

# Using CSA Data in the Practice of Continuous Quality Improvement (CQI)

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# Today's Learning Objectives

- Understanding Continuous Quality Improvement (CQI) and Results-Based Accountability (RBA)
- Overview of the various data sources available on the CSA website
- Navigating the Data and Outcomes Dashboard (CQI) on the CSA website
- CPMT documentation of CQI activities

## Part 1: A Framework

# Code of Virginia Requirements for CPMTs

## §2.2-5206 (CPMT; Powers and Duties)

- ✓ Long-range community-wide planning
- ✓ Review and analyze data
- Appropriation Act (Item B.3)
  - "Each locality ... shall have a utilization management process..."



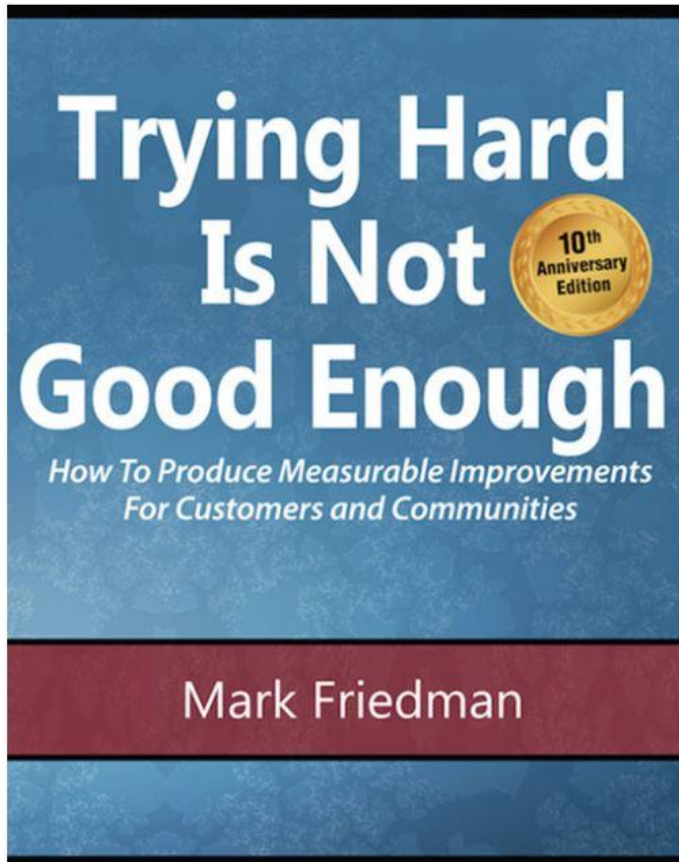
## Part 1: A Framework

# What is Continuous Quality Improvement?

*Reviewing data to make plans and decisions that improve programs and outcomes*



## Part 1: A Framework



"A framework for getting from talk to action quickly and making a difference, not just trying hard and hoping for the best."

Ask three key questions:

- How much did we do?
- How well did we do it?
- Is anyone better off?

Results Based Accountability (RBA)

## Part 1: A Framework

# Results Based Accountability (RBA)

- How Much?
- How Well?
- Is Anyone Getting Better?

Count of services delivered (number of youth, total money spent)

Percentages of youth or money spent that meet the goals of your program

Percentage of youth demonstrating improvement (CANS assessments)

## Part 1: A Framework

# Why is this Important to Your CSA Program?

In addition to COV Requirements:

- CSA audit process
- Financial impact
  - More than \$600 million spent
  - Over \$200 million in local funds
  - More than 16,000 children/families served

