



Capacity Building
CENTER FOR STATES

CQI Self-Assessment Instrument

April 2016

Welcome to the Continuous Quality Improvement (CQI) Self-Assessment Instrument. This tool, part of Focused CQI Services offered by the Capacity Building Center for States, helps agencies explore their implementation of CQI systems across seven areas:

- ▶ Leadership Support and Modeling
- ▶ Staff and Stakeholder Engagement
- ▶ Communication
- ▶ Foundational Administrative Structure to Oversee and Implement CQI
- ▶ Quality Data Collection, Infrastructure, Extraction, Analysis, and Dissemination
- ▶ Case Record Review Process
- ▶ Application of CQI Findings

Results from this assessment can be used to identify an agency's CQI strengths and challenges, as well as to inform additional action planning. CQI consultants from the Center for States are available to collaborate with a team from the agency to complete the CQI Self-Assessment.

Note: The results of the CQI Self-Assessment are independent of decisions and negotiations between the Children's Bureau and the State or territory child welfare agency regarding whether the agency meets requirements to use its own case review system for the Child and Family Services Review (CFSR) or ratings on CQI as a systemic factor.

CQI Self-Assessment Instrument

Jurisdiction/Agency		Assessment Dates (beginning and end dates)	___/___/___ - ___/___/___
Agency Director			
Participants			
Focused CQI Services Jurisdiction/Team Members	<i>Name/title/contact information:</i>	<i>Name/title/contact information:</i>	
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	<i>Name/title/contact information:</i>	<i>Name/title/contact information:</i>	
Center CQI Consultants	<i>Name/title/contact information:</i>	<i>Name/title/contact information:</i>	
Tailored Services Liaison	<i>Name/title/contact information:</i>		
Regional Office/CFSR Leads	<i>Name/title/contact information:</i>	<i>Name/title/contact information:</i>	
Focused CQI Services Jurisdiction Leads	<i>*Name/primary contact for Jurisdiction Team (contact information):</i>	<i>Name/title/contact information:</i>	
	<i>Name/title/contact information:</i>	<i>Name/title/contact information:</i>	

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Culture and Climate
Subdomain: Leadership Support and Modeling

<i>RATING (select one)</i>			
1	2	3	4

Area A: Leadership provides a framework and expectations for CQI.

Item 1. Leadership sets clear expectations for the use of evidence throughout the CQI process. (I)

- a. There are explicit directives and/or policies for examining data as a part of problem solving.
- b. Standing meetings or standing agenda items are devoted to CQI and data examination.
- c. Quantitative and qualitative data are distributed widely and available on demand.
- d. Data to support decision-making is expected and regularly requested.
- e. Other relevant information (specify):

Support of Item 1 rating (practice highlights/issues/evidence sources):

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Domain: Culture and Climate
Subdomain: Leadership Support and Modeling

<i>RATING (select one)</i>			
1	2	3	4

Item 2. The agency is organized and prepared to use data appropriately and effectively. (CC)

- a. Leadership has the skills and expert advisors to use quantitative and qualitative data in improving the agency’s performance.
- b. Leadership understands, promotes, and practices systems thinking to detect underlying child welfare practice and outcomes.
- c. Leadership understands, promotes, and practices the use of longitudinal data as a critical tool for understanding child welfare systems and for tracking movement toward defined objectives.
- d. Leadership uses data routinely and can explain results to both internal and external stakeholders.
- e. Other relevant information (specify):

Support of Item 2 rating (practice highlights/issues/evidence sources):

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Area A Summary: Leadership provides a framework and expectations for CQI.

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Domain: Culture and Climate
Subdomain: Leadership Support and Modeling

<i>RATING (select one)</i>			
1	2	3	4

Area B: Leadership promotes a culture within the agency that supports CQI.

Item 3. Leadership models CQI behavior inside and outside of the agency. (CC)

- a. Leadership is present and active in supporting a learning culture for CQI.
- b. Leadership models the search for systemic solutions and avoidance of blame and addresses systemic and adaptive challenges.
- c. CQI processes are incorporated into executive-level meeting agendas. Regular reviews and discussion of data are used to set priority areas of improvement.
- d. Leadership leads by example by personally using evidence/data to make and explain strategic decisions.
- e. Other relevant information (specify):

Support of Item 3 rating (practice highlights/issues/evidence sources):

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Domain: Culture and Climate
Subdomain: Leadership Support and Modeling

<i>RATING (select one)</i>			
1	2	3	4

Item 4. Agency programs and strategies are linked to outcomes by the search for root causes and underlying conditions that explain or hypothesize current performance. (CC)

- a. A rigorous search for multiple, often interrelated, root causes informs agency priority setting.
- b. Agency strategies are affirmatively linked to root causes.
- c. Progress is examined in light of root cause hypotheses and adjusted accordingly.
- d. Programs, initiatives, policy directives, and other interventions are clearly linked to expected outcomes.
- e. Other relevant information (specify):

Support of Item 4 rating (practice highlights/issues/evidence sources):

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Domain: Culture and Climate
Subdomain: Leadership Support and Modeling

<i>RATING (select one)</i>			
1	2	3	4

Item 5. Leadership focuses on quality, as well as compliance. (CC)

- a. When process measures are used, they are connected to agency outcomes.
- b. When compliance is monitored, it is always as a precondition to a focus on quality.
- c. Case reviews and other qualitative methods (focus groups, interviews, etc.) are regular components of agency monitoring.
- d. Other relevant information (specify):

Support of Item 5 rating (practice highlights/issues/evidence sources):

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Area B Summary: Leadership promotes a culture within the agency that supports CQI.

