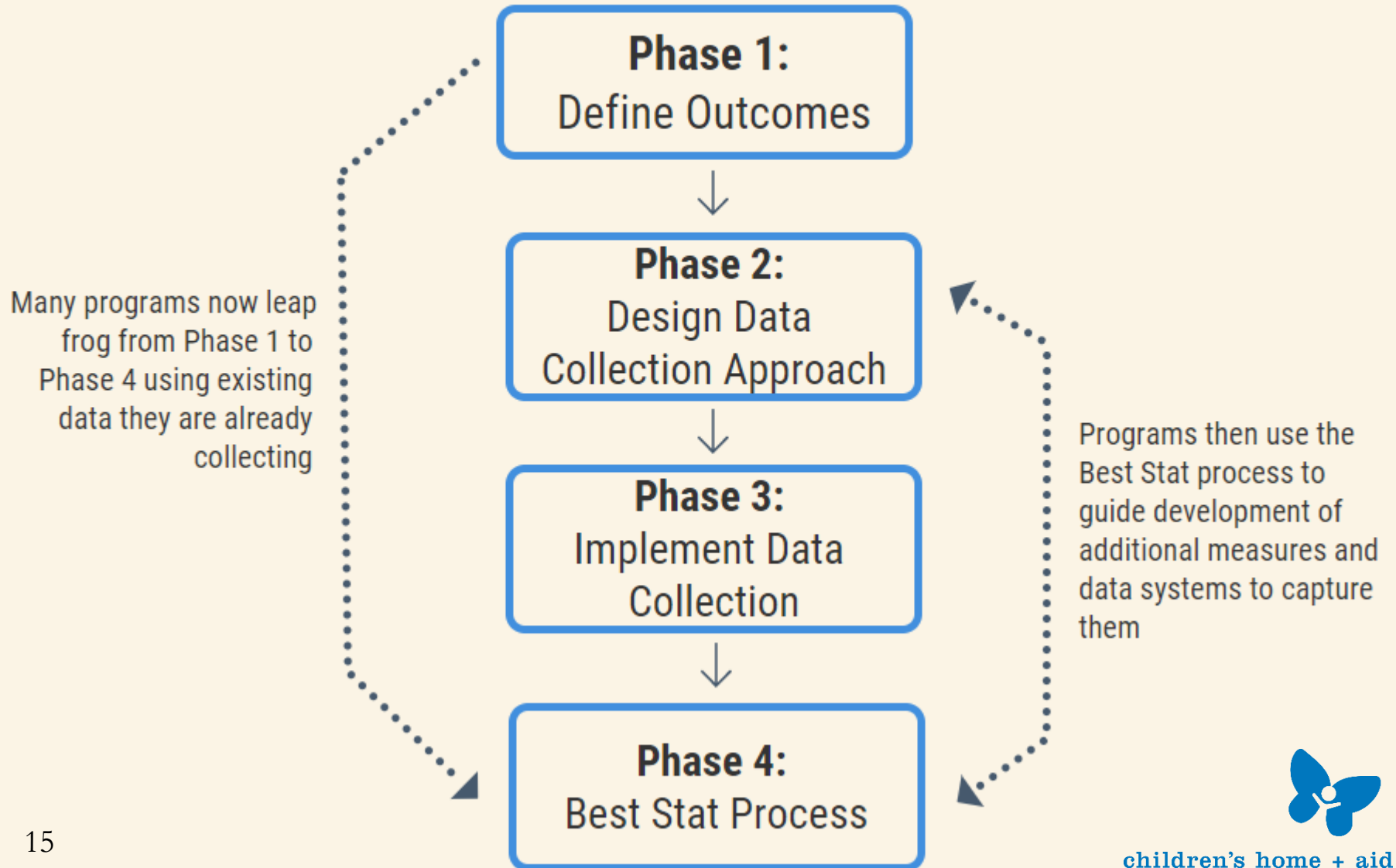Outcomes where there is room for improvement