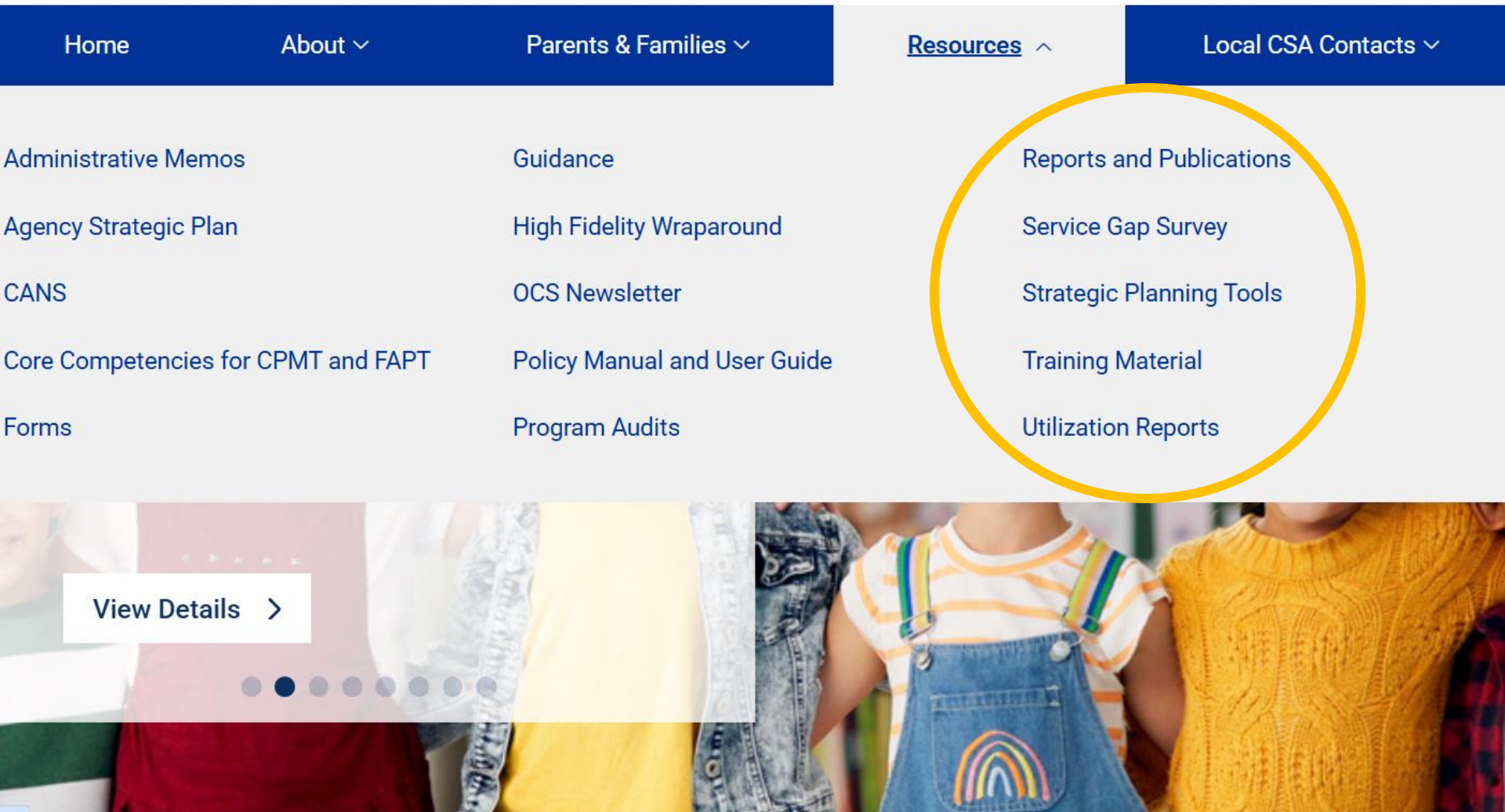


## Part 2: Available Data on the CSA Website

- Annual Reports
- Utilization Reports
- Data and Outcomes (CQI) Dashboard



## Part 2: Available Data on the CSA Website



## Part 2: Available Data on the CSA Website

# Resources Menu → Reports and Publications

[Home](#) > [Resources](#) > [Reports and Publications](#) > [Archives](#)

