



**Performance and Quality Improvement
& Ongoing Risk Assessment
Year End Report 2020**

January 15th, 2021

INTRODUCTION

Welcome to the Burke Center for Youth's Performance and Quality Improvement (PQI) & Ongoing Risk Assessment 2020 Annual Report for all interested stakeholders including the curious. Being committed to providing a 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 impact 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](#). Of note, the PQI Short Form is used by both RTC and CPA employees to pass on Ideas. It has produced **123** suggestions since it came online in November of 2018 and **11** in the last Quarter of 2020.

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.

4th Quarter 2020

Sex	Age		Ethnicity		LOC	Length of Stay	
M - 69%	< 5	42%	Non Hispanic			< 6 months	42%
F - 31%	5 - 9	20%	22%		B 42%	6m - 1 year	30%
	10 - 14	17%	Hispanic		M 28%	1-2 years	17%
	15 - 18	14%	78%		S 30%	>2 years	11%
91 Kids	> 18	7%					

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%					

In this report we will:

1. Review Program Annual Plan short term Output measures and Outcome Goals for 2010,
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.

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**
- 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,

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 48** for the quarter ending December 31st less than half the number from last year. Volunteer hours has been very limited by COVID

The RTC has met its target for output goals for the fourth quarter of 2020.

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. December 2020 = 72
 - ii. December 2019 = 69 The number of children has stayed essentially the same and has not moved toward the target of 85. The children served is dependent on Output b, number of homes. COVID has had a huge influence on the ability to meet this target.
- b. **Current Number of Foster/Accept Homes (active and inactive);** Monthly, count, Target 35
- i. December 2020= 30
 - ii. 29 is the baseline for 2019 Over the year, the number of homes has not changed. It is difficult to recruit and hold on to homes due to the pandemic, COVID. Under these circumstances it should be considered a win to not drop a large number of homes.
- c. **Number of Adoptions Finalized;** Measured Quarterly, as a count, No Target, (depends on demand and children must be matched with families)
- i. March 2020 = 2
 - ii. June 2020 = 0
 - iii. Sept 2020 = 0
 - iv. Dec 2020 = 1
- d. **Number of Foster Family Contacts;** Measured monthly, as a 3 month count, Target 3/Family
Foster family contacts were extremely challenging this year do to COVID. Video conferencing was utilized to maintain supervision and support.

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.

The Pathfinders program is concentrating on the “Graded Behaviors” as a way to measure change. We developed “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.

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. 82% for the 2020, compared with 74% the previous year.
- 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. **Not measured**

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.

2. Strategic Plan Objectives

New Priority: Quarter Ending December 31st, 2020	Results Last Quarter Ending December 31st, 2020	New Priority: Quarter Ending March 31st, 2021
Physical Structure Improvements 1. All current buildings maintenance items 2. Build new Dorm 3. Build Greenhouse	1 Maintenance ongoing 2 New Dorm 50% completed projected to began being used in June 2021 3. Greenhouse 30% completed	Physical Structure Improvements 1. Buildings maintenance 2. Build new Dorm 3. Build Greenhouse 4. Began construction on the Wood Shop 5. Build New Barn
Increase the number of children in the RTC to 30	Dependent on New dorm	Increase the number of children in the RTC to 30
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
increase the number of children in the CPA in care by 20% per year.	The number of children in the CPA has stayed roughly the same	Increase the number of children in the CPA in care by 20% per year.

New Dorm



Wood Shop & Greenhouse Construction, Completed Auto Shop in the Background



But we are still a ranch!



3. EBI Review

Comparing like Quarters, In the fourth Quarter of 2019 there were 32 EBI reports.

While in the fourth Quarter of 2020 EBI reports increased to 42, a significant increase.

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 sprained appendages, and abrasions for counselors.