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SUBDOMAIN SUMMARY: Leadership Support and Modeling

- *Leadership provides a framework and expectations for CQI.*
 - *Leadership promotes a culture within the agency that supports CQI.*
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Domain: Culture and Climate

Subdomain: Staff and Stakeholder Engagement

RATING (select one)

1	2	3	4
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Area A: Staff engagement is a high priority and a clearly articulated expectation in the agency’s CQI system.

Item 6. Staff of all levels of the child welfare system have opportunities to actively participate and assume meaningful roles in all phases of the CQI process. (EP)

- a. Staff have clearly defined roles in CQI.
- b. Staff are actively involved in each phase of the CQI process: identifying and understanding the problem, researching solutions, developing a theory of change (ToC), adapting or developing a solution, implementing the solution, and monitoring and assessing the results.
- c. Staff actively participate in CQI advisory capacities throughout the agency.
- d. Staff recommendations inform agency actions and priorities.
- e. Staff are engaged in the development and adoption of outcomes, indicators, and practice standards that connect to the agency’s values, principles, mission, and vision.
- f. Staff at all levels of the agency are empowered to advocate for, test, and implement changes in policy, practices, programs, and/or training based on CQI results.
- g. Other relevant information (specify):

Support of Item 6 rating (practice highlights/issues/evidence sources):

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Domain: Culture and Climate

Subdomain: Staff and Stakeholder Engagement

<i>RATING (select one)</i>			
1	2	3	4

Item 7. Staff of all levels of the child welfare system are prepared and supported to participate in all phases of the CQI process. (KS)

- a. Staff receive role-specific training on the skills and abilities needed to participate in the CQI process.
- b. Staff receive training, preparation, and support on the use of data, including how to analyze and interpret data, connect data to practice, and identify trends and key learnings.
- c. Resource allocation and protected time support staff inclusion and participation in the CQI process.
- d. Staff report feeling free to suggest innovation or voice insights about factors affecting agency performance.
- e. Other relevant information (specify):

Support of Item 7 rating (practice highlights/issues/evidence sources):

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Area A Summary: Staff engagement is a high priority and a clearly articulated expectation in the agency's CQI system.

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Domain: Culture and Climate

Subdomain: Staff and Stakeholder Engagement

RATING (select one)

1	2	3	4
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Area B: Child, youth, family, and stakeholder engagement is a high priority and a clearly articulated expectation in the agency’s practice model and CQI system.

Item 8. The agency provides opportunities for participation and meaningful roles in the CQI process for child, youth, family, and other stakeholder representatives in a manner that is sensitive to their perspectives and vulnerabilities.
(EP)

- a. Children, youth, family, and stakeholders are represented throughout the CQI process: identifying and understanding the problem, researching solutions, developing a ToC, adapting or developing a solution, implementing the solution, and monitoring and assessing the results.
- b. Child, youth, family, and stakeholder representatives actively participate in CQI advisory capacities throughout the agency.
- c. Child, youth, family, and stakeholder representatives provide input that informs agency actions and priorities.
- d. Child, youth, family, and stakeholder representatives are engaged in the development and adoption of outcomes, indicators, practice standards, and other initiatives.
- e. Other relevant information (specify):

Support of Item 8 rating (practice highlights/issues/evidence sources):

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Domain: Culture and Climate

Subdomain: Staff and Stakeholder Engagement

<i>RATING (select one)</i>			
1	2	3	4

Item 9. The agency provides the level of preparation and support to facilitate the roles of child, youth, family, and other stakeholder representatives in the CQI process. (R)

- a. Child, youth, family, and stakeholder representatives receive training on the skills and abilities specific to their roles in the CQI process.
- b. Child, youth, family, and stakeholder representatives receive training, preparation, and support on the use of data, including how to analyze and interpret data, connect data to their experience, and identify trends and key learnings.
- c. Resource allocation supports child, youth, family, and stakeholder representative inclusion and participation in the CQI process, including dedicated resources to offset the financial concerns of participation and dedicated staff/full-time employees to ensure ongoing recruitment, preparation, support, and recognition for children, youth, and families.
- d. Children, youth, families, and stakeholders feel free to suggest innovation or voice insights about factors affecting agency performance.
- e. Other relevant information (specify):

Support of Item 9 rating (practice highlights/issues/evidence sources):

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Area B Summary: Child, youth, family, and stakeholder engagement is a high priority and a clearly articulated expectation in the agency's practice model and CQI system.

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SUBDOMAIN SUMMARY: Staff and Stakeholder Engagement

- *Staff engagement is a high priority and a clearly articulated expectation in the agency's CQI system.*
 - *Child, youth, family, and stakeholder engagement is a high priority and a clearly articulated expectation in the agency's practice model and CQI system.*
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Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
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Domain: Culture and Climate
Subdomain: Communication

<i>RATING (select one)</i>			
1	2	3	4

Area A: Communication, as a strategic function, is used to support a high-quality, sustainable CQI system.