### Reports and Publications

Reports and Publications

#### Archives

#### 2024

- [Impact of the Tiered Match Rate for the Children's Services Act](#)
- [Private Special Education Services Under the Children's Services Act](#)
- [Regional and Statewide Training Regarding the Children's Services Act](#)
- [Treatment Foster Care Services Under the Children's Services Act](#)
- [Utilization of Residential Care under the Children's Services Act](#)
- [CSA Local Resource Survey Report FY2024](#)
- [CSA Performance Measures / Outcome Indicators Report – FY2024 \(Statewide Data Report\)](#)
- [RD94 – Annual Report on the Outcome Data Measuring Student Progress for Students with Disabilities Enrolled in Special Education Private Day Schools](#)

#### 2023

## Part 2: Available Data on the CSA Website

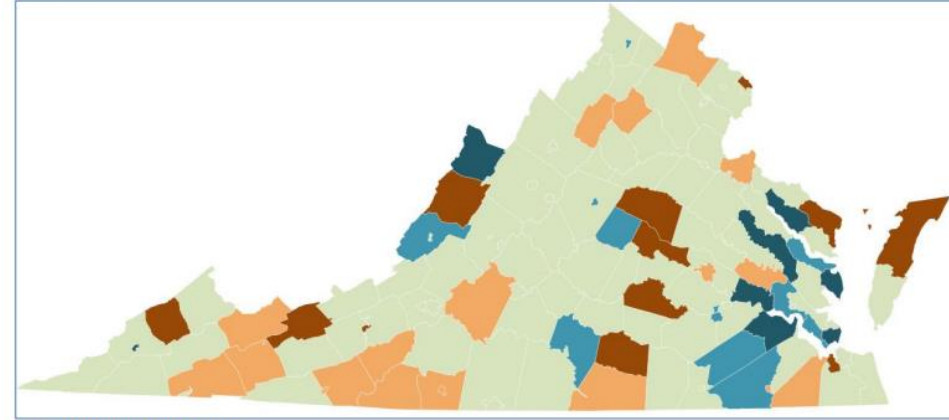
# Resources Menu

## Reports and Publications → Outcome Indicators Report

- Annual Statewide Performance Measure Trends
- Locality Distribution Around State Average
- Localities with Average/Above Average Performance
- Appendix with Locality-Specific Performance Values in Fiscal Year

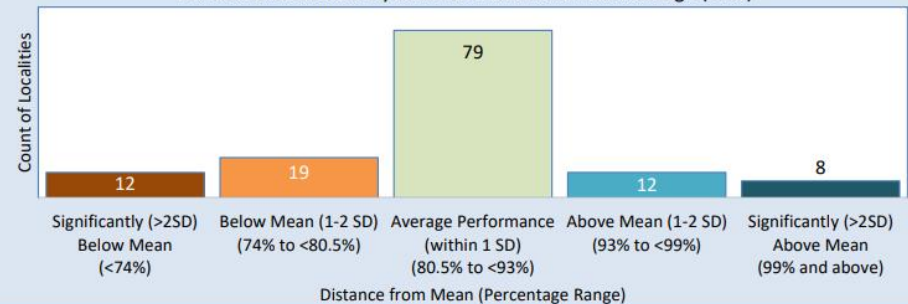
### Community-based Services Only by Locality

Locality Performance Compared to Statewide Percent of Youth with Only Community-Based Services (FY 2024)



Map created using Datawrapper

### Youth Receiving Only Community-Based Services (FY 2024) Number of Localities by Distance from Statewide Average (86%)



In all 130 localities, at least half of the CSA youth received only community-based services; in 117, the proportion was at least 75 percent. Seven localities reported that 100 percent of youth received only community-based services (no residential services received).

## Part 2: Available Data on the CSA Website

### Resources Menu

Reports and Publications → Outcome Indicators Report

Where do these data come from?

