



**Performance and Quality Improvement
& Ongoing Risk Assessment
Year End Report 2019**

January 8th, 2020

INTRODUCTION

Welcome to the Burke Center for Youth's Performance and Quality Improvement (PQI) Quarterly Report for the Fourth quarter of 2019. This report is for all interested stakeholders including the curious. Being committed to providing safe, therapeutic and loving environments for children who have suffered abuse and neglect, we constantly adjust our program in response to new developments in the field of foster care, new insights in trauma therapy and changes in laws or mandates at the State and National level.

Effective PQI processes directly impacts our Mission and help us build and improve the services we provide in our CPA and Pathfinders programs. If you have ideas on how this document or our services can be improved, please let us know! There is an opportunity to provide feedback on our [Website](#).

(Team 3) Of note, the PQI Short Form is used by both RTC and CPA employees to pass on Ideas. It has had **70** responses since the beginning of the year.

| | |
|-----------------|---|
| Vision: | Burke Center for Youth strives to promote healing and inspire hope for children in crisis. |
| Mission: | All children deserve a safe and supportive environment in which to flourish. Through therapeutic treatment, foster care, adoption or reunification, our ultimate goal is to help children rebuild their lives in a manner that will break the cycle of abuse and give them the tools necessary to flourish. |
| Values: | Integrity, excellence, stewardship, respect/subsidiarity, compassionate relationships and service. |

Guiding Philosophy

The Burke Center believes that everything is relationship, i.e. all behaviors are relational and all decisions are ultimately about relationships. This translates into an understanding that the behaviors of the children we serve reflect their struggles with fear and hopelessness or Joy and Hope. It is the behavior of the adults around them that either confirms their fears or provides them with a sense of safety giving hope that things can be different. Children (people) find the courage and strength to change in and through compassionate relationships. In that light, relationship is the cornerstone for all the services we provide. We strive for compassionate services, compassionate staff, parents and volunteers as well as compassionate processes and procedures.

Who We Serve

We were serving 89 children in the month of December from ages 1 month to 20 years old. They were mostly from Region 11 due to 68 CPA placements but the RTC also served children from 7 different Regions. The majority of our children have Hispanic Heritage again due to the large number of placements from region 11.

1st Quarter 2019

| Sex | Age | | Ethnicity | LOC | | Length of Stay | |
|---------|---------|-----|--------------|-----|-------|----------------|-----|
| M - 73% | < 5 | 29% | Non Hispanic | | | < 6 months | 37% |
| F - 27% | 5 - 9 | 20% | 18% | | B 37% | 6m - 1 year | 36% |
| | 10 - 14 | 25% | Hispanic | | M 25% | 1-2 years | 22% |
| | 15 - 18 | 24% | 82% | | S 38% | >2 years | 5% |
| 95 Kids | > 18 | 2% | | | | | |

4th Quarter 2019

| Sex | Age | | Ethnicity | LOC | | Length of Stay | |
|---------|---------|-----|--------------|-----|-------|----------------|-----|
| M - 65% | < 5 | 26% | Non Hispanic | | | < 6 months | 31% |
| F - 35% | 5 - 9 | 16% | 22% | | B 48% | 6m - 1 year | 20% |
| | 10 - 14 | 31% | Hispanic | | M 18% | 1-2 years | 37% |
| | 15 - 18 | 24% | 78% | | S 34% | >2 years | 12% |
| 95 Kids | > 18 | 3% | | | | | |

In this report we will:

1. Review Program Annual Plan short term Output measures and Outcome Goals for 2019,
2. Look at progress on our long term Strategic Objectives,
3. We will look at The 4th quarter EBI report,
4. Summarize progress towards meeting legislative and regulatory requirements, and
5. Look at an outstanding contribution to service,
6. Introduce two new Board Members.

1a. Output Measures

Outputs are simply numeric measurements of productivity, the means to achieving a desired outcome and do not measure change in a resident. Outputs measure the effort put forth in service to our children. Both outputs and outcomes are measured over time.

Some outputs will be an estimate.

Residential Treatment Outputs: The Frequencies, Mode and Targets are specified next to each indicator. Data measured as an Average is the average of the previous 3 months.

