



Improving Outcomes FOR Children

Community Umbrella Agency Scorecard

FISCAL YEAR 2024
(JULY 1, 2023 - JUNE 30, 2024)

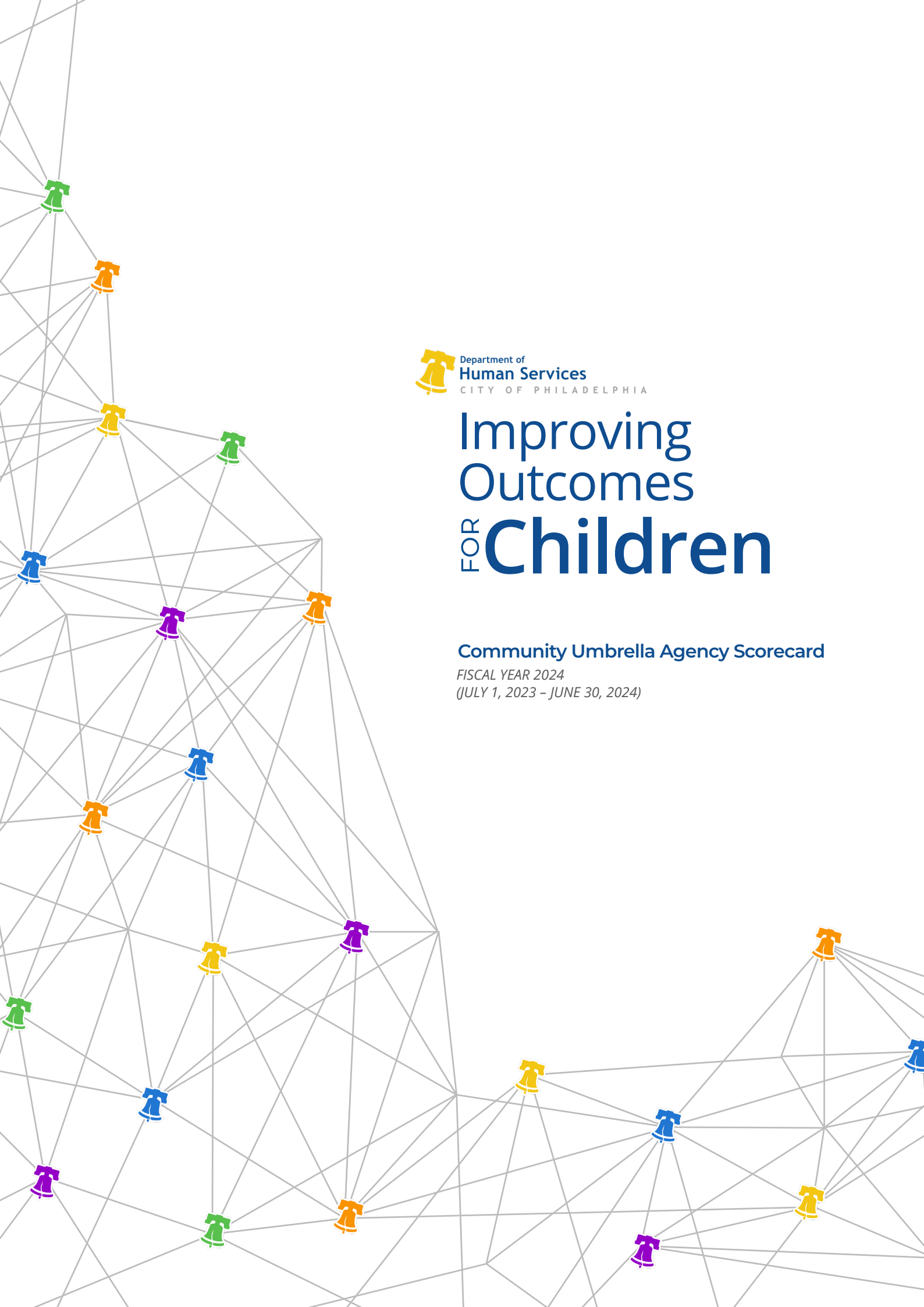







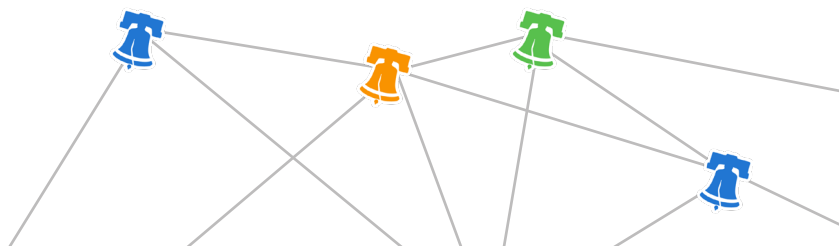


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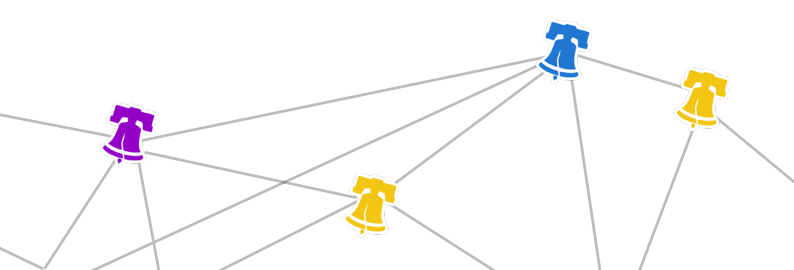
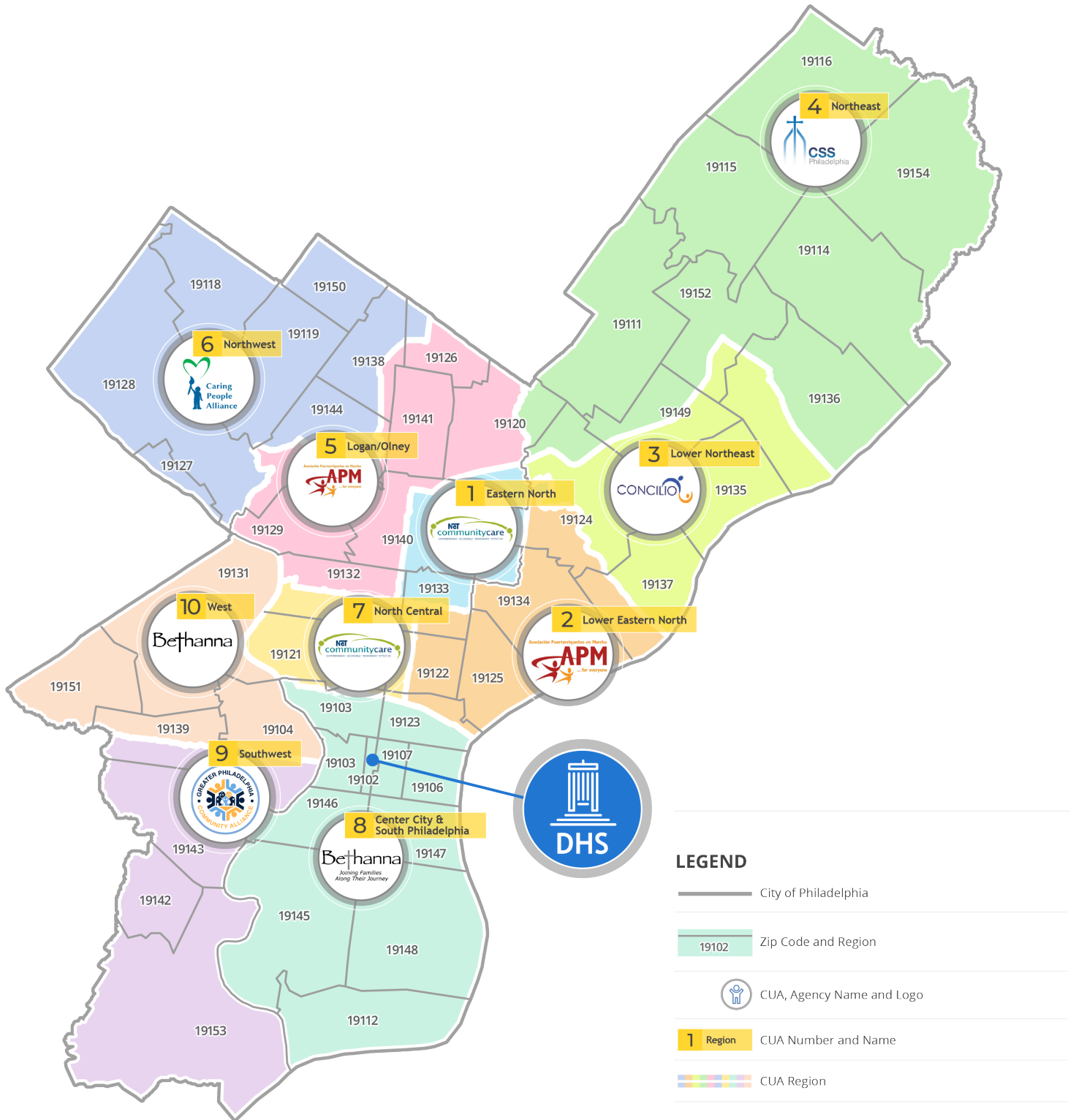
Six organizations operate Community Umbrella Agencies (CUA) in 10 different regions throughout Philadelphia. In addition to case management for families accepted for service by the Philadelphia Department of Human Services (DHS), CUAs engage their communities through various activities, including food pantries, parenting support groups, and holiday gift drives—among other activities.