Item 10. Communication activities align with and support CQI goals. (CC)

- a. Communication activities create awareness, educate, engage, and generate buy-in for CQI from staff, children, youth, families, and stakeholders.
- b. Multiple communication strategies, channels, and modalities are used to disseminate CQI information to a variety of audiences, including staff, children, youth, families, and stakeholders.
- c. Communication from the agency routinely articulates the agency’s practices, the direction the agency is heading and why, and the connection between practice and outcomes.
- d. Lessons learned from CQI and best practices for improved outcomes are routinely shared inside and outside of the agency.
- e. Communication about the results of CQI activities is broadly distributed between CQI teams at the local, regional, and State levels; across and outside of the agency; with key partners, such as information technology (IT), legal/judicial, behavioral health, education, and health; and with children, youth, families, and other stakeholders.
- f. The agency creates and distributes data analyses, reports, and presentations in usable formats for a variety of audiences, including staff, children, youth, families, and stakeholders.
- g. Communication activities include efforts to solicit and acknowledge input/feedback from staff, children, youth, families, and stakeholders on an ongoing basis.
- h. Other relevant information (specify):

Support of Item 10 rating (practice highlights/issues/evidence sources):

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Area A Summary: Communication activities align with and support CQI goals.

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

SUBDOMAIN SUMMARY: Communication

- *Communication, as a strategic function, is used to support a high-quality, sustainable CQI system.*

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Essential CQI Functional Components

Subdomain: Foundational Administrative Structure to Oversee and Implement CQI

<i>RATING (select one)</i>			
1	2	3	4

Area A: The agency provides administrative oversight of a comprehensive CQI model that is operationalized in a consistent manner throughout the entire agency.

Item 11. CQI processes and activities are grounded in best practices literature and guided through clearly articulated standards and procedures. (I)

- a. Up-to-date, explicit policies and procedures articulate CQI requirements for staff throughout the agency.
- b. CQI policies and procedures are structured to ensure that all agency jurisdictions (i.e., counties, regions, private provider agencies) are implementing and executing CQI activities as designed and with consistency.
- c. Other relevant information (specify):

Support of Item 11 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
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Domain: Essential CQI Functional Components

Subdomain: Foundational Administrative Structure to Oversee and Implement CQI

<i>RATING (select one)</i>			
1	2	3	4

Item 12. The agency executes a written CQI plan that is comprehensive and developed with staff and stakeholder involvement. (I)

The agency CQI plan:

- a. Sets forth the purpose and scope of CQI activities and includes an overview of the agency’s approach to CQI and any specific model or methodologies the agency employs
- b. Describes the agency’s CQI teaming structure and outlines opportunities and roles for staff and stakeholders in the development of the CQI plan and in CQI activities
- c. Defines how data is to be collected, used, shared, and monitored throughout the agency
- d. Details the agency’s processes for case record review, including sampling requirements
- e. Establishes a defined improvement cycle and agency feedback loop for communicating results
- f. Outlines methods and timeframes for meetings of CQI teams and reporting of results
- g. Outlines the process for the periodic assessment of the CQI plan and the program’s utility, including any barriers to and supports for implementation
- h. Other relevant information (specify):

Support of Item 12 rating (practice highlights/issues/evidence sources):

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Domain: Essential CQI Functional Components

Subdomain: Foundational Administrative Structure to Oversee and Implement CQI

<i>RATING (select one)</i>			
1	2	3	4

Item 13. A teaming structure that supports the active involvement of staff and stakeholders at all levels of the CQI process is operational throughout the agency. (EP)

- a. Staff at all levels (i.e., caseworkers, supervisors, agency management/leadership, et al.) have the opportunity to participate in established CQI activities, such as membership on CQI teams/committees, involvement in case record reviews, data analysis, and in contributing to action/improvement planning and monitoring activities.
- b. Stakeholders (i.e., private providers, youth, parents, foster/adoptive parents, community providers, et al.) have the opportunity to participate in established CQI activities, such as membership on CQI teams/committees, involvement in case record reviews, data analysis, and in contributing to action/improvement planning and monitoring activities.
- c. CQI teams meet regularly, using an established agenda that includes data review and focuses on solving problems and improving outcomes.
- d. The CQI teaming structure specifies the flow of information or communication between various levels of CQI teams.
- e. Other relevant information (specify):

Support of Item 13 rating (practice highlights/issues/evidence sources):

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Area A Summary: The agency provides administrative oversight of a comprehensive CQI model that is operationalized in a consistent manner throughout the entire agency.

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Domain: Essential CQI Functional Components

Subdomain: Foundational Administrative Structure to Oversee and Implement CQI

RATING (select one)

1	2	3	4
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Area B: Resources and infrastructure are available and employed to sustain a vigorous agencywide CQI process.