The Best Measures Trifecta
Outcomes/measures in this zone are best for Best Stat.
When we get here in the Best Stat process, programs begin to lead performance improvement work.
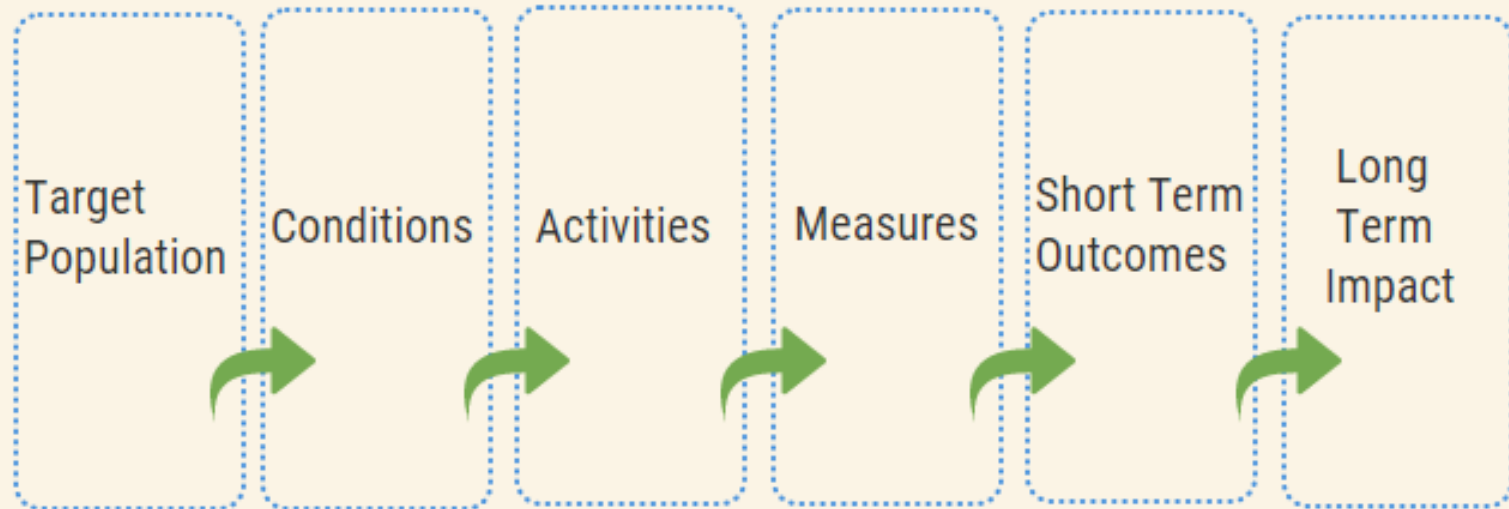
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Collaborative Improvement Process

Program & agency leadership gather for **quarterly Best Stat meetings** to review outcome data

Review Outcome Data

Action plans for improvement developed during quarterly meetings

Create Action Plans

Work Action Plans

Action plans worked over the quarter

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The Best Results Process in Practice

```
Phase 1:
Define Outcomes
        ↓
Phase 2:
Design Data
Collection Approach
        ↓
Phase 3:
Implement Data
Collection
        ↓
Phase 4:
Best Stat Process
```

Many programs now leap frog from Phase 1 to Phase 4 using existing data they are already collecting

Programs then use the Best Stat process to guide development of additional measures and data systems to capture them

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Theory of Change

Target Population → Conditions → Activities → Measures → Short Term Outcomes → Long Term Impact