- a. **Number of Children Served;** Measured Quarterly, as an Average Census, Target 21
 - i. The average monthly census for the quarter ending December 31st, **20** residents compared with an average of **20** residents for the previous quarter.
- b. **Therapy Hours;** Measured Quarterly, as an Estimate, Target **600** hours/quarter
 - i. **Estimated** Therapy hours provided for the quarter ending December 31st, **620** compared with **480** the previous quarter.
- c. **Case file Review for Medical/Dental Appointments;** Measured Quarterly, Target 0 deficiencies,
 - i. **0** deficiencies quarter ending December 31st, compared with **0** the previous quarter.
- d. **Meals and Snacks Prepared;** Measured daily, as a Percentage, Target-100%
 - i. **100%** for the quarter ending December 31st, compared with an estimated **100%** the previous quarter.
- e. **Charter School Education Attendance;** Measured Quarterly, as a percentage of perfect attendance, with a Target above 95%
 - i. **Estimate 99%** for the quarter ending December 31st, compared with **99%** the previous quarter.
- f. **Enrichment Activities;** Measured weekly, as an average, Target **240**
 - i. **Estimate 195** for the quarter ending December 31st, compared with **100 in the** previous quarter.

Enrichment activities are any structured, hands on activity that involves learning by doing, develops new understanding and skills and develops soft skills and qualities, such as teamwork, independence, initiative and responsibility.

- g. **Volunteer Hours;** Measured quarterly with a target of 100 Hours
 - i. **Estimate 120** for the quarter ending December 31st, compared with **105 in the** previous quarter

The RTC has met it's target for output goals for the fourth quarter of 2019.

CPA Foster/Adoption Outputs, Frequencies, Modes and Targets;

We began gathering CPA output data in the 4th quarter of 2018.

- a. **Number of Children served;** Measured Monthly, as a count, with a Target of >85
 - i. September 2019 = 73 a decrease of 6 children over the previous quarter
 - ii. December 2019 = 69 a decrease of 4 children over the previous quarter
- b. **Current Number of Foster/Adopt Homes (active and inactive);** Monthly, count, Target 35
 - i. March 2019 = 29 June 2019 = 29 Sept 2019 = 35 Dec 2019 = 32
 - ii. 29 is the baseline for 2019
- c. **Number of Adoptions Finalized;** Measured Quarterly, as a count, No Target, (depends on demand and children must be matched with families)
 - i. March 2019 = 6 3 in Corpus, 2 in Laredo and 1 in Driftwood
 - ii. June 2019 = 0
 - iii. Sept 2019 = 0
 - iv. Dec 2019 = 0
- d. **Number of Foster Family Contacts;** Measured monthly, as a 3 month count, Target 3/Family
 - i. March 2019 estimate = 87
 - ii. June 2019 estimate = 90
 - iii. Sept 2019 estimate = 110
 - iv. Dec 2019 estimate = 106

1b. Outcome Measures

Outcomes should show sustainable change that demonstrates the effort provided by our staff and foster parents is working. Change is measured over time. We are currently developing methods of tracking outcomes to identify any trends and determine ways to improve. The Pathfinders program is concentrating on the “Graded Behaviors” as a way to measure change. We began developing “Graded Behaviors” about two years ago. The emphasis is on Behaviors because, unlike thoughts or beliefs, behaviors are observable and it is the opinion of the Treatment Director that children best show us how well they are doing with their behaviors.

For foster children in the CPA, we started using the “Ten Questions” last quarter. Foster parents are asked “Ten Questions” about their child as a measure of adaptive behaviors modeled on the Conners 3 Parent Rating Scale. Over time, a child’s progress can be measured.

Additionally, resident records are reviewed quarterly to ensure that the records contain all required information to provide service. The record review is an opportunity to assess the quality of service delivery and ensure that confidential information remains confidential. The target for the Burke Center for Youth is 95% compliance for all programs.

Residential Treatment Outcomes:

The Frequency for these Measurements is Quarterly, all Modes are percentages and the Target is listed.