Item 14. The agency has an appropriate level of qualified and trained staff who are expressly dedicated to overseeing and providing needed support to all CQI processes and activities. (R)

- a. The allocated number of dedicated CQI staff positions is congruent with the agency’s size and scope.
- b. CQI staff positions are routinely filled, with no pattern of ongoing vacancies.
- c. The agency has well-defined CQI staff job descriptions that are linked to the agency’s CQI policies and CQI plan.
- d. The agency routinely recruits staff with the capacity to successfully carry out prescribed CQI functions.
- e. The agency makes deliberate efforts to recruit qualified data analysts with expertise in converting data to evidence.
- f. Other relevant information (specify):

Support of Item 14 rating (practice highlights/issues/evidence sources):

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Domain: Essential CQI Functional Components

Subdomain: Foundational Administrative Structure to Oversee and Implement CQI

<i>RATING (select one)</i>			
1	2	3	4

Item 15. Staff receive formal, introductory, ongoing, and specialized training specific to their roles and responsibilities in the agency’s CQI process. (KS)

- a. The agency has a formalized CQI training plan, along with a comprehensive training curriculum, that connects to the agency’s CQI policies and CQI plan.
- b. Training content is customized to address the roles and responsibilities of dedicated CQI staff, agency staff at all levels, and stakeholders, including contracted private provider staff.
- c. Training content includes the purpose and goals of the agency’s CQI system, agency CQI policies and requirements, staff and stakeholder roles in CQI, data collection and analysis, case record review, root cause analysis, problem identification and resolution, identification of appropriate metrics for a CQI plan or strategy, identification of valid and reliable quantitative and qualitative indicators, and basic concepts of program evaluation.
- d. In addition to the above, CQI staff receive training on how to effectively engage staff and stakeholders, facilitate meetings and activities, communicate evidence and findings, implement evaluation methods, and on specialized data-related training.
- e. Staff responsible for data analysis and program evaluation have academic credentials in and/or have received formal training in data analysis, program evaluation, and CQI.
- f. Other relevant information (specify):

Support of Item 15 rating (practice highlights/issues/evidence sources):

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Domain: Essential CQI Functional Components

Subdomain: Foundational Administrative Structure to Oversee and Implement CQI

<i>RATING (select one)</i>			
1	2	3	4

Item 16. Staff are afforded access to up-to-date technology and other resources to assist in the use of data/evidence needed to make informed decisions. (R)

- a. The analytic tools, technology, and information management system are sufficient to collect, store, and analyze the quantitative and qualitative data needed to monitor performance and test the effects of interventions.
- b. The agency invests in the upgrading of technology to draw down data from other systems (i.e., education, Medicaid, and other human service programs) and support staff in the analysis of large quantities of currently available administrative data.
- c. A variety of data display options are available to staff, such as performance dashboards and databases with user-friendly report features.
- d. University partnerships and collaboration with experts are utilized to inform and support CQI processes, particularly the use and analysis of data and specialized program evaluation.
- e. Staff have access to evidence-based practice clearinghouses and academic journals to support CQI and related program improvement activities.
- f. Other relevant information (specify):

Support of Item 16 rating (practice highlights/issues/evidence sources):

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Area B Summary: Resources and infrastructure are available and employed to sustain a vigorous agencywide CQI process.

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
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SUBDOMAIN SUMMARY: Foundational Administrative Structure to Oversee and Implement CQI

- *The agency provides administrative oversight of a comprehensive CQI model that is operationalized in a consistent manner throughout the entire agency.*
 - *Resources and infrastructure are available and employed to sustain a vigorous agencywide CQI process.*
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Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
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Domain: Essential CQI Functional Components

Subdomain: Quality Data Collection, Infrastructure, Extraction, Analysis, and Dissemination

RATING (select one)

1 **2** **3** **4**

Area A: Quality Data Collection

Item 17. Comprehensive data collection methodologies and modalities facilitate the ability to gather high-quality data. (I)

- a. Data elements in the information system and other instruments (case reviews, surveys) are mapped in structured ways and tied to key outcomes and measures of child welfare practice.
- b. A data dictionary exists for data elements in the State information/data system.
- c. Trained staff members are recruited to work with data collection and receive routine ongoing training to improve the quality of data collection.
- d. Instruments utilized (case reviews, developed data reports, surveys, etc.) to produce case-level data include instructions for utilization rating guides (case reviews, surveys) and/or business rules and specifications (data reports).
- e. Surveys designed by the agency are developed by individuals trained in survey design and supported by established processes and procedures to coordinate trained program staff in item development, pilot testing, and ongoing data quality checks during the data collection phase.
- f. Supervisory oversight exists to monitor and ensure consistent, quality data collection.
- g. Other relevant information (specify):

Support of Item 17 rating (practice highlights/issues/evidence sources):

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Area A Summary: Quality Data Collection

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Domain: Essential CQI Functional Components

Subdomain: Quality Data Collection, Infrastructure, Extraction, Analysis, and Dissemination

RATING (select one)			
1	2	3	4

Area B: Quality Data Infrastructure

Item 18. Data systems promote ease of data entry and data sharing. (I)

- a. The data system is user friendly, easy to navigate, and has mechanisms to reduce duplication and data entry errors, and to improve data quality.
- b. Policies and procedures allow staff to dedicate time to enter information into the system.
- c. Sufficient resources exist for staff to have easy access to enter information into the system, both in the office and in the field.
- d. Data-sharing protocols streamline data exchange and minimize duplication of data with other agencies, including mental health and education, as well as private contracted agencies.
- e. Protocols and policies promote timely data entry in the information system.
- f. Supervisors monitor data entry and promote consistency in data entry.
- g. Other relevant information (specify):