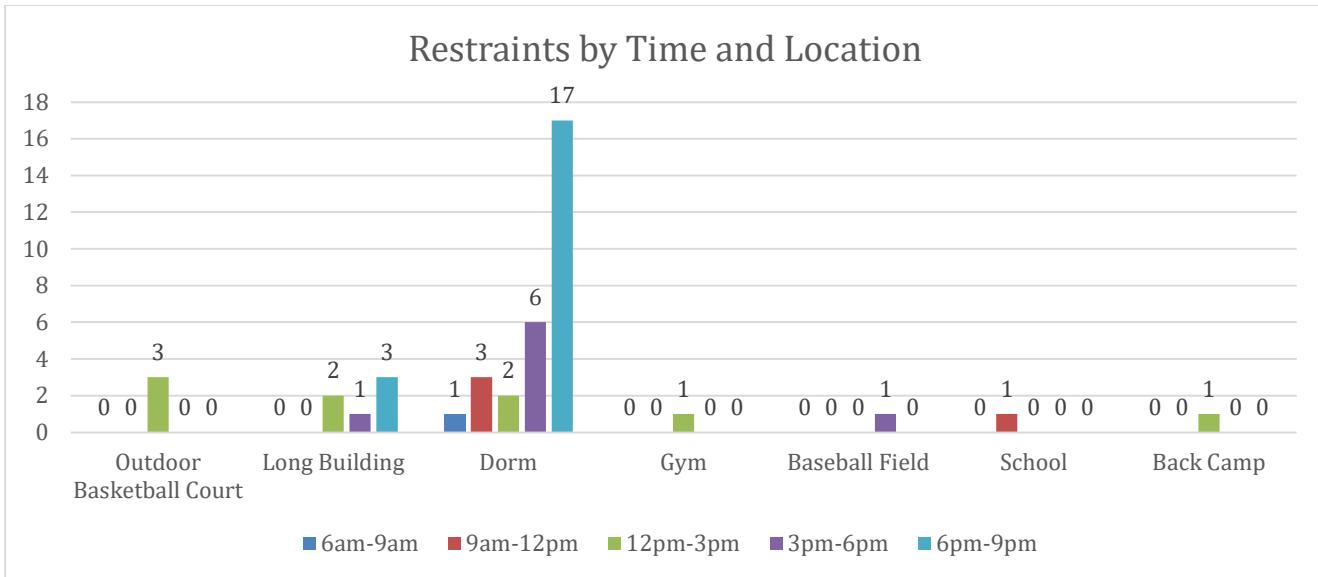
On the surface, a significant increase in the number of restraints, 24%, in one quarter, looks like a big setback. The trend since the middle of 2018 has been a decreasing need for restraints. Comparing the last half of 2018 with the last half of 2019, we saw a 55% drop in the number of restraints that were necessary. So, what changed? Numbers are not easy to understand; have we taken a step backwards?

The short answer is No. Comparing the entire year, 2019 to 2020, we have actually decreased the use of restraints by 13%. The trend of needing to use fewer restraints has continued. In the last 3-months of 2020, more than 50% of children at Pathfinders were never in a restraint at all. Of those 42 restraints, one child with a history of hospitalizations, by himself, was involved in 20 restraints accounting for about 48% of all restraints. Helping children with a history of struggling to control themselves is our mission.

Yearly Restraint Totals:

	2019	52	146	198
		Individual	Team	Total
	2020	42	134	176
		Down 19%	Down 8%	Down 13%

It has long been understood that most restraints occur in the evening at or around the dorm. Last year, 69% of all restraints were at the dorm. Over three years ago, The Burke foundation started fund raising efforts to build a new dorm where each child could have their own room and supervision could still be maintained.



In addition to a new dorm, last year's Improvement plan focused on developing a core of seasoned counselors with a continued emphasis on prevention through de-escalation and if necessary, applying the least amount of force needed when a resident becomes a danger to himself or others. The EBI Instructors and Treatment Director placed a strong emphasis on the development of effective verbal skills and de-escalation strategies. This year we have added to this focus by designating a trainer to engage in on-the-job training concentrated on prevention, de-escalation, building Trusting Relationships and encouraging Kids to choose behaviors based on Relationship.

4. Summary of Legislative and Regulatory Developments

[H. R. 5456, The Families First Prevention and Treatment Act](#) went into effect October 1, 2019. In response, on June 10th, 2019 we completed the process of being accredited by the Council On Accreditation (COA). "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." This legislation continues to shape the foster care system in Texas.

In May of 2019, [Texas Senate Bill 11](#) was fully implemented. Under SB 11, DFPS can impose fiscal remedies, i.e. fines, based on monitoring or audit findings. These remedies fines range from **\$100.00** to a potentially **\$35,000.00**. Late in December of 2020, the Burke Foundation received notice that DFPS intended to fine our CPA \$100 due to a home that we notified DFPS we had chosen to voluntarily close. This fine is currently under appeal.

[Heightened Monitoring](#) is a program forced on the State of Texas through a 10-year-old class-action lawsuit in the federal U.S. District court of Judge Janis Graham Jack. The intent is to prevent the abuse of children in the foster care system. Under pressure from the Judge, unhappy with the speed of the State's implementation of Heightened Monitoring, the State rushed to roll out a monitoring system by the

deadline of January 2nd, 2021. The system takes a 5 year look at an agencies compliance history without considering recent improvements or changes in the agency. For example, not only does our CPA office in Corpus have an entirely different set of staff than it had 5 years ago, but most of the foster homes are also new.

In December of 2019 The Burke Foundation was notified that both the CPA and the RTC had been placed on Heightened Monitoring. We are complying with the demands of the program.

5. Outstanding Contribution to Service

Ms. Diane Hunt has resigned as the “Horse Lady” at Pathfinders. Ms. Diane started as a volunteer and was working at Pathfinders for over 7 years. Her love for and dedication to the horses was only exceeded by her love for the boys. Those who spoke with her immediately saw a most genuine, kind, and loving person. She will always be a big part of Burke’s heart and soul. We will miss you Ms. Diane.