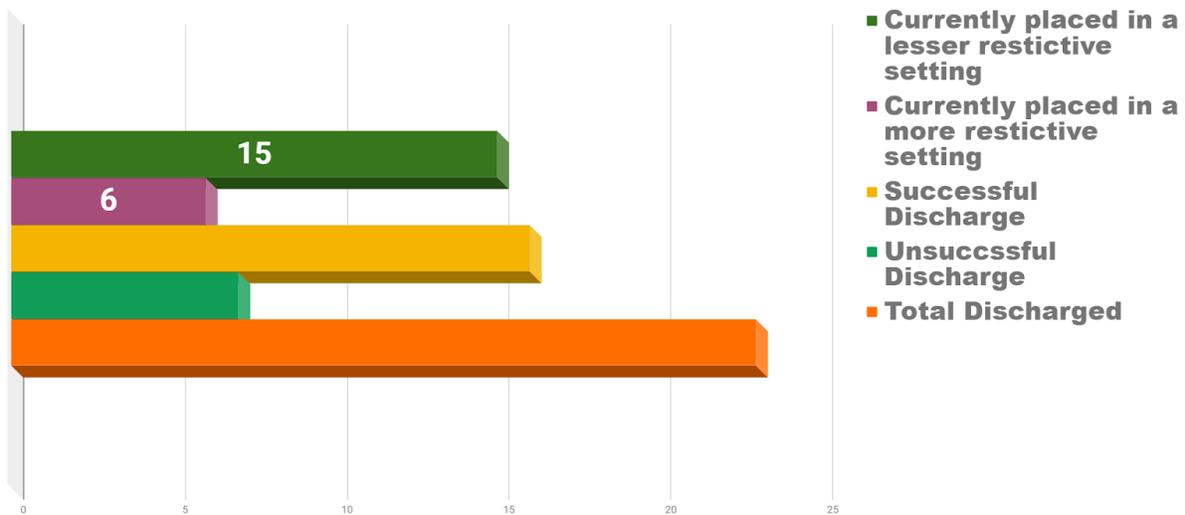
a. Client Outcomes: Target 80% of children discharged will move to a less restrictive setting

- ii. **100%** for the quarter ending December 31st, compared with **100%** the previous quarter.

b. Permanency of Life Situation: Target 75% of children who discharge to a least restrictive setting will remain in that setting for six months

- iii. **94%** Children who discharge successfully to a less restrictive setting are still in a less restrictive setting 6 months after discharge.

RTC Client Discharges: Jan 2018-March 2019



c. Health, welfare and safety: Target 100% of children will stay safe in care

- iv. **100%** for the quarter ending December 31st, compared with **100%** the previous quarter according to numbers provided by contracts.

d. Education Goals: Target Average attendance for children in the charter school will remain above 95%

Average attendance for children in the charter school exceeds 98%

Pathfinders appears to have met all of its outcome measures.

The CPA has started using the “Ten Questions” but, we need several quarters of data to be able to visually represent how our kids in foster homes are faring.

2. Strategic Plan Objectives

| Results Last Quarter Ending September 30th, 2019 | New Priority: Quarter Ending December 31st, 2019 | Results Last Quarter Ending December 31st, 2019 | New Priority: Quarter Ending January 31st, 2020 |
|--|---|--|--|
| c. Auto Shop 100% Built d. Funding for the New Dorm at 100% Started laying the foundation | Physical Structure Improvements 1. All current buildings maintenance items 2. build new Dorm | 1 Maintenance ongoing 2 Foundation for the dorm has started | Physical Structure Improvements 1. All current buildings maintenance items 2. Build new Dorm 3. Build Greenhouse |
| Dependent on New dorm | Increase the number of children in the RTC to 30 | Dependent on New dorm | Increase the number of children in the RTC to 30 |
| Dependent on Priority 2 | Increase the number of RTC staff early for increase to 30 children | Dependent on Priority 2 | Increase the number of RTC staff early for increase to 30 children |
| 5 new Homes in Laredo 5% increase in the number of children in the CPA | increase the number of children in the CPA in care by 20% per year. | The number of children in the CPA has gone down by 1 | increase the number of children in the CPA in care by 20% per year. |
| HHH on partnership decision has been put on hold | Increase number of sponsored fun activities for foster families to 4 per year | The CPA has had 6 activities for foster families | Increase number of sponsored fun activities for foster families to 6 per year |

3. 4th Quarter EBI 2019

Comparing like Quarters, In the fourth Quarter of 2018 there were a total of 56 EBI reports.