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Rice Child + Family Center

Short Term Outcome: Reduction in Crisis Situations

Measure: Total restraints Goal: ↓

Trend Narrative

There was a 41% decrease of restraints from FY15 to FY17. Over the course of FY17, 60 clients were served, 43 (71%) of whom experienced a restraint at some point in the fiscal year.
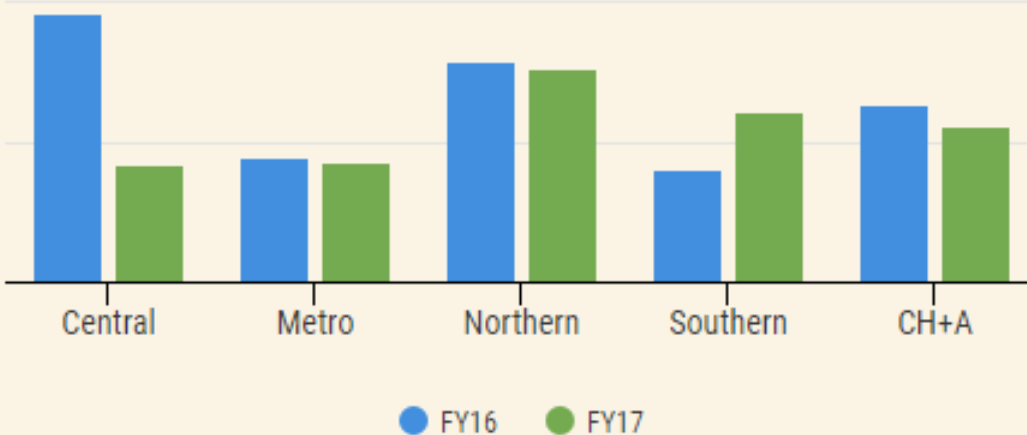
Total Restraints and Clients with Restraints

FY17 by Quarter

● Total Restraints   ● Total Clients

● Total Restraints   ● Total Clients

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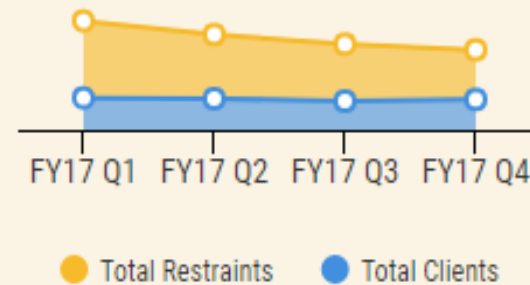
Foster Care

Short Term Outcome: Permanency

Measure: Permanency   Goal: ↑

DCFS Measure 1: Permanency by Region

Chart legend:
- FY16 (blue)
- FY17 (green)

Regions: Central, Metro, Northern, Southern, CH+A

Trend Narrative

This compares FY16 performance to FY17 performance for the total number of permancies over the course of the fiscal year over the number of children in care at the start of the fiscal year. The state performance for FY17 was 31.6%.
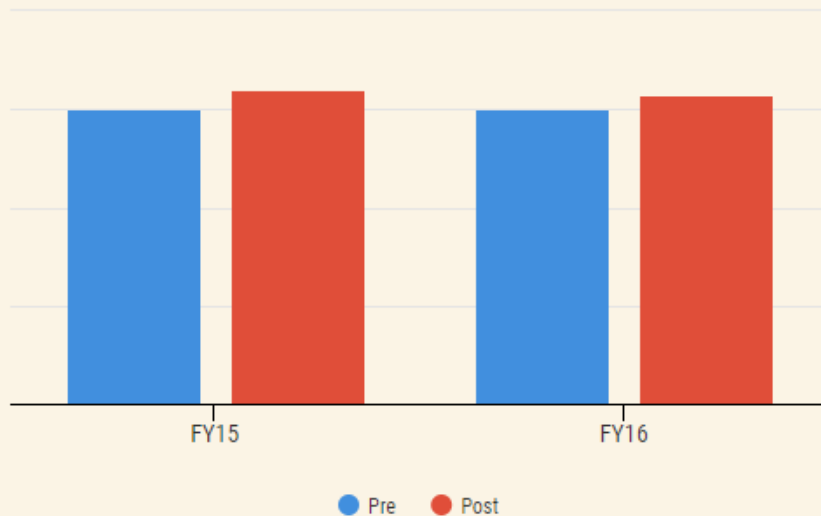
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Intact Family Services

Short Term Outcome: Family has a support system in place

Measure: Protective Factor Survey social support domain   Goal: ⬆

Average PFS Social Support Domain Score, Pre v Post

● Pre ● Post

Trend Narrative:
This chart compares average pre and post-test scores on the PFS for the social support domain.