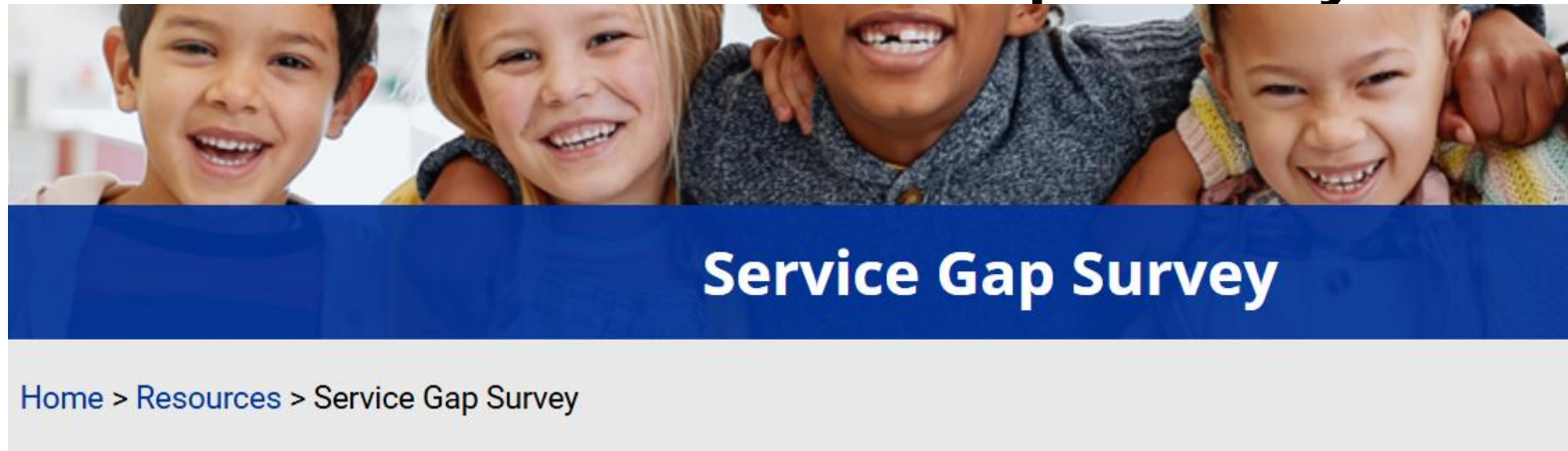
- CSA → LEDRS submissions
- Foster Care → VDSS monthly foster care reports
- CANS → CSA youth assessments in CANVaS

What questions can these data help answer?

- How do local percentages compare to statewide or similar locality performances?
- How have percentages changed over time?

## Part 2: Available Data on the CSA Website

# Resources Menu → Service Gap Survey



### Service Gap Survey

#### Service Gap Survey Overview

Service Gap Survey  
Dashboard

- FY 2025 CSA Service Gap Survey
- FY 2024 CSA Service Gap Survey
- FY 2023 CSA Service Gap Survey
- FY 2022 CSA Service Gap Survey
- FY 2021 CSA Service Gap Survey
- FY 2019 CSA Service Gap Survey

## Part 2: Available Data on the CSA Website

### Resources Menu

#### Service Gap Survey →

- Service Gap Survey Dashboard
  - Started in FY2023
  - Reflects full survey responses
  - Regional gap trends, individual locality responses

#### Service Gap Survey →

- FY CSA Service Gap Survey
  - Top service gaps
  - Change in gaps (increase, decrease, new, resolved)
  - Populations affected by gaps
  - Barriers to develop services
  - Statewide and regional summaries



## Part 2: Available Data on the CSA Website

### Resources Menu

Service Gap Survey → Dashboard & Annual Report

Where do these data come from?

- CPMT responses to a full survey (SurveyMonkey) on odd years and a follow-up survey on even years

What questions can these data help answer?