Support of Item 18 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Area B Summary: Quality Data Infrastructure

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Essential CQI Functional Components

Subdomain: Quality Data Collection, Infrastructure, Extraction, Analysis, and Dissemination

RATING (select one)

1	2	3	4
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Area C: Comprehensive Data Extraction Procedures

Item 19. Comprehensive procedures are in place to promote quality data extraction. (I)

- a. A standard and routine process (procedures, timeframes) exists to extract data from sources (quantitative and qualitative) that includes a mechanism to audit data sets and information produced.
- b. Data extracted from sources is of high quality, is valid and reliable, and is routinely monitored by trained staff.
- c. Trained staff can identify and correct data errors and ensure timely and consistent data extraction.
- d. The agency utilizes a comprehensive reporting system with capable staff to perform the extraction either within the agency or with the technical assistance of outside contractors.
- e. The agency has the ability to produce Federal data files as specified in Federal documents (Adoption and Foster Care Analysis and Reporting System/National Child Abuse and Neglect Data System).
- f. Data extraction and production is monitored to adhere to State or agency policy and/or mandates or court action.
- g. Other relevant information (specify):

Support of Item 19 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Area C Summary: Comprehensive Data Extraction Procedures

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Essential CQI Functional Components

Subdomain: Quality Data Collection, Infrastructure, Extraction, Analysis, and Dissemination

RATING (select one)

1	2	3	4
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Area D: Quality Data Analysis

Item 20: The agency possesses or accesses analytical competencies and skills of sufficient sophistication to answer questions about performance and elucidate root causes. (KS)

- a. The agency uses metrics, indicators, and analyses appropriately matched to the desired how/what/when questions being asked or outcome being monitored and considers strengths and limitations of the sampling and calculation methodology.
- b. The agency has the technical ability to compile and analyze data from a variety of sources (Statewide Automated Child Welfare Information System, case reviews, and others).
- c. Data collected are analyzed to address critical issues of importance for the agency and to demonstrate how the agency is functioning and improving in key outcomes, practices, and systemic factors over time.
- d. Analysis of quantitative data and data from qualitative sources occurs on a regular basis.
- e. The agency has the analytic ability to support CQI needs (identify/define the problem, pose the questions, identify the population (numerator and denominator), gather/organize the data, and answer the specific questions) from raw data (quantitative and qualitative).
- f. The agency has the ability to determine the level of analytic expertise needed to address the performance question and can draw on internal expertise or secure external expertise when needed.
- g. Agency staff have the ability to produce ad hoc reports from data systems, and standard procedures are in place to request these reports that reduce data misinterpretation and data request inefficiency.
- h. Other relevant information (specify):

Support of Item 20 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Area D Summary: Quality Data Analysis

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Essential CQI Functional Components

Subdomain: Quality Data Collection, Infrastructure, Extraction, Analysis, and Dissemination

RATING (select one)			
1	2	3	4

Area E: Quality Data Dissemination

Item 21. Quality data are disseminated broadly and utilized by agency staff and stakeholders. (KS)

- a. Data are presented in an informative way that assists agency staff and stakeholders in understanding the data being presented.
- b. Data presented are structured in a way that clearly shows the intended purpose of the analysis (i.e., evidence that an intervention is or is not working or progress to the outcome or goal).
- c. Analyzed data are disseminated utilizing multiple methods, including understandable reports, websites, data dashboards, factsheets, or other methods targeted to the needs of a broad and diverse audience.
- d. Analyzed data are regularly and routinely distributed inside and outside of the agency, accompanied by guidance to ensure consistent understanding of the information being presented.
- e. Analyzed data are regularly and routinely used at all levels within the agency (performance management, monitoring, action planning, supervision, etc.).
- f. Staff have the ability to explain data across many audiences (agency staff, stakeholders, courts, community, etc.) and engage other staff and stakeholders in data-driven solutions.
- g. The agency has access to staff with expertise in developing logic models, ToCs, implementation science, or other skills to position the agency to adopt interventions with fidelity to achieve the anticipated outcome.
- h. Other relevant information (specify):

Support of Item 21 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Area E Summary: Quality Data Dissemination

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

SUBDOMAIN SUMMARY: Quality Data Collection, Infrastructure, Extraction, Analysis, and Dissemination

- *Quality data collection processes*
 - *Quality data infrastructure*
 - *Comprehensive data extraction procedures*
 - *Quality data analysis*
 - *Quality data dissemination*
-

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Essential CQI Functional Components

Subdomain: Case Record Review Process

RATING (select one)

1 **2** **3** **4**

Area A: The agency implements a vigorous case record review process (ongoing and targeted reviews) to continually assess the impact of practice and service delivery on outcomes for children and families served.

Item 22. Uniform case record review instruments are utilized to continually and consistently evaluate identified program goals and processes across ALL program areas (i.e., foster care, in home, residential/group, etc.) and throughout the entire agency. (I)

Please use the matrix below (check all applicable boxes) to identify the types of case record review tools the agency currently is utilizing on an ongoing basis before rating Item 22.