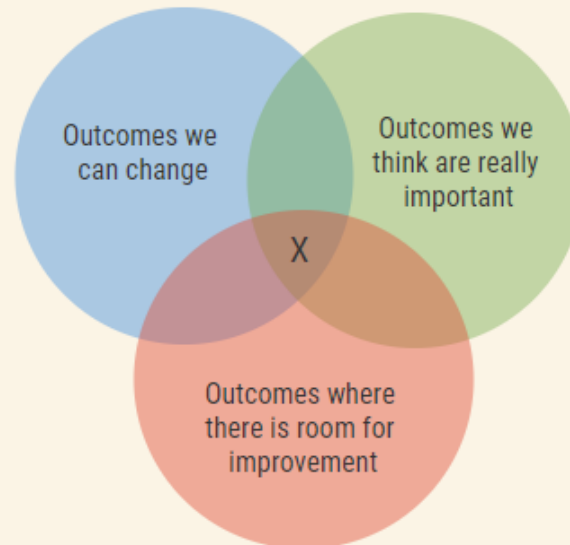Average post-test scores were better than average pre-test scores for both FY15 and FY16.

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Five Minute Discussion

What do you think would be a good Best Stat measure for your agency?

Does it fit in the "Trifecta"?

Outcomes we can change

Outcomes we think are really important

X

Outcomes where there is room for improvement

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Foster Care

Short Term Outcome: Permanency

Action Plan Review

Action Item	Status	Progress
Permanency Consultations	Ongoing	All regions have begun using; Metro and North piloting use for legacy cases
Comparisons of length of Stay using DCFS data	Ongoing	Access to Multistate Data Archive will allow for regional and agency comparison

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Lessons Learned, Successes, and Challenges

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Lessons learned with Best Stat

Leadership support is critical

- Provides necessary resources and power to support the work

- Promotes concept of data-driven decision making

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Lessons learned with Best Stat

Start where you are

- Start small

- Don't wait for systems or data to be perfect

- Limit the number of measures; more than 3 is overwhelming

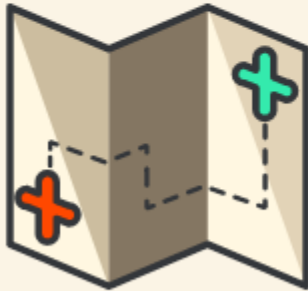children's home + aid

Lessons learned with Best Stat

Getting to change takes time

Stages of Program Engagement

Dread, Displeasure

Reluctant participation

Begin to see value, changes

Positive endorsement

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Lessons learned with Best Stat

Move from data quality to outcomes conversations

- While data quality is important, it will likely be an ongoing issue

- Distracts from harder discussions of program issues

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Lessons learned with Best Stat

Be open to adjusting measures and outcomes

- Theories of Change evolve as programs develop and grow

- Initial measures may need to be tweaked, or new ones created once goals are met

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Successes

- Increase in program leadership valuing & engaging in process

- Data is being used to make decisions

- Improvement initiatives launched; outcomes already improving in some programs

- Program staff leading internal data dialogues

- Staff asking to develop new measures

- Management across agency asked to receive summary of all Best Stat meetings

- External stakeholders have attended Best Stat meetings

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Challenges

- How to engage all levels of staff in the process

- Data limitations (e.g. no control group)

- Competing funder priorities

- Data access limitations

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DCFS Data Overview

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Strategic Planning and Innovations

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DCFS
Children & Family Services

DCFS for the last 2 years been working to develop and introduce a more data driven system, following a similar series of phases.