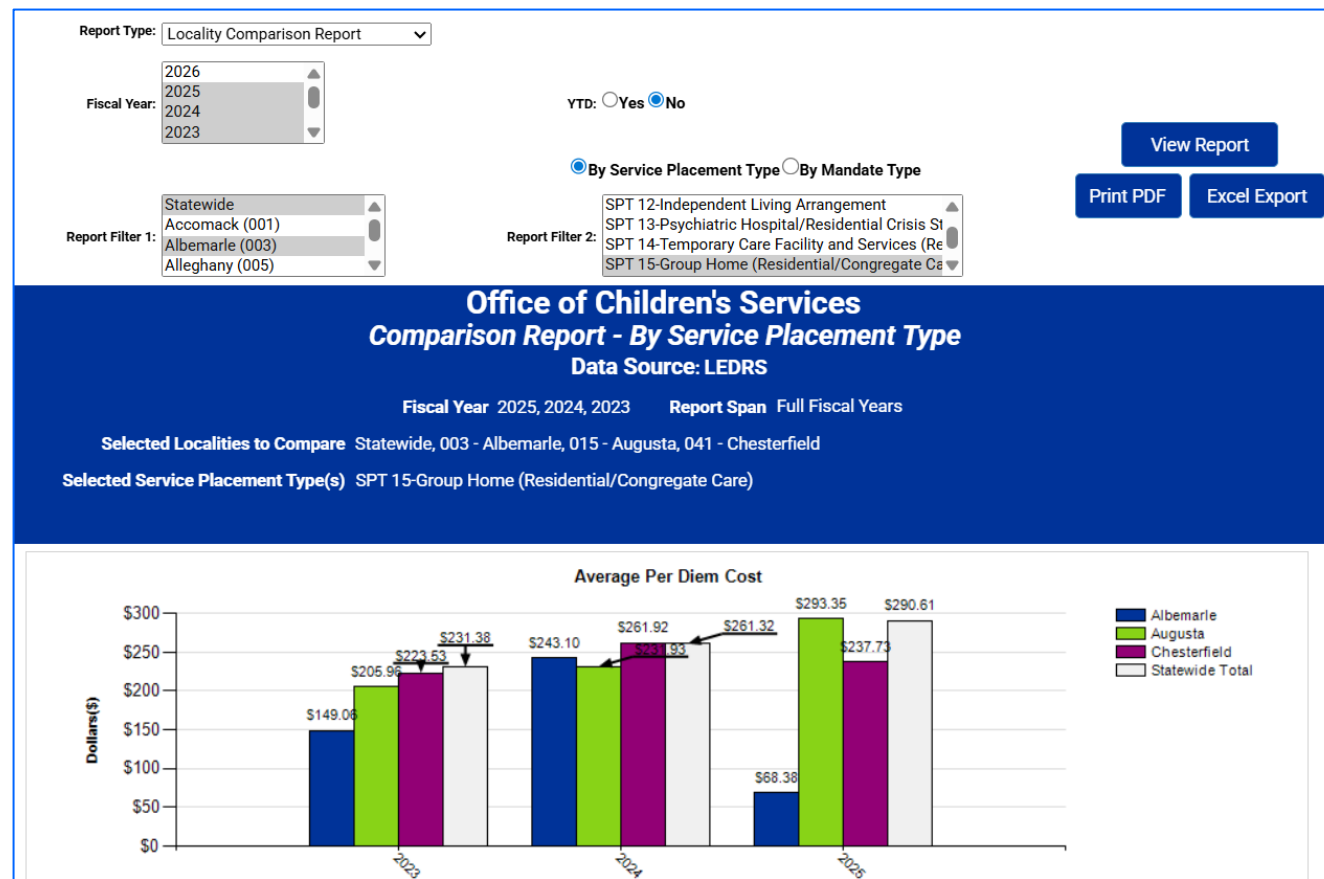
- How does my program's experience align with or differ from what was reported by other localities and statewide?
- Where are collaborative opportunities? Among localities that have addressed barriers, or have similar service needs?

## Part 2: Available Data on the CSA Website

# Resources Menu → Utilization Reports

### Locality Comparison Report

Graph multiple locality or statewide values side by side, displayed by year.