Case Record Review Processes MATRIX Evaluates goals and processes across these types of programs: <i>(Enter N/A if not applicable)</i>	Peer Review	CFSR Review	CQI General Review (Quality Service Review, other)	Utilization Review	Medicaid Review	Other (explain)
• Child protective services safety/investigation						
• Ongoing or in home						
• Out-of-home or foster care						
• Foster parent licensing						
• Adoption						
• Closed cases						

Summary of Case Review Tools Utilized:

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

- a. Case record review tools (for ongoing as well as targeted reviews) are designed to answer the CQI questions being asked and clearly identify the specific goals of the case review and the information to be collected.
- b. Case record review tools are designed to identify, measure, and clarify daily case practices that guide safety, permanency, and well-being.
- c. Case record review data that are collected support comparative data analysis.
- d. Case record review tools are routinely evaluated and modified to ensure congruity with agency mission, best practices, and desired outcomes while supporting enough consistency to measure changes over time.
- e. Agency staff are engaged in the case review tool development process.
- f. Other relevant information (specify):

Support of Item 22 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Essential CQI Functional Components

Subdomain: Case Record Review Process

RATING (select one)

1 **2** **3** **4**

Item 23. Case review tools collect case-specific data that can be aggregated and detect both areas of compliance with best casework practices and the quality of services provided under critical areas of case practice. (I)

- a. Case review tools provide the agency with an understanding of day-to-day practice in the field and how practice impacts child and family functioning and outcomes.
- b. Case review tools detect the quality of services for children and families served and how child and family functioning is progressing in relation to the services provided.
- c. Case review tools evaluate the presence, clarity, quality, and completeness of critical case file documentation and data entry.
- d. Case-specific interviews with the child, parent, caregiver, worker or supervisor, and other stakeholders are incorporated into the review process, as appropriate.
- e. Other relevant information (specify):

Support of Item 23 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership

Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Area A Summary: The agency implements a vigorous case record review process (ongoing and targeted reviews) to continually assess the impact of practice and service delivery on outcomes for children and families served.

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Essential CQI Functional Components

Subdomain: Case Record Review Process

RATING (select one)

1	2	3	4
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Area B: Agency CQI infrastructure is in place to ensure integrity in the case record review processes and in the quality of data collected.

Item 24. Written policies, instructions, and quality controls are utilized to effectively guide and support reviewers in the case record review process. (I)

- a. Written policies ensure standardization in the completion of instruments and in the implementation of the case review process.
- b. Training is utilized to ensure inter-rater reliability in the implementation of the review process (including extracting information via case record documentation and in conducting stakeholder interviews or observations).
- c. Policies and onsite controls prevent reviewer conflict of interest and promote third-party, unbiased review of cases.
- d. The purpose of the case record review process is clearly communicated and identifies the specific goals of the case review and the information to be collected in accordance with the questions the case review will address.
- e. The review team receive onsite guidance and support as well as oversight throughout the case review process.
- f. There is a defined and regular schedule for case review activities.
- g. Written procedures are in place for identifying when ad hoc/special reviews of targeted populations or domains are needed and how they will be conducted.
- h. Post-review data validation processes are utilized to identify and address concerns regarding data quality as it relates to the case record review process.
- i. Other relevant information (specify):

Support of Item 24 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership

Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Essential CQI Functional Components

Subdomain: Case Record Review Process

RATING (select one)

1	2	3	4
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Item 25. Written sampling guidelines are utilized in determining the appropriate number and types of cases to be reviewed. (I)

- a. The appropriate percentage or sample size of cases are reviewed with regularity.
- b. The samples are representative of the child and family population serviced by the agency.
- c. The samples are stratified, if needed, to reflect different age groups, permanency goals, geographic areas, open versus closed cases, and other considerations, as appropriate.
- d. The implications of the sampling process are considered for generalizing findings to the “population.”
- e. Other relevant information (specify):

Support of Item 25 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Essential CQI Functional Components

Subdomain: Case Record Review Process

RATING (select one)

1 **2** **3** **4**

Item 26. The agency utilizes a well-defined process for selecting and training qualified case record reviewers. (KS)

- a. Procedures ensure that a sufficient pool of qualified staff (CQI as well as programmatic staff) and stakeholders are routinely available to participate in case review activities.
- b. The agency utilizes defined recruitment and selection criteria for reviewers, including: experience/knowledge of the child welfare system and the agency’s practice standards and skills in critical thinking, teamwork, writing, and interviewing.
- c. The agency utilizes a structured and uniform training process to provide reviewers with guidance regarding the case review process, completing the case review tool, and the use of effective interview techniques, as appropriate.
- d. CQI staff or experienced reviewers provide new reviewers with onsite mentoring or shadowing to support skill development and inter-rater reliability.
- e. Refresher training sessions are made available to experienced reviewers to promote continued skill development in the case record review process.
- f. Other relevant information (specify):

Support of Item 26 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership

Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Area B Summary: Agency CQI infrastructure is in place to ensure integrity in the case record review processes and in the quality of data collected.