MINDSHARE

Most Viewed - All

- Ratio of Unplanned Exits
- M02 Children Active in Foster Care
- M01 Congregate Care
- MP5 Children Exiting Foster Care
- Permanency in 12 Months for Children Entering Foster Care
- MP6 Children Entering Foster Care
- BH1 IB3
- Maltreatment in Foster Care
- Permanency in 12 Months for Children in Foster Care 12 to 23 Months
- Re-Entry to Foster Care in 12 Months
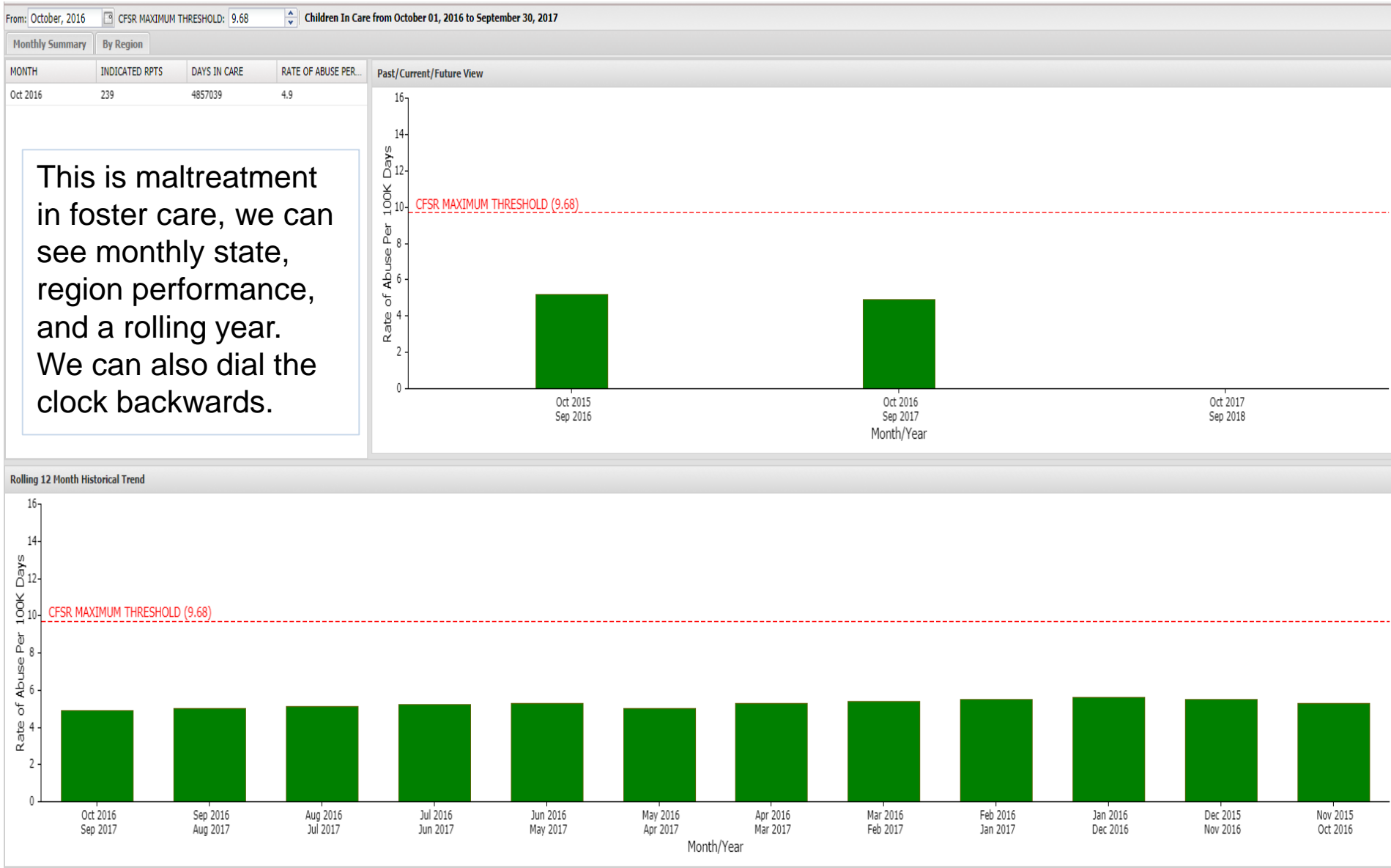- Permanency in 12 Months for Children in Foster Care for 24 Months or Longer

Mindshare was the first step to building and visualizing data, at a level which was available for more department staff providing a visual and detailed view the metric!

Mindshare was initially envisioned to map 26 Metrics essential metrics developed by DCFS Senior leadership, Chapin Hall, NorthWestern, Department IT staff, and many others.

Mindshare mines SACWIS and CYCIS for preset business rules or conditions. There will be about 38 dashboards at the end of Phase I.

This is maltreatment in foster care, we can see monthly state, region performance, and a rolling year. We can also dial the clock backwards.

This same screen allows us to see a client/agency/placement specific record

There are between 10-120 rows of detail that were identified as pertinent to being able to sort. This tool dives the option to export this data as a CSV file, allowing you to use Power BI, R, SPSS, Excel, and or access to do additional analysis.