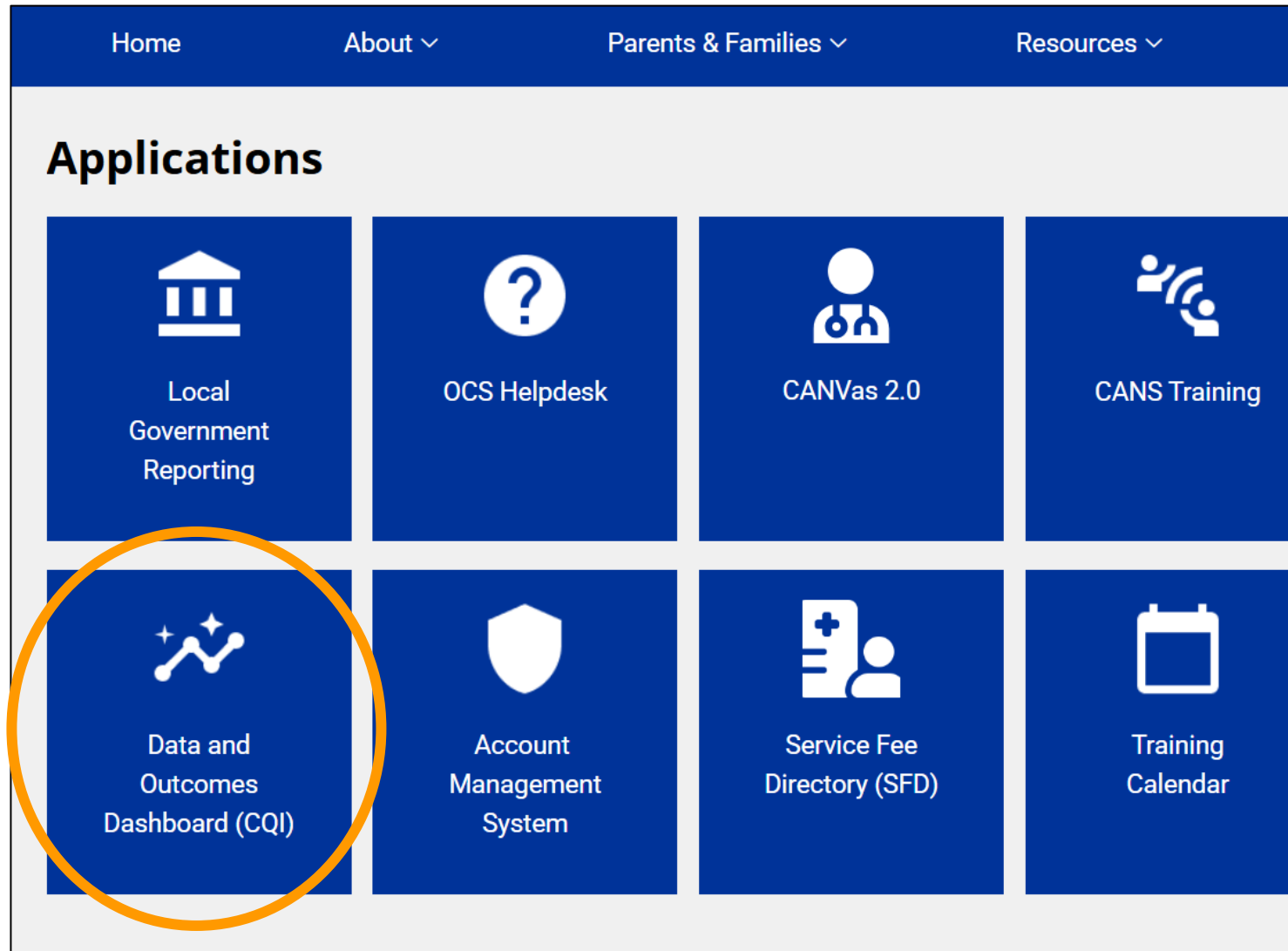


## Part 2: Available Data on the CSA Website

Getting from "How Much?" to "How Well?": add context to the counts

| Demographic Description                   | Unduplicated Child Count | Total Net Expenditures | Avg Net Expenditure Per Child | Per Diem | Selected FY Avg Length of Stay | Total Avg Length of Stay |
|---|--------------------------|------------------------|-------------------------------|----------|--------------------------------|--------------------------|
| Female                                    | 4,627                    | \$77,300,069.65        | \$16,706.30                   | \$114.49 | 145.92                         | 511.57                   |
| Male                                      | 7,075                    | \$148,811,779.03       | \$21,033.47                   | \$137.49 | 152.98                         | 646.65                   |
| White                                     | 7,107                    | \$136,130,027.28       | \$19,154.36                   | \$126.36 | 151.59                         | 579.43                   |
| African-American or Black                 | 3,304                    | \$64,839,901.86        | \$19,624.67                   | \$133.27 | 147.25                         | 628.21                   |
| Asian                                     | 140                      | \$3,853,939.54         | \$27,528.14                   | \$169.59 | 162.32                         | 848.87                   |
| American Indian or Alaskan Native         | 25                       | \$596,478.63           | \$23,859.15                   | \$175.64 | 135.84                         | 679.44                   |
| Native Hawaiian or Other Pacific Islander | 16                       | \$271,810.79           | \$16,988.17                   | \$107.01 | 158.75                         | 681.44                   |
| Race Undetermined                         | 475                      | \$10,476,295.48        | \$22,055.36                   | \$144.03 | 153.13                         | 650.01                   |
| Bi-racial                                 | 635                      | \$9,943,395.10         | \$15,658.89                   | \$107.82 | 145.23                         | 461.32                   |