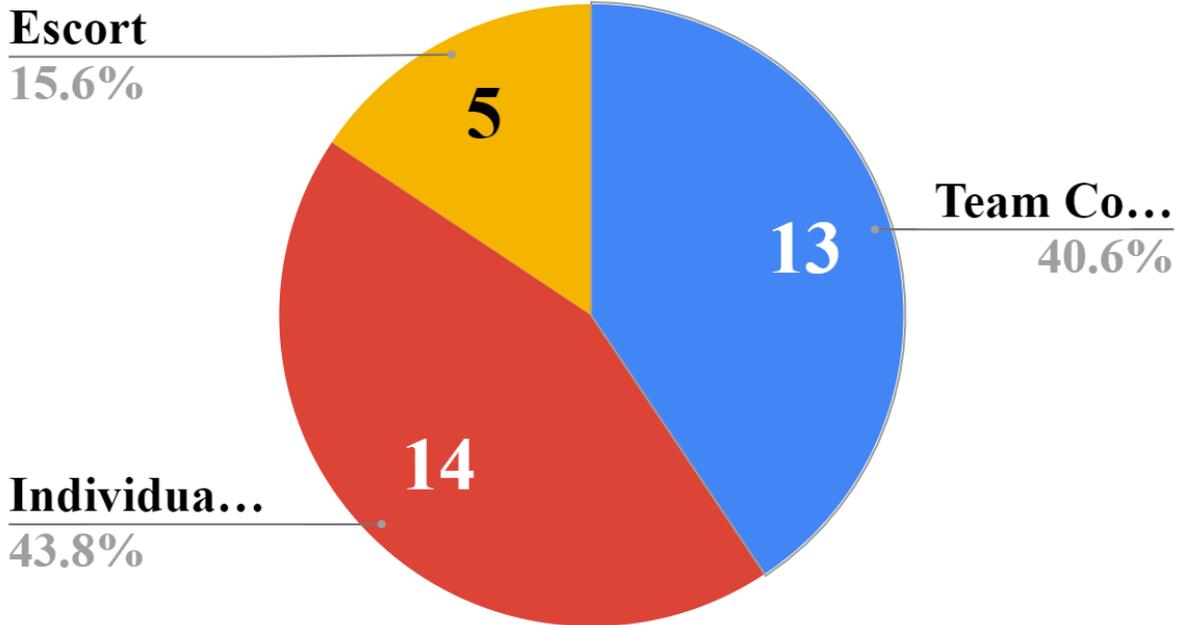
While in the fourth Quarter of 2019 only a total of 32 EBI reports a significant drop from 56.

There were no serious injuries requiring professional medical attention during the use of these restraints.

Team Control restraints did result in some minor injuries consisted of minor abrasions to residents and lacerations from bites, sprained appendages and abrasions for counselors.