CYCIS ID	CID	NM CASE	NM WRKR	DT CASE OPEN	DT CASE CLOSED	REGION	SUB REGION	WRKR RSF	NM DEPN	DOB	DT LGL END	DT RMVL	LOS	LAST LIVAR	DAYS IN CARE ...	ID PERS	INDICATED RPTS	DCFS POS IND
			ALEXANDER, S...	09/11/2009		NORTHERN	Aurora	2A ID				09/11/2009	96	Foster Home Sp...	347	0		POS
			TORTORICE, JE...	09/11/2009		NORTHERN	Aurora	2A ID				09/11/2009	96	Foster Home Sp...	347	0		POS
			BABCOCK, HOLLY	07/01/2014		NORTHERN	Rockford	1A IT				07/01/2014	38	Home of Relative	126	0		POS
			BABCOCK, HOLLY	07/01/2014		NORTHERN	Rockford	1A IT				07/01/2014	38	Home of Relative	126	0		POS
			BABCOCK, HOLLY	07/01/2014	08/28/2017	NORTHERN	Rockford	1A IT			04/10/2017	07/01/2014	37	Home of Relative	191	0		POS
			BABCOCK, HOLLY	07/01/2014	08/28/2017	NORTHERN	Rockford	1A IT			04/10/2017	07/01/2014	37	Home of Relative	191	0		POS
			BERGSTROM, K...	01/31/2014	02/23/2017	NORTHERN	Rockford	1A IT			02/23/2017	01/31/2014	36	Home of Adopti...	145	0		POS
			HUGHES, DAKO...	01/31/2014		NORTHERN	Rockford	1A IW				01/31/2014	43	Foster Home Sp...	347	0		POS
			BLAND, BRIANNA	08/25/2016		NORTHERN	Rockford	1A IT				08/25/2016	12	Foster Home Pri...	347	0		POS
			BLAND, BRIANNA	08/25/2016		NORTHERN	Rockford	1A IT				08/25/2016	12	Foster Home Pri...	347	0		POS
			PERKOWITZ, R...	07/16/2014		NORTHERN	Aurora	2A MZ				09/02/2014	37	Foster Home Ad...	347	0		POS
			PERKOWITZ, R...	04/11/2016	06/01/2017	NORTHERN	Aurora	2A MZ			06/01/2017	04/11/2016	13	Home of Adopti...	243	0		POS
			DELAFUENTE, G...	05/07/2015	05/24/2017	NORTHERN	Rockford	1A IV			05/24/2017	05/07/2015	24	Home of Adopti...	235	0		POS
			DELAFUENTE, G...	05/07/2015	05/24/2017	NORTHERN	Rockford	1A IV			05/24/2017	05/07/2015	24	Home of Adopti...	235	0		POS
			DELAFUENTE, G...	05/07/2015	05/24/2017	NORTHERN	Rockford	1A IV			05/24/2017	05/07/2015	24	Home of Adopti...	235	0		POS
			DELAFUENTE, G...	05/07/2015	05/24/2017	NORTHERN	Rockford	1A IV			05/24/2017	05/07/2015	24	Home of Adopti...	235	0		POS
			PENNER, KAYLA	02/24/2009		NORTHERN	Rockford	1A UK				02/24/2009	102	Home of Relative	347	0		POS
			MOSS, CHIKAYLA	03/14/2011		NORTHERN	Rockford	1A RA				03/14/2011	78	Foster Home Sp...	117	0		POS
			BUNCH, MICHE...	03/14/2011	03/01/2017	NORTHERN	Rockford	1A 02			03/01/2017	03/14/2011	71	Home of Adopti...	151	0		DCFS
			PERKOWITZ, R...	03/14/2011		NORTHERN	Aurora	2A MZ				03/14/2011	78	Foster Home Sp...	347	0		POS
			BUNCH, MICHE...	03/14/2011	03/01/2017	NORTHERN	Rockford	1A 02			03/01/2017	03/14/2011	71	Home of Adopti...	151	0		DCFS
			BUNCH, MICHE...	03/16/2011	03/01/2017	NORTHERN	Rockford	1A 02			03/01/2017	03/16/2011	71	Home of Adopti...	151	0		DCFS
			BERGSTROM, K...	07/12/2013	04/20/2017	NORTHERN	Rockford	1A IT			04/20/2017	07/12/2013	45	Home of Adopti...	201	0		POS
			BERGSTROM, K...	07/12/2013	04/20/2017	NORTHERN	Rockford	1A IT			04/20/2017	07/12/2013	45	Home of Adopti...	201	0		POS
			WESTPHAL, MA...	10/10/2013	11/19/2016	NORTHERN	Rockford	1A IY			11/19/2016	10/10/2013	37	Home of Adopti...	49	0		POS
			LEON, RACHEL	05/18/2015	04/07/2017	NORTHERN	Rockford	1A JA			04/07/2017	05/18/2015	22	Home of Adopti...	188	0		POS
			HUGHES, DAKO...	07/28/2014		NORTHERN	Rockford	1A IW				07/28/2014	37	Group Home	347	0		POS
			JAHN, CHRISTINE	07/28/2014	01/25/2017	NORTHERN	Rockford	1A IW			01/25/2017	07/28/2014	29	Home of Parent	116	0		POS
			JAHN, CHRISTINE	07/28/2014	01/25/2017	NORTHERN	Rockford	1A IW			01/25/2017	07/28/2014	29	Home of Parent	116	0		POS
			JAHN, CHRISTINE	07/28/2014	01/25/2017	NORTHERN	Rockford	1A IW			01/25/2017	07/28/2014	29	Home of Parent	116	0		POS
			CHOROBIK, LA...	05/17/2013	12/08/2016	NORTHERN	Rockford	1A IT			12/08/2016	05/17/2013	42	Home of Adopti...	68	0		POS
			CHOROBIK, LA...	05/14/2015	12/08/2016	NORTHERN	Rockford	1A IT			12/08/2016	05/14/2015	18	Home of Adopti...	68	0		POS