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Community Umbrella Agencies Map

Geographic zones with zip codes



Message from the Commissioner



The Philadelphia Department of Human Services (DHS) is excited to present the 2024 CUA Scorecard! This annual publication promotes our commitment to quality services, accountability, and transparency by providing information regarding the system-wide performance of individual Community Umbrella Agencies (CUAs).

The year, 2024, was a period of transition. Four of the 10 CUAs moved to new providers. DHS and the CUAs worked diligently to ensure a smooth process with little impact on the children and families served. Despite this change, CUAs saw overall improvement from the 2023 CUA Scorecard. Seven out of 10 CUAs earned 4 and five bells and three CUAs earned 3 bells.

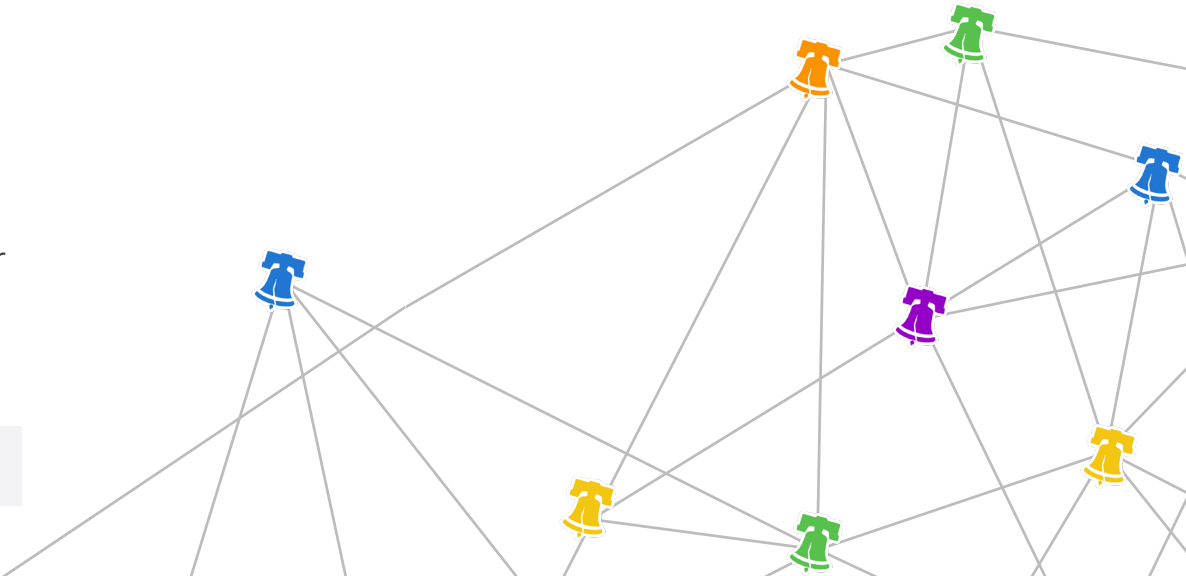
Due to the change in CUAs, slight modifications to the methodology of the Scorecard were required. For the six consistent CUAs, the entire year of data was used to measure their performance. For the 4 CUAs that underwent a transition, only data from quarters 3 and 4 were used. Additionally, the Finance Domain, which uses the fiscal audit from the previous year, was not included, nor the 2 Workforce indicators on staff training and clearances. However, these areas were evaluated via the Annual State Evaluation conducted by the Commonwealth of Pennsylvania.

We are looking forward to continuing to service children, youth and families and remain steadfast in our commitment to their outcomes.