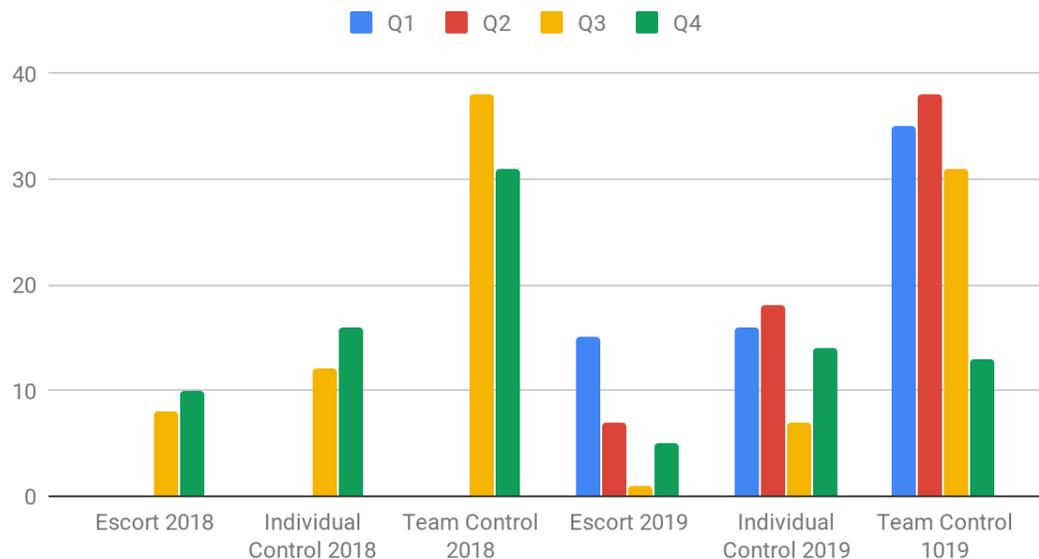
4th Quarter 2019

Count of EBI Classification



Comparing the last half of 2018 with the last half of 2019, we have seen a 55% drop in the number of restraints that were necessary. The Escort/Transport continues to be a safe and effective means of crisis intervention. Improvement will focus on developing a core of seasoned counselors with a continued emphasis on prevention through deescalation and if necessary, applying the least amount of force needed when a resident becomes a danger to himself or others. The EBI Instructors will continue to place strong emphasis on the further development of effective verbal skills and de-escalation strategies amongst the employees of our treatment center.

Restraint Report last 6 Quarters



4. Summary of Legislative and Regulatory Developments

[H. R. 5456, The Families First Prevention and Treatment Act](#) goes into effect October 1, 2019. Among other requirements, Family First requires that all RTCs be Accredited in order to receive reimbursement for the cost of caring for a child in foster care. On June 10th, 2019 representatives of the Council On Accreditation (COA) visit our agency and complete their onsite assessment. On July 10th, we received an email confirming that we had been accredited. “The Burke Foundation was expedited through the Pre-Commission Review Report (PCR) process as a result of not receiving any out of compliance ratings in any of the fundamental practice standards.”

[Texas Senate Bill 11](#) As of May 2019, Senate Bill 11 became fully implemented. Under SB 11, DFPS reserves the right to impose fiscal remedies based on monitoring or audit findings related to violations of Contract requirements including recovery of all actual damages DFPS accrues as a result of Contractor's noncompliance. These remedies are fines that range from **\$100.00** to a potentially a **\$35,000.00** fine.

The Risk Assessment associated with these changes can be found on the Burke [“Risk Management Review 2018”](#). Click on the blue link to view it.

[24 Hour Awake Night Staff](#) In September, as a result of the opinion by the federal Fifth Circuit Court of Appeals in the M.D. et al. v. Abbott, an amendment to our Contract was added requiring we have 24 hour awake supervision. This had no effect on our ability to provide quality services because we were already exceeding the requirements. The amendment included a mandate that all caregivers who provides direct

care must complete the online DFPS training on recognizing and reporting child sexual abuse: A Training for Caregivers or un capacitación para cuidadores, and a deadline for completion. Contracting then added an addendum including reporting requirements.

5. Outstanding Outstanding Contribution to Service

Ms. Mickie Rodriguez, the manager of our Corpus CPA office, has responded with energy and determination to a need for new foster families. Through her hard work, Ms. Mickie is in the process of verifying 4 new homes.



6. New Board Members:

The Burke Foundation added two new board members in 2019, Dr. Israel Nájera, Jr. and Mr. Jesus Antonio Samano. Both have a great deal of experience that will directly impact our ability to provide quality services.

Dr. Nájera earned his Ph.D. in Counseling Psychology from The Ohio State University and has Masters degrees in both Counseling and Guidance and Counseling & Consulting Psychology from Pan American University and Harvard University.

Dr. Nájera served as a senior staff member with the Texas State University Counseling Center and has previously been employed as a public school teacher and guidance counselor. Dr. Nájera is also a former Texas School Board member. He also worked as a counselor and licensed child care administrator in residential treatment centers in Texas.

Pastor Samano is a family man with 3 children. He is a licensed Pastor with a BA in Christian Studies at Austin Graduate School of Theology, a Bachelor's degree in Theology Pastor and family counseling and an MA in Theological Education by All Nations Seminary. He has worked as a missionary pastor in Ciudad Juarez, Chihuahua, Mexico and as Associate pastor at a Congregational Church of Mazatlan, a 131-year old church in the port city of Mazatlan, Mexico.

Attachments:

[Strategic Plan](#) 2018

[Strategic Plan Quarterly Progress Monitor](#)