Recognizing needed next steps

One of the things that we recognize is that we need to work to create accessible data for Providers, the youth specific data in APTdashboards, only scratches the surface of what you all need.

MINDSHARE is a great tool, but key to improved data and data practice is transitioning responsibility of data management back to the POS. Really the future is in transitioning the keys to the kingdom back to you all.
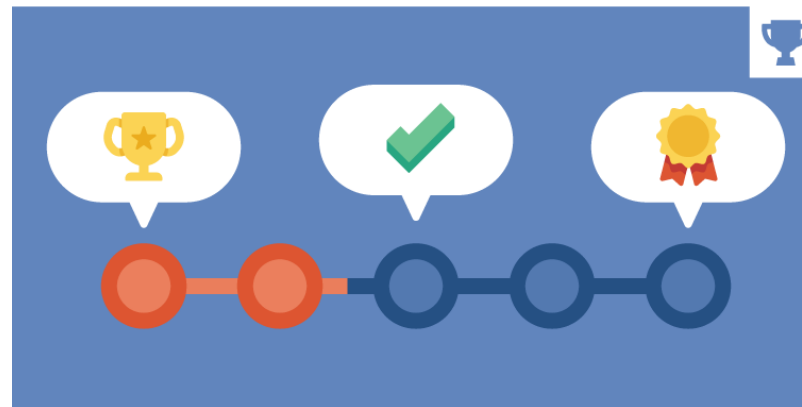
Many folks might be aware that in SACWIS some information exists, and some in CYCIS, but as the care providers you all cant touch that information. Instead some providers ask workers to enter in both DCFS's systems and many times and an internal third system. Entering something 3 times eats up a lot of time…….

CCWIS is coming! We have already started the process with a vendor to help build out the spec chart for a future system. One which was designed with the user experience in mind…..one which is more supportive of Medicaid billing….a system which can meet a greater portion of our operational needs

The future today?

DCFS has launched a pilot of a mobile SACWIS app!!!! It is still in the limited testing phase, however we are taking real steps towards a more user friendly system, and one which can be used mobile, which allows for cellphones to upload picture, document a scene investigation, and talk your notes into text for note entry. These are all time and user end experience improvements.

DCFS has recently launched a link to ISBE data's record on the education screen in SACWIS.

WHAT DOES THE FUTURE LOOK LIKE…….DASHBOARDS LIKE THIS!

Send additional feedback to:

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