In Service,



Kimberly Ali
Commissioner



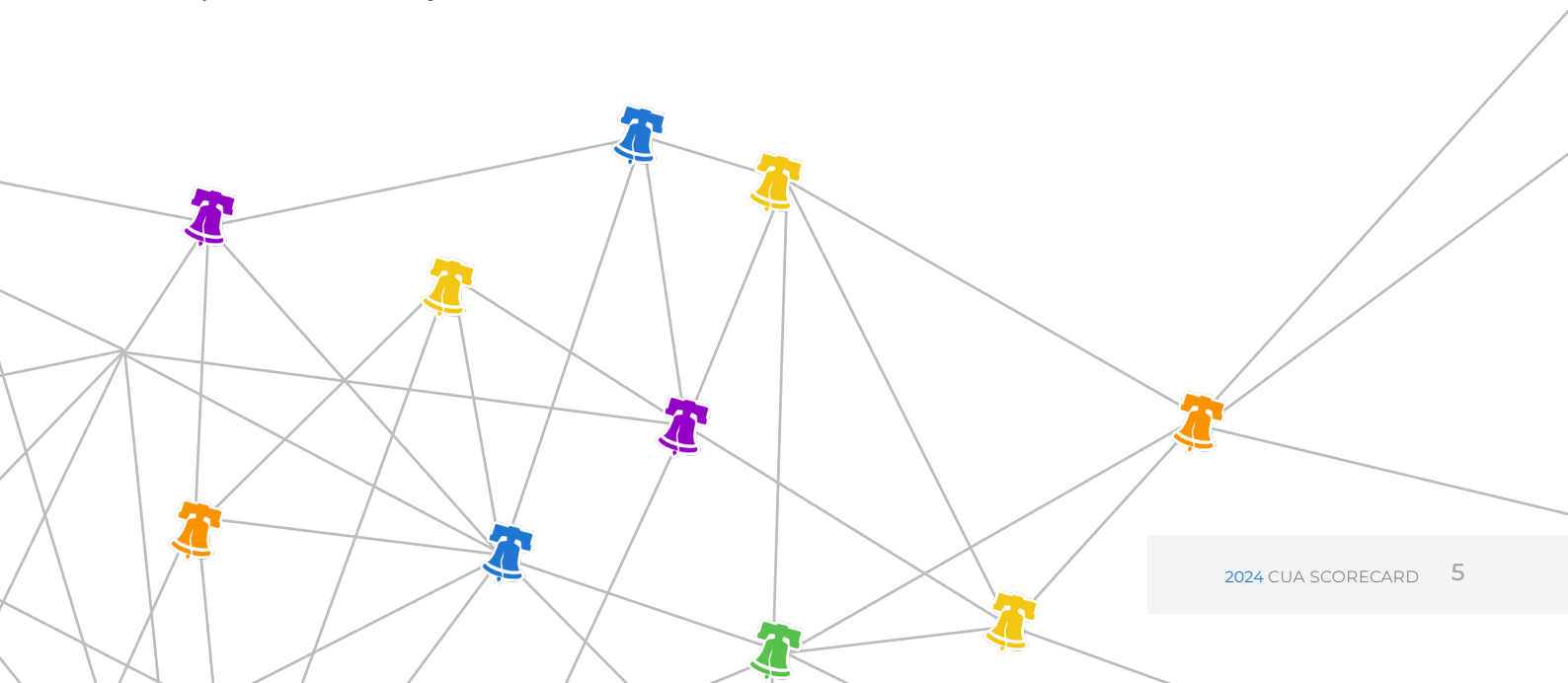
Improving Outcomes for Children

Improving Outcomes for Children (IOC) is Philadelphia's delivery of child welfare, juvenile justice, and child abuse prevention services. We believe that a community neighborhood approach to services positively impacts child and family safety and well-being. We deliver community-based case management services via our partnerships with CUAs.

Our intention is to reduce the number of children and families who are in need of DHS's mandated child welfare services. We are working toward this by proactively connecting families to community resources and prevention services that will help support them and reduce the need for formal child welfare intervention. In the event formal involvement becomes necessary, we deliver community-based case management services via our partnerships with CUAs.

The 4 tenets that guide our work are:

- **More children and youth remain safe in their own homes and communities.**
With prevention, child welfare, and juvenile justice services based in the community, children and youth can maintain connections to what they know or work to restore those relationships.
- **More children and youth are reunified more quickly or achieve other permanency.**
If children must be removed from their home of origin, we work to reunify the family as soon as it is safe. When reunification is not possible, adoption or permanent legal guardianship may help the child or youth find a permanent home.
- **Residential placements are safely reduced.**
Use of residential placements should be limited to children and youth with complex physical and behavioral health challenges.
- **Improved children, youth, and family functioning.**
Sometimes families need support to live together safely. We invest in many programs to help children, youth, and families become their best selves, including support for parents to reunify with their children.





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Supporting Families

DHS has made it a priority to support families so that children and youth can safely remain in their own homes and communities. This means providing families with diversion services when possible and providing families with in-home services to keep children and youth at home with their families. If placement outside the home becomes necessary, children are reunited with their families as soon as it is safe for them to return.

We work to ensure that families receive individualized services to meet their needs. DHS and our system partners have worked to improve reunification efforts through family supports, including Family Teaming Conferences, the Achieving Reunification Center, and the Parent Action Network. Our efforts are working. There are about 3,000 fewer children in out-of-home placements now than there were in 2017, which accounts for a 50% reduction in the number of children and youth in child welfare placement.

Fundamental to our work is the belief that children deserve to live with their own family and in their own communities. When children cannot safely reside in their own home, it is our driving mission to find “kin” who are able to provide a safe and loving home. DHS uses a broad definition of “kin”—this can be grandparents, aunts, uncles, family friends, or even a sports coach or teacher.

Federal statistics show that 32 percent of children living in out-of-home placement in the United States are in kinship care. Philadelphia is well above the national average, as about 50 percent of children in Philadelphia’s child welfare system live with kin.

There are times when reunification or kinship cannot be achieved. In these circumstances, DHS explores other types of permanency for children such as adoption and permanent legal guardianship.

Our work to decrease the number of children who are involved in the formal child welfare and juvenile justice systems continues. We aim to achieve this by concentrating our efforts on keeping children within their homes and communities, providing additional supportive reunification services, and implementing innovative diversionary services.

About the CUA Scorecard

Why?

The CUA Scorecard recognizes areas in which CUAs are doing well and identifies areas for improvement. It helps identify where CUAs need additional support and technical assistance. The CUA Scorecard reflects our commitment to transparency as the best way to provide accountability, to learn and grow as government and providers, and to continue improving outcomes for children, youth, and families receiving child welfare services.

What?

The CUA Scorecard measures quality of service. This is to ensure that children and youth are safe in their homes and in out-of-home care. It also measures progress on reunification or other permanency efforts. Many of the activities measured relate to specific federal and state mandates that focus on improving outcomes for children, youth, and families.

How?

DHS reviews approximately 1,800 CUA case files a year. A Comprehensive Case-File Review Tool is used to ensure consistent and methodologically sound results. DHS also uses CUA administrative data to assess permanency, visitation, finance, and case manager retention.



Ongoing Accountability

DHS regularly meets with the CUAs to determine future focus points and strategic next steps. During these consultations, an Accountability Plan is developed to ensure everyone involved stays on track. The sessions also provide the CUAs with an opportunity to celebrate accomplishments and share best practices while addressing feedback and challenge areas.

CUAs are also required to submit an annual CUA Plan of Improvement. This tool gives providers the chance to meet specific program goals or ameliorate performance-related concerns.



SUPERIOR

A CUA with five bells meets or exceeds performance expectations and exemplifies best practice. CUAs with five bells share best practices with DHS and other CUAs.



PROFICIENT

A CUA with four bells meets expectations in most areas but has room for improvement. CUAs with four bells share best practices with DHS and other CUAs.



COMPETENT

A CUA with three bells meets basic expectations and needs improvement to demonstrate proficiency or best practice.



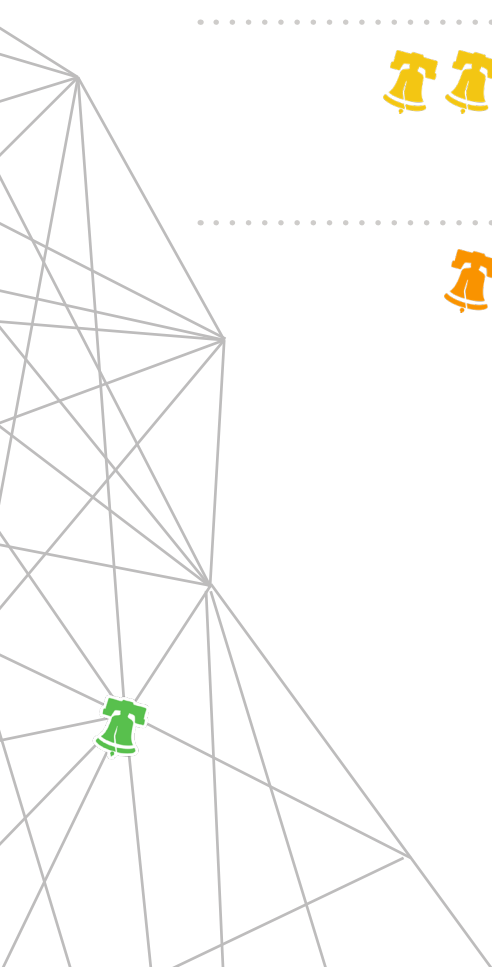
UNSATISFACTORY

A CUA with two bells will be placed on probationary status. If the CUA remains at two bells after one year, then DHS will consider transitioning the contract.



CRITICAL

A CUA with one bell needs to improve all levels of practice. DHS conducts an organizational assessment, provides recommendations, and identifies additional technical assistance. If a CUA is unable to improve over a period, CUA and DHS leadership will meet to determine the CUA's ability to continue contracting with DHS to provide child welfare case management.