| Hispanic                                  | 849                      | \$14,765,481.82        | \$17,391.62                   | \$117.00 | 148.65                         | 510.06                   |
| 0 - 3 years                               | 1,105                    | \$9,017,178.36         | \$8,160.34                    | \$65.44  | 124.70                         | 260.17                   |
| 4 - 6 years                               | 830                      | \$10,925,633.50        | \$13,163.41                   | \$94.56  | 139.21                         | 411.37                   |
| 7 - 12 years                              | 2,939                    | \$56,433,436.16        | \$19,201.58                   | \$126.56 | 151.72                         | 518.10                   |

## Part 2: Available Data on the CSA Website



# Navigating the Dashboard

**Finance**

**Demographics/Utilization**

**Outcome Measures**

**Location**

All



Net Expenditures  
Average Net Expenditure  
Distinct Child Count

*Available by:*

- *Mandate Type*
- *Service Placement Type*
- *Service Name*
- *Expenditure Code*

*CQI dashboard data consist of information submitted by individual Virginia localities for youth receiving CSA-funded services in the reporting period.*

# Navigating the Dashboard

**Finance**

**Demographics/Utilization**

**Outcome Measures**

**Location**

All



Questions these data can answer (examples):

How much has CSA spent on residential services over the last three years?

How has the average cost for mentoring changed over time?

Where has spending increased over time, among Foster Care Mandate Types?

*CQI dashboard data consist of information submitted by individual Virginia localities for youth receiving CSA-funded services in the reporting period.*

# Navigating the Dashboard

**Finance**

**Demographics/Utilization**

**Outcome Measures**

**Location**

All



Child #/% by Race, Gender,  
Age and Referral Source,  
Total Length of Stay

*Available by:*

- *Mandate Type*
- *Service Placement Type*
- *Service Name*
- *Expenditure Code*

# Navigating the Dashboard

**Finance**

**Demographics/Utilization**

**Outcome Measures**

**Location**

All



Questions these data can answer (examples):

How has the referral source for services changed over time?

What is the age group distribution for foster care/independent living services?

Which residential placement types have the longest total average length of stay?