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Essential CQI Functional Components

Subdomain: Case Record Review Process

RATING (select one)

1 **2** **3** **4**

Area C: Findings from case record reviews are shared with staff and stakeholders as a matter of practice to improve outcomes.

Item 27. Case record review data are routinely aggregated and disseminated in a timely manner. (CC)

- a. Review findings/data are aggregated to the level appropriate to the sampling design.
- b. A preliminary analysis of the data collected is conducted that highlights strengths and potential areas needing improvement.
- c. Results from case record reviews are routinely shared with staff and stakeholders.
- d. Case-level review findings/data are shared with the assigned caseworker and supervisor for individual skill development and recognition of quality work.
- e. Other relevant information (specify):

Support of Item 27 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership

Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Area C Summary: Findings from case record reviews are shared with staff and stakeholders as a matter of practice to improve outcomes.

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

SUBDOMAIN SUMMARY: Case Record Review Process

- *The agency implements a vigorous case record review process (ongoing and targeted reviews) to continually assess the impact of practice and service delivery on outcomes for children and families served.*
 - *Agency CQI infrastructure is in place to ensure integrity in the case record review processes and in the quality of data collected.*
 - *Findings from case record reviews are shared with staff and stakeholders as a matter of practice to improve outcomes.*
-

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Domain: Essential CQI Functional Components

Subdomain: Application of CQI Findings

RATING (select one)

1 **2** **3** **4**

Area A: The CQI process contributes to system change and improved outcomes.

Item 28. CQI processes are used to drive systemic change and improve outcomes for children and families. (CC)

- a. Agency leadership, management, staff, courts, Tribes, and other key stakeholders use CQI processes to inform State and local strategic planning efforts, such as the Child and Family Services Plan, Program Improvement Plan, and Court Improvement Program.
- b. CQI processes inform and impact agency decisions around training, policy, practice, community partnerships, service array, IT, and other essential supportive systems.
- c. Staff at all levels understand how the CQI process links to daily casework practices and use it to assess and improve practice and outcomes.
- d. A defined CQI process is consistently utilized to identify agency priorities and areas in need of improvement.
- e. Agency achievements are celebrated, and high performers are recognized.
- f. The CQI process is adjusted as needed over time in response to CQI results and staff and stakeholder feedback.
- g. Other relevant information (specify):

Support of Item 28 rating (practice highlights/issues/evidence sources):

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership

Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Area A Summary: The CQI process contributes to system change and improved outcomes.

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

SUBDOMAIN SUMMARY: Application of CQI Findings

- *The CQI process contributes to system change and improved outcomes.*
-

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

SUMMARY REPORT – ITEMS

Dimensions of Capacity/Item Ratings:	Ratings			
Subdomain: Leadership Support and Modeling	1	2	3	4
Item 1: Leadership sets clear expectations for the use of evidence throughout the CQI process.				
Item 2: The agency is organized and prepared to use data appropriately and effectively.				
Item 3: Leadership models CQI behavior inside and outside of the agency.				
Item 4: Agency programs and strategies are linked to outcomes by the search for root causes and underlying conditions that explain or hypothesize current performance.				
Item 5: Leadership focuses on quality, as well as compliance.				
Subdomain: Staff and Stakeholder Engagement	1	2	3	4
Item 6: Staff of all levels of the child welfare system have opportunities to actively participate and assume meaningful roles in all phases of the CQI process.				
Item 7: Staff of all levels of the child welfare system are prepared and supported to participate in all phases of the CQI process.				
Item 8: The agency provides opportunities for participation and meaningful roles in the CQI process for child, youth, family, and other stakeholder representatives in a manner that is sensitive to their perspectives and vulnerabilities.				
Item 9: The agency provides the level of preparation and support necessary to facilitate the roles of children, youth, families, and other stakeholder representatives in the CQI process.				
Subdomain: Communication	1	2	3	4
Item 10: Communication activities align with and support CQI goals.				
Subdomain: Foundational Administrative Structure to Oversee and Implement CQI	1	2	3	4
Item 11: CQI processes and activities are grounded in best practices literature and guided through clearly articulated standards and procedures.				
Item 12: The agency executes a written CQI plan that is comprehensive and developed with staff and stakeholder involvement.				
Item 13: A teaming structure that supports the active involvement of staff and stakeholders at all levels of the CQI process is operational throughout the agency.				
Item 14: The agency has an appropriate level of qualified and trained staff who are expressly dedicated to overseeing and providing needed support to all CQI processes and activities.				