How to Read the CUA Scorecard

Bells

For each metric, CUAs receive a performance rating. These ratings will be displayed as liberty bells with more bells equating to better performance. Overall score is a sum of the scores in all nine domains.

Performance Expectations

Not all metrics on the CUA Scorecard can be measured on the same scale. Therefore, the CUA Scorecard has different performance expectation levels for each metric. For most metrics, a CUA needs to perform at 70 percent or higher to achieve three liberty bells. It is possible for all CUAs to earn the same number of bells since their performance levels are compared to system benchmarks.

Scorecard Enhancements

In fiscal year 2024, two additional indicators were added to the Workforce Domain. This domain measures a CUA's completion rate for required training and clearances. Additionally, we shifted the weights of each domain slightly to better align with findings from our evaluation of the Scorecard process to more heavily weight domains associated with positive outcomes for children and families. Domain weights are listed to the right.

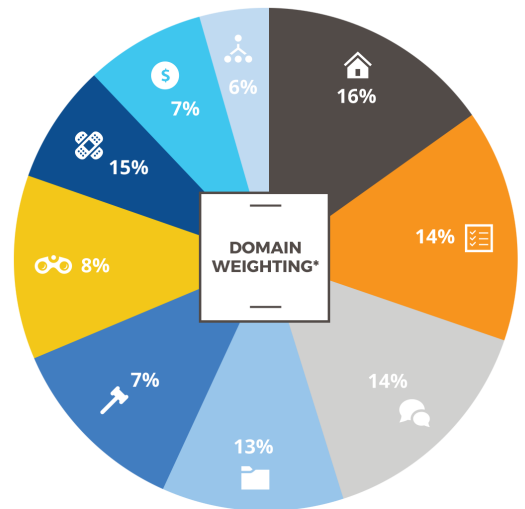
In fiscal year 2024, two additional indicators were added to the Workforce Domain. These additional indicators measure a CUA's completion rate for both required training hours and clearances.

However, scores from fiscal years 2023 and 2024 found that the change in performance across domains aligned with the change in bells for all domains except Workforce.

Ranking

CCUAs are ranked (1 through 10) based on their overall performance across all domains. In this report, CUAs rank in order, starting with the number one rated CUA.

Ranking helps DHS and the CUAs better understand how CUAs are performing in relation to one another. The ranking also allows DHS and CUAs to identify top performers, learn best practices, and implement these practices across the system. Some CUAs with the same bell levels are ranked differently based on small fractions of points. DHS is focused on change over time and values individual improvement over ranking.



- 16% PERMANENCY
- 14% SAFETY: ASSESSMENT & SAFETY PLAN
- 14% SAFETY: VISITATION
- 13% CASE PLANNING
- 7% PRACTICE: COURT
- 8% PRACTICE: SUPERVISION
- 15% PRACTICE: ASSESSMENTS, HEALTH, & EDUCATION
- 7% FINANCE*
- 6% WORKFORCE

*Due to the addition of two additional indicators in this domain, bell levels for the Finance Domain for fiscal years 2023 and 2024 cannot be compared.

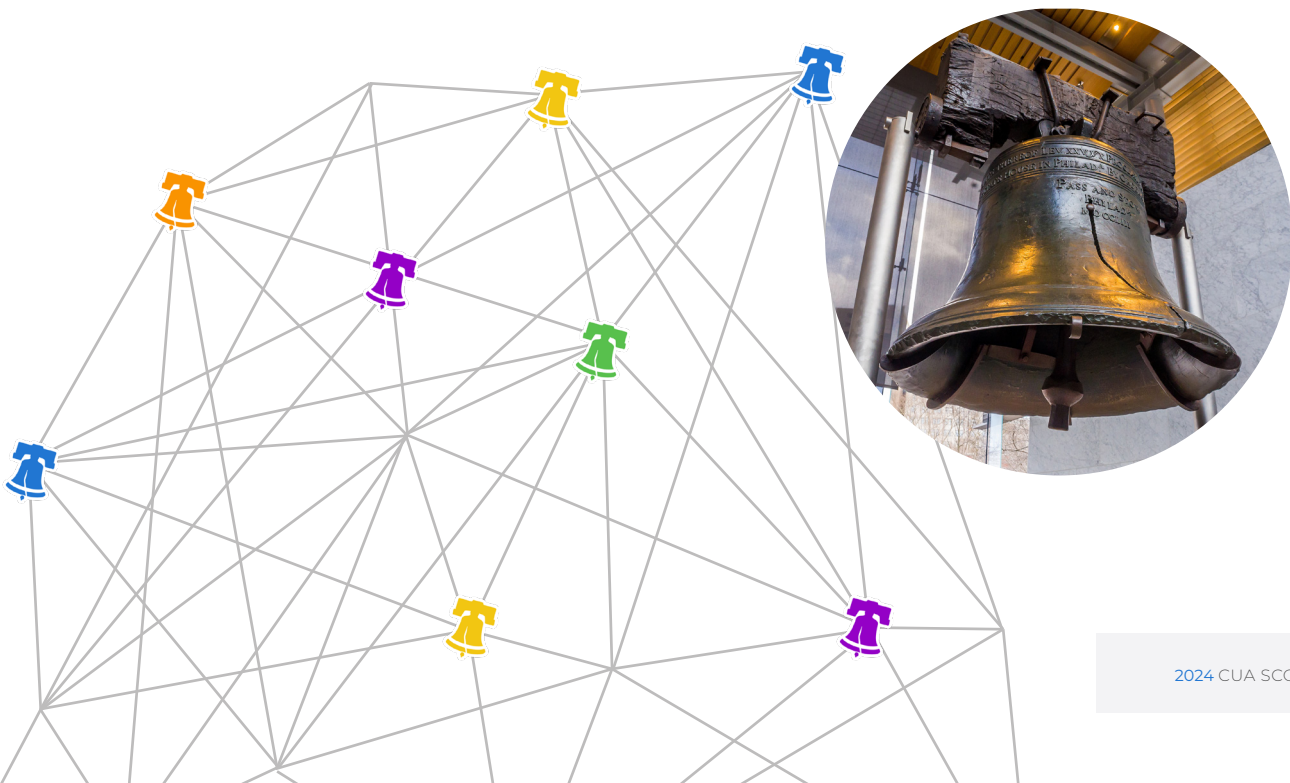
The CUA Scorecard is based on five “Liberty Bells”

DHS established the CUA Scorecard baseline in fiscal year 2017. The publication gauges individual CUAs and system-wide performance. The CUA Scorecard and Closing the Loop meeting process encourages CUAs to share best practices and promote inter-agency collaboration. It also identifies areas for improvement and technical assistance opportunities.

Growth is being measured over time, with monthly leadership and biannual data review meetings to review progress or to adjust technical assistance for problem areas.

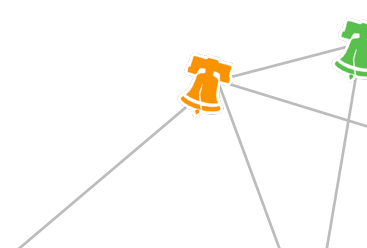
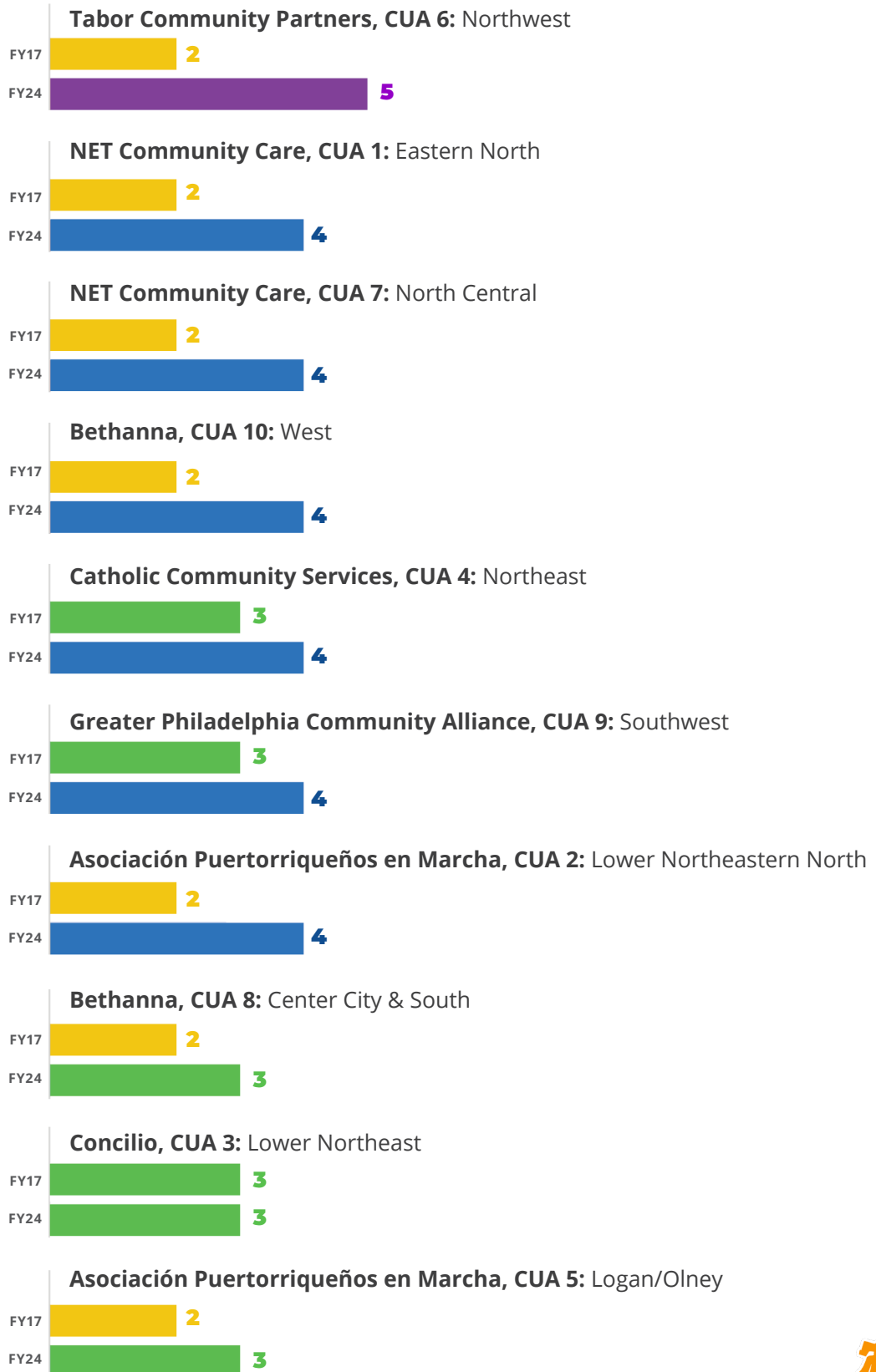
In addition, the following actions will be used to ensure ongoing accountability and improvement:

- Targeted and prioritized technical assistance by DHS for any areas below three bells.
- Peer mentoring to encourage sharing of best practices among CUAs with four or five bells.
- Submission of a CUA Plan of Improvement with action steps to the Commissioner within 30 days of the annual CUA Scorecard.
- Specialized trainings.
- Organizational assessments for CUAs with one and two bells. This process is led by DHS to facilitate major practice and management change.
- Biannual Closing the Loop meeting with DHS to assess key data points and strategize improvement efforts.



CUA Improvement Over Time

The chart below compares each CUA's overall bells from fiscal year 2017 (the baseline year of data) to fiscal year 2024. Most CUAs have improved and the CUA Scorecard process has proven to be a valuable tool to encourage positive change.



CUAs Listed in Order of Scorecard Rank



Tabor Community Partners, CUA 6: Northwest



NET Community Care, CUA 1: Eastern North



NET Community Care, CUA 7: North Central



Bethanna, CUA 10: West



Catholic Community Services, CUA 4: Northeast



Greater Philadelphia Community Alliance, CUA 9: Southwest



Asociación Puertorriqueños en Marcha, CUA 2: Lower Eastern North



Bethanna, CUA 8: Center City & South




Concilio, CUA 3: Lower Northeast




Asociación Puertorriqueños en Marcha, CUA 5: Logan/Olney



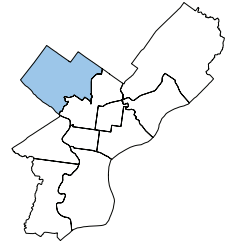
OVERALL BELL LEVEL

2024 

2023 

TABOR COMMUNITY PARTNERS


















CUA 6: Northwest



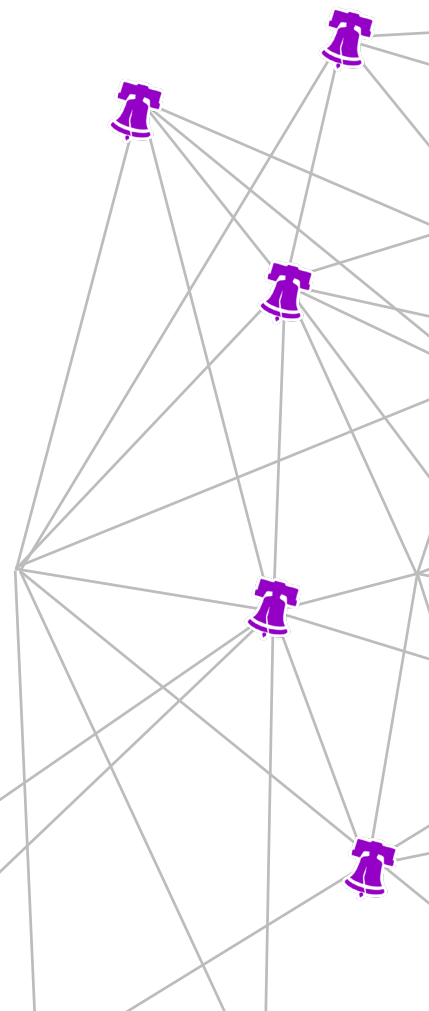
Website
tabor.org

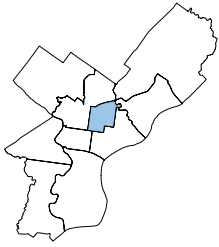
Minority Board Participation
25%

Total # of Families Served for FY24
416

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2024  2023 
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2024  2023 
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2024  2023 
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2024  2023 
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2024  2023 
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2024  2023 
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2024  2023 
Finance*	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2023.	2024 2023 
Workforce	The Workforce Domain includes a measure of staff retention.	2024  2023 

*Due to the addition of two additional indicators in this domain, bell levels for the Finance Domain for fiscal years 2023 and 2024 cannot be compared.