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

SUMMARY REPORT – ITEMS

Dimensions of Capacity/Item Ratings:	Ratings			
Item 15: Staff receive formal, introductory, ongoing, and specialized training specific to their roles and responsibilities in the agency’s CQI process.				
Item 16: Staff are afforded access to up-to-date technology and other resources to assist in the use of data/evidence needed to make informed decisions.				
Subdomain: Quality Data Collection, Infrastructure, Extraction, Analysis, and Dissemination				
Item 17: Comprehensive data collection methodologies and modalities facilitate the ability to gather high-quality data.				
Item 18: Data systems promote ease of data entry and data sharing.				
Item 19: Comprehensive procedures are in place to promote quality data extraction.				
Item 20: The agency possesses or accesses analytical competencies and skills of sufficient sophistication to answer questions about performance and elucidate root causes.				
Item 21: Quality data are disseminated broadly and utilized by agency staff and stakeholders.				
Subdomain: Case Record Review Process				
Item 22: Uniform case record review instruments are utilized to continually and consistently evaluate identified program goals and processes across ALL program areas (i.e., foster care, in home, residential/group, etc.) and throughout the entire agency.				
Item 23: Case review tools collect case-specific data that can be aggregated and detect both areas of compliance with best casework practices and the quality of services provided under critical areas of case practice.				
Item 24: Written policies, instructions, and quality controls are utilized to effectively guide and support reviewers in the case record review process.				
Item 25: Written sampling guidelines are utilized in determining the appropriate number and types of cases to be reviewed.				
Item 26: The agency utilizes a well-defined process for selecting and training qualified case record reviewers.				
Item 27: Case record review data are routinely aggregated and disseminated in a timely manner.				
Subdomain: Application of CQI Findings				
Item 28. CQI processes are used to drive systemic change and improve outcomes for children and families.				

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

SUMMARY REPORT – DIMENSIONS OF CAPACITY

Dimensions of Capacity/Item Ratings:				
Dimension of Capacity: Resources	1	2	3	4
Item 9: The agency provides the level of preparation and support necessary to facilitate the roles of children, youth, families, and other stakeholder representatives in the CQI process.				
Item 14: The agency has an appropriate level of qualified and trained staff who are expressly dedicated to overseeing and providing needed support to all CQI processes and activities.				
Item 16: Staff are afforded access to up-to-date technology and other resources to assist in the use of data/evidence needed to make informed decisions.				
Dimension of Capacity: Infrastructure	1	2	3	4
Item 1: Leadership sets clear expectations for the use of evidence throughout the CQI process.				
Item 11: CQI processes and activities are grounded in best practices literature and guided through clearly articulated standards and procedures.				
Item 12: The agency executes a written CQI plan that is comprehensive and developed with staff and stakeholder involvement.				
Item 17: Comprehensive data collection methodologies and modalities facilitate the ability to gather high-quality data.				
Item 18: Data systems promote ease of data entry and data sharing.				
Item 19: Comprehensive procedures are in place to promote quality data extraction.				
Item 22: Uniform case record review instruments are utilized to continually and consistently evaluate identified program goals and processes across ALL program areas (i.e., foster care, in home, residential/group, etc.) and throughout the entire agency.				
Item 23: Case review tools collect case-specific data that can be aggregated and detect both areas of compliance with best casework practices and the quality of services provided under critical areas of case practice.				
Item 24: Written policies, instructions, and quality controls are utilized to effectively guide and support reviewers in the case record review process.				
Item 25: Written sampling guidelines are utilized in determining the appropriate number and types of cases to be reviewed.				
Dimension of Capacity: Knowledge and Skills	1	2	3	4
Item 7: Staff of all levels of the child welfare system are prepared and supported to participate in all phases of the CQI process.				

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

SUMMARY REPORT – DIMENSIONS OF CAPACITY

Dimensions of Capacity/Item Ratings:	Ratings			
Item 15: Staff receive formal, introductory, ongoing, and specialized training specific to their roles and responsibilities in the agency's CQI process.				
Item 20: The agency possesses or accesses analytical competencies and skills of sufficient sophistication to answer questions about performance and elucidate root causes.				
Item 21: Quality data are disseminated broadly and utilized by agency staff and stakeholders.				
Item 26: The agency utilizes a well-defined process for selecting and training qualified case record reviewers.				
Dimension of Capacity: Culture and Climate	1	2	3	4
Item 2: The agency is organized and prepared to use data appropriately and effectively.				
Item 3: Leadership models CQI behavior inside and outside of the agency.				
Item 4: Agency programs and strategies are linked to outcomes by the search for root causes and underlying conditions that explain or hypothesize current performance.				
Item 5: Leadership focuses on quality, as well as compliance.				
Item 10: Communication activities align with and support CQI goals.				
Item 27: Case record review data are routinely aggregated and disseminated in a timely manner.				
Item 28: CQI processes are used to drive systemic change and improve outcomes for children and families.				
Dimension of Capacity: Engagement and Partnership	1	2	3	4
Item 6: Staff of all levels of the child welfare system have opportunities to actively participate and assume meaningful roles in all phases of the CQI process.				
Item 8: The agency provides opportunities for participation and meaningful roles in the CQI process for child, youth, family, and other stakeholder representatives in a manner that is sensitive to their perspectives and vulnerabilities.				
Item 13: A teaming structure that supports the active involvement of staff and stakeholders at all levels of the CQI process is operational throughout the agency.				

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Additional Assessment Information *(use as needed)*

Empty box for additional assessment information.

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership
Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity

Additional Assessment Information *(use as needed)*

Empty space for additional assessment information.

Dimensions of Capacity: **R** = Resources **I** = Infrastructure **KS** = Knowledge and Skills **CC** = Culture and Climate **EP** = Engagement and Partnership

Item Rating Key: **1** = Not Present/Minimal Capacity **2** = Emerging/Developing Capacity **3** = Good Capacity **4** = Excellent Capacity