Website
netcenters.org

Minority Board Participation
84%

Total # of Families
Served for FY24
491

NET COMMUNITY CARE

CUA 1: Eastern North

**OVERALL
BELL LEVEL**

2024


2023


DOMAIN	BELL LEVEL
<p>Permanency</p>	<p>The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Safety: Assessment & Plan</p>	<p>The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Safety: Visitation</p>	<p>The Safety Visitation Domain includes measures of visitation completion and quality.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Case Planning</p>	<p>The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Practice: Court</p>	<p>The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Practice: Supervision</p>	<p>The Practice Supervision Domain includes measures of supervision, timeliness, and quality.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Practice: Assessments, Health & Education</p>	<p>The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Finance*</p>	<p>The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2023.</p> <p>2024</p> <hr/> <p>2023 </p>
<p>Workforce</p>	<p>The Workforce Domain includes a measure of staff retention.</p> <p>2024 </p> <hr/> <p>2023 </p>

**Due to the addition of two additional indicators in this domain, bell levels for the Finance Domain for fiscal years 2023 and 2024 cannot be compared.*



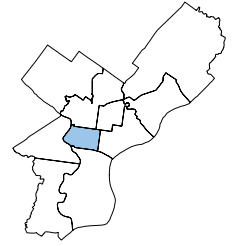
OVERALL BELL LEVEL

2024 

2023 

NET COMMUNITY CARE


















CUA 7: North Central



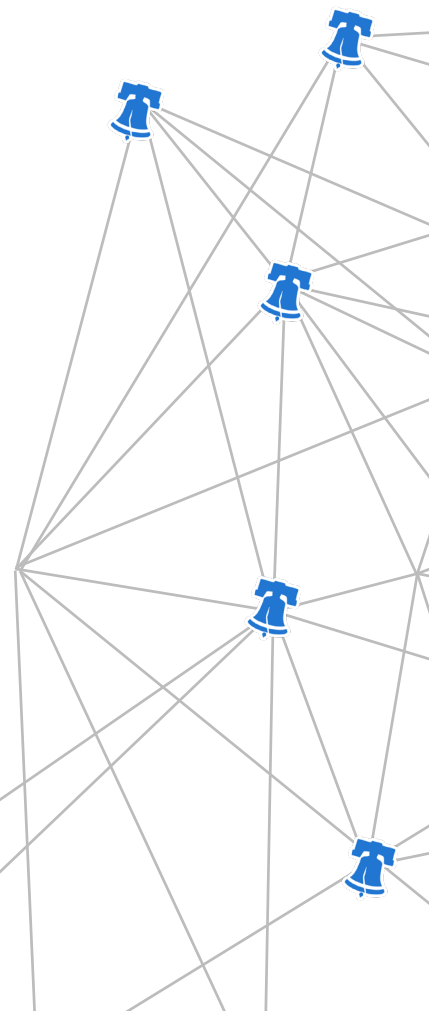
Website
netcenters.org

Minority Board Participation
84%

Total # of Families Served for FY24
489

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2024  2023 
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Workforce	The Workforce Domain includes a measure of staff retention.	2024  2023 


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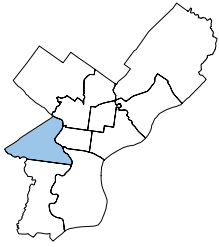
BETHANNA

CUA 10: West

OVERALL BELL LEVEL

2024 


















2023 



Website
bethanna.org

Minority Board Participation
40%


Total # of Families Served for FY24
408


DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2024 
		2023 
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2024 
		2023 
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2024 
		2023 
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2024 
		2023 
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		2023 
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2024 
		2023 
Finance*	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2023.	2024
		2023 
Workforce	The Workforce Domain includes a measure of staff retention.	2024 
		2023 

**Due to the addition of two additional indicators in this domain, bell levels for the Finance Domain for fiscal years 2023 and 2024 cannot be compared.*



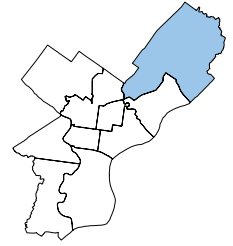
OVERALL BELL LEVEL

2024 

2023 

CATHOLIC COMMUNITY SERVICES


















CUA 4: Northeast

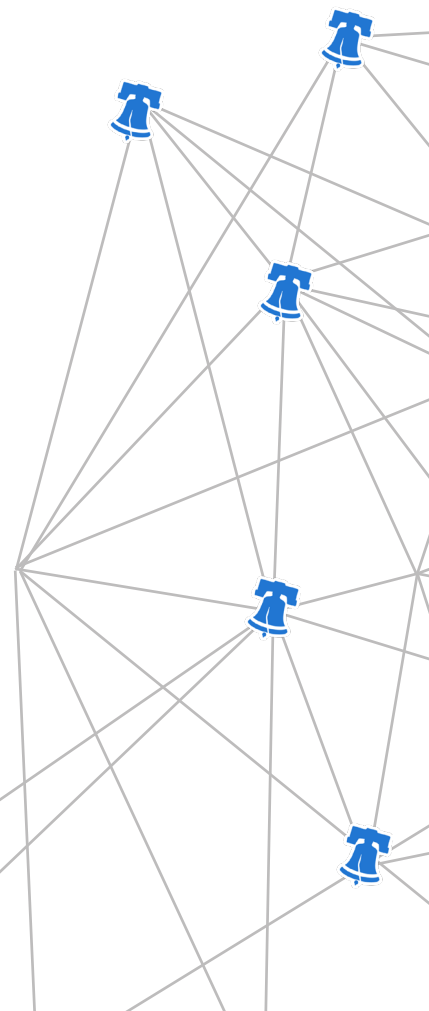


Website
cssphiladelphia.org

Minority Board Participation
22%

Total # of Families Served for FY24
422

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Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2024  2023 
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GREATER PHILADELPHIA COMMUNITY ALLIANCE

CUA 9: Southwest



Website
gpca-philadelphia.org

Minority Board Participation
62%

Total # of Families Served for FY24
446

OVERALL BELL LEVEL

2024


2023


DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2024
		2023
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2024
		2023
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2024
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		2023
Finance*	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2023.	2024
		2023
Workforce	The Workforce Domain includes a measure of staff retention.	2024
		2023

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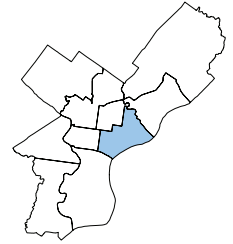
OVERALL BELL LEVEL

2024 

2023 

ASOCIACIÓN PUERTORRI QUEÑOS EN MARCHA


















CUA 2: Lower Eastern North



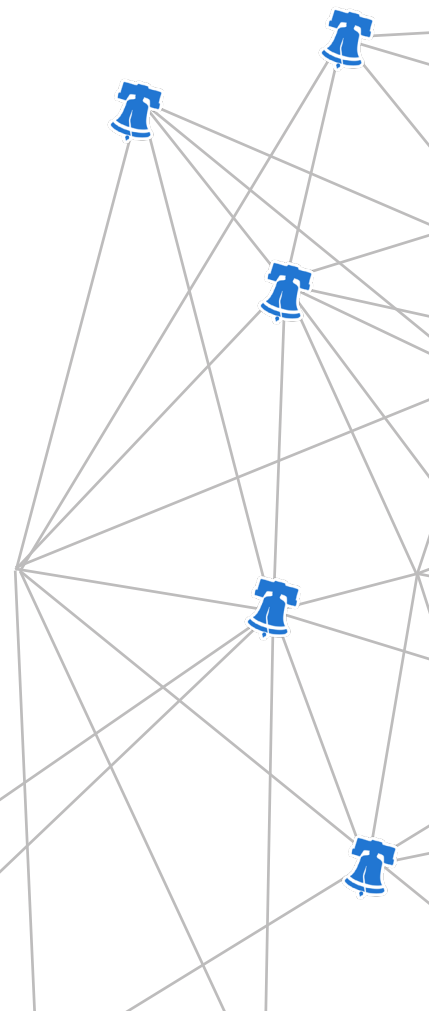
Website
apmphila.org

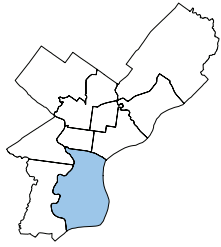
Minority Board Participation
78%

Total # of Families Served for FY24
534

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2024  2023 
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2024  2023 
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2024  2023 
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2024  2023 
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2024  2023 
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2024  2023 
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2024  2023 
Finance*	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2023.	2024 2023 
Workforce	The Workforce Domain includes a measure of staff retention.	2024  2023 

*Due to the addition of two additional indicators in this domain, bell levels for the Finance Domain for fiscal years 2023 and 2024 cannot be compared.





Website
bethanna.org

Minority Board Participation
40%

Total # of Families Served for FY24
449

BETHANNA

CUA 8: Center City & South

OVERALL BELL LEVEL

2024

2023

DOMAIN	BELL LEVEL
<p>Permanency</p>	<p>The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Safety: Assessment & Plan</p>	<p>The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Safety: Visitation</p>	<p>The Safety Visitation Domain includes measures of visitation completion and quality.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Case Planning</p>	<p>The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Practice: Court</p>	<p>The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Practice: Supervision</p>	<p>The Practice Supervision Domain includes measures of supervision, timeliness, and quality.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Practice: Assessments, Health & Education</p>	<p>The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.</p> <p>2024 </p> <hr/> <p>2023 </p>
<p>Finance*</p>	<p>The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2023.</p> <p>2024</p> <hr/> <p>2023 </p>
<p>Workforce</p>	<p>The Workforce Domain includes a measure of staff retention.</p> <p>2024 </p> <hr/> <p>2023 </p>

**Due to the addition of two additional indicators in this domain, bell levels for the Finance Domain for fiscal years 2023 and 2024 cannot be compared.*



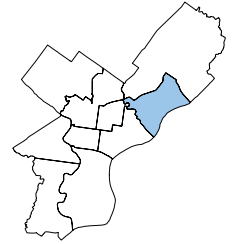
OVERALL BELL LEVEL

2024 

2023 

CONCILIO


















CUA 3: Lower Northeast



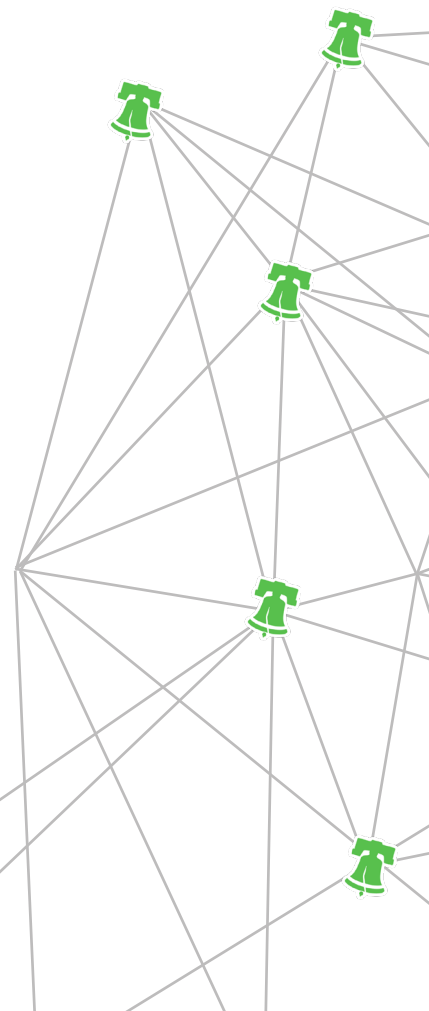
Website
elconcilio.net

Minority Board Participation
80%

Total # of Families Served for FY24
474

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2024  2023 
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2024  2023 
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2024  2023 
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2024  2023 
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2024  2023 
Practice: Supervision	The Practice Supervision Domain includes measures of supervision, timeliness, and quality.	2024  2023 
Practice: Assessments, Health & Education	The Practice Assessments, Health & Education Domain includes completion and timeliness of assessments, health, and education status forms.	2024  2023 
Finance*	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2023.	2024 2023 
Workforce	The Workforce Domain includes a measure of staff retention.	2024  2023 


*Due to the addition of two additional indicators in this domain, bell levels for the Finance Domain for fiscal years 2023 and 2024 cannot be compared.




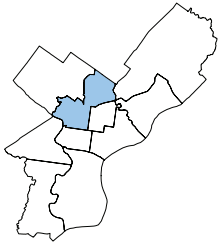
ASOCIACIÓN PUERTORRI QUEÑOS EN MARCHA

CUA 5: Logan/Olney

OVERALL BELL LEVEL

2024 


















2023 



Website
apmphila.org

Minority Board Participation
78%

Total # of Families Served for FY24
697

DOMAIN		BELL LEVEL
Permanency	The Permanency Domain includes measures of goal change, reunification, visitation, and permanency rates.	2024  2023 
Safety: Assessment & Plan	The Safety Assessment & Plan Domain includes measures of Safety Assessment and Safety Plan completion, timeliness, and quality.	2024  2023 
Safety: Visitation	The Safety Visitation Domain includes measures of visitation completion and quality.	2024  2023 
Case Planning	The Case Planning Domain includes measures of Case Plan completion, timeliness, and quality.	2024  2023 
Practice: Court	The Practice Court Domain includes measures of hearing attendance, quality, and incidence of no reasonable effort.	2024  2023 
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Finance	The Finance Domain includes measures of organizational financial health and stability. Financial data is from Fiscal Year 2023.	2024 2023 
Workforce*	The Workforce Domain includes a measure of staff retention.	2024  2023 

**Due to the addition of two additional indicators in this domain, bell levels for the Finance Domain for fiscal years 2023 and 2024 cannot be compared.*



APPENDIX

CUA Scorecard FAQs

What is the need for creating a CUA Scorecard?

The CUA Scorecard is an accountability tool that measures the CUA performance. It is designed to help DHS and CUAs recognize areas in which CUAs excel and identify areas in which CUAs may need additional supports.

Who is the CUA Scorecard evaluating?

The CUA Scorecard evaluates the 10 CUA regions, operated by six neighborhood-based, independent organizations responsible for coordinating services and supports for children, youth, and families in DHS care. Specifically, the CUA Scorecard looks at how well CUAs are achieving the goals of IOC: working with families to provide the supports and services they need to ensure that children are in safe and permanent homes that promote their positive well-being.

What activities are being evaluated?

The CUA Scorecard measures the activities that demonstrate the CUA Case Manager is moving the child to safe and timely permanency. When a family is accepted for service by DHS, they are assigned a CUA Case Manager who is responsible for maintaining children and youth safely in their own home or achieving timely reunification or other permanency for those who cannot be reunified. Many of the activities measured in the CUA Scorecard also relate to specific federal and state mandates that focus on improving outcomes for children and families.

The CUA Scorecard evaluates the CUA Case Managers' abilities to complete the following activities in a timely and high-quality way:

Evaluating the child's safety.

CUA Case Managers use a Safety Assessment tool to monitor the child's ongoing safety. When potential safety issues arise, a Safety Plan is developed to keep the child safe.

Visiting the child and ensuring that families can visit with the child.

Regular visitation allows the CUA Case Manager to ensure the child's continued well-being. Additionally, if the child is not living with their family, the CUA Case Manager is responsible for coordinating visits between the child and their family.

Completing assessments that monitor a child's health, education, and well-being.

As children grow, the need for supports can also change over time. Assessments allow CUA Case Managers to ensure supports are aligned to youth needs and adjust as necessary. The Scorecard also looks at overall CUA performance, including permanency rates (how many families achieve long-term stability), the financial health of the CUA, and CUA Case Manager retention.

Checking in with supervisors so that all decisions affecting a family can be reviewed and discussed before taking place.

Good, regular supervision also helps CUA Case Managers to identify barriers that might be inhibiting progress on a case.

Working with Family Court to ensure that the services that children and families are receiving are appropriate for their needs. Family Court also provides oversight to help ensure that goals are being achieved in a timely manner.

Putting together and maintaining a Case Plan.

A good Case Plan tells a complete story of who the family is, where their strengths lie, and what supports are needed to help overcome any challenges that they face.

How is DHS measuring and tracking these activities?

Data comes from three sources: reviews of case files (detailed records that CUA Case Managers keep for each family), case management system data, and administrative data that the CUAs send to DHS (financial audits, staffing information, etc.). DHS reviews a sample of these files on a regular basis using a Comprehensive Case File Review tool.

How often will CUA Scorecards be published?

CUA Scorecards will be published annually. DHS provides CUAs with quarterly scores so that progress can be monitored over the course of the year.

Methodology

This section provides an overview of how CUA Scorecards are organized and calculated.

Domains

CUA performance and practices are grouped into nine domains. Each domain has between two and nine metrics.

Weighting

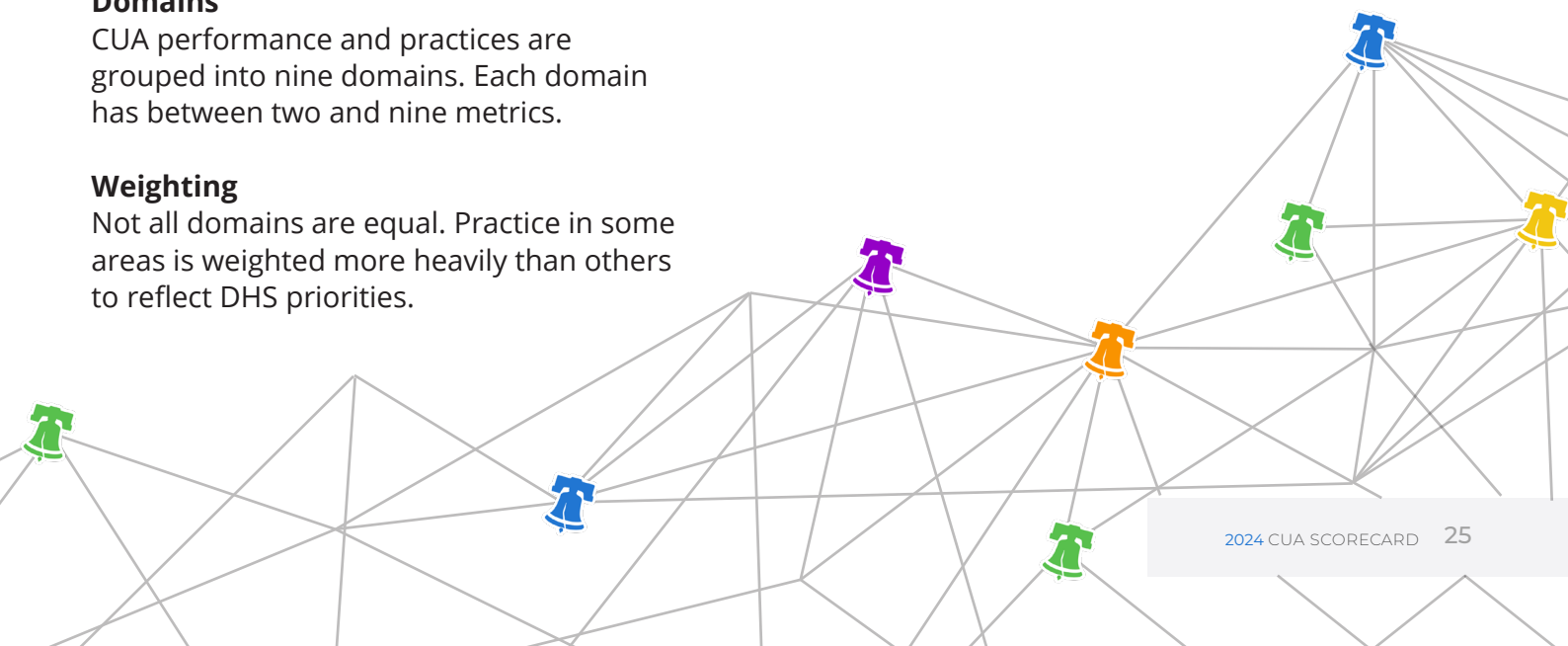
Not all domains are equal. Practice in some areas is weighted more heavily than others to reflect DHS priorities.

For example, Safety: Assessment & Safety Plan, which is a high priority area, accounts for 14% of the CUA's overall score, whereas the CUA's Court score accounts for only 7%. Therefore, a CUA that has a high Safety Assessment & Safety Plan score, but a low Court score will have a higher overall score than a CUA that has a low Safety Assessment & Safety Plan score but a high Court score.

Metrics within each domain are also weighted. Several indicators from the Comprehensive Case File Review Tool and Administrative data are weighted more heavily than others. Lead indicators on the Comprehensive Case File Review Tool are weighted more heavily than other metrics.

Comprehensive Case File Review Tool

Case files are reviewed using the Comprehensive Case File Review Tool, developed by Casey Family Programs—a national leader in child welfare practice and policy. This tool is research based and has been rigorously reviewed to ensure that it provides an accurate and reliable picture of who the family is and how the CUAs support them.



APPENDIX

Glossary

Case

A family that is involved with DHS. Cases can include services for multiple children and youth, some of whom may be living outside of their home.

Case Manager

A professional employed by a CUA who works directly with families. CUA Case Managers are responsible for monitoring child safety, coordinating supports and services, ensuring the ongoing well-being of all the children and youth in the family, and moving the family's case towards a safe and permanent conclusion.

Case Plan

A formal, written plan developed collaboratively with the family to address issues related to child safety. This occurs at a Family Team Conference and includes the family along with all professionals involved with the family, whenever possible. All case plans begin by identifying the strengths and needs of the family. Then, throughout the life of the case, the CUA Case Manager monitors the family's progress and modifies the plan as needed so that all children reach an outcome that will ensure their future safety, permanency, and well-being.

Permanency

Permanency is securing a stable, permanent living arrangement for a child or youth. Permanency begins with supporting a caregiver so that the young people remain safe in their own home. If they are separated from their parents, reunification is always explored first. In cases where reunification is not possible (in order of priority), then children are placed with a relative or kin, adopted by a qualified and loving family, placed with a permanent legal custodian, or considered for Another Planned Permanent Living Arrangement (APPLA). APPLA is not included in the permanency rate for the CUA Scorecard.

Safety Assessment

A formal, written tool used by CUA Case Managers to perform a comprehensive evaluation of child safety.

A good Safety Assessment looks at many different factors, including the family's present circumstances and the status of the caregiver's protective capacities. The Assessment concludes with a decision about whether a child can be safely maintained in the home, or if they can return home if they are currently in placement.



Safety Assessment Process

A process developed by Pennsylvania's Department of Human Services for gathering and analyzing information related to child safety. This process is used to identify threats to safety and protective capacities of caregivers and ultimately determine if a child can remain safe in their own home or return home if they are currently in a placement setting (e.g., foster care).

Safety Plan

Safety Plans are only required for children receiving In-Home Safety Services. A written agreement consisting of actions designed to keep safety threats in check. Safety Plans specify how supports available to the family will intervene to supplement a caregiver's protective capacities.

Visitation

CUA Case Managers are expected to visit with children on a regular basis to ensure their safety and well-being. CUA Case Managers may also facilitate visits between children and their parents and/or children and their siblings if the family is not living together. State and federal guidelines establish standards for how often children must be visited.



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