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# Navigating the Dashboard



Office of Children's Services  
Empowering communities to serve youth

**Finance**

**Demographics/Utilization**

**Outcome Measures**

**Location**

All



## Everything Else

Percent of Children in Poverty

Students with a Disability

Locality's On-Time Graduation Rate

Rate of Child Abuse and Neglect per 1,000 Children

Median Incomes of Families with Children

Outcome: CANS Child School Domain (upward trend=improvement)

Outcome: CANS Behavioral/Emotional Needs (upward trend=improvement)

Outcome: CANS Strengths (upward trend=improvement)

Outcome: Family-Based Foster Care (upward trend=improvement)

Outcome: Exits to Permanency (upward trend=improvement)

Outcome: Community-Based Services (upward trend=improvement)

# Navigating the Dashboard



**Finance**

**Demographics/Utilization**

**Outcome Measures**

**Location**

All



Questions these data can answer (examples):

How has the percentage of students not served in a regular classroom changed over time for my locality?

How does the percentage of youth receiving no CSA-funded residential services compare to other localities and the state?

What percentage of foster care exits resulted in permanency?





# Navigating the Dashboard: Home Page

[View Dashboard Instruction Manual](#)[View Dashboard Codes and Groupings](#)

Finance

Demographics/Utilization

Outcome Measures

Location

All



Statewide data updated through **9/30**  
of current Program Year

## At-A-Glance

|                      | FY 2022  | FY 2023  | FY 2024  | FY 2025  | FYTD 2026 |
|----------------------|----------|----------|----------|----------|-----------|
| Distinct Child Count | 14,489   | 15,032   | 15,924   | 16,086   | 7,136     |
| Net Expenditures     | \$433.5M | \$473.5M | \$542.1M | \$601.7M | \$40.9M   |
| Local Net Match      | \$145.7M | \$157.8M | \$182.0M | \$200.8M | \$13.8M   |
| Average Expenditure  | \$29,922 | \$31,502 | \$34,045 | \$37,406 | \$5,734   |
| Base Match Rate      | --       | --       | --       | --       | --        |
| Effective Match Rate | 0.3360   | 0.3332   | 0.3351   | 0.3333   | 0.3243    |

CQI dashboard data consist of information submitted by individual Virginia localities for youth receiving CSA-funded services in the reporting period.

# Navigating the Dashboard: Finance Menu

Mandate Type

Service Placement Type

Service Name

Expenditure Code

Statewide

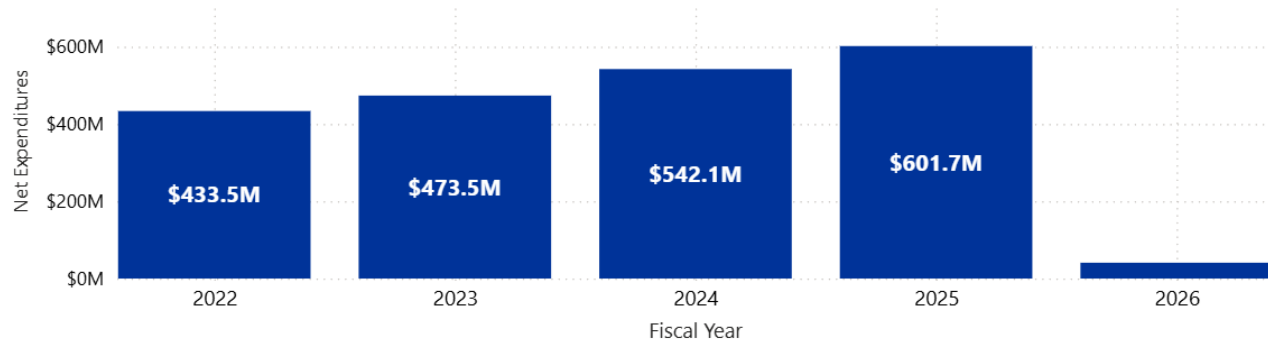
Finance

Demographics/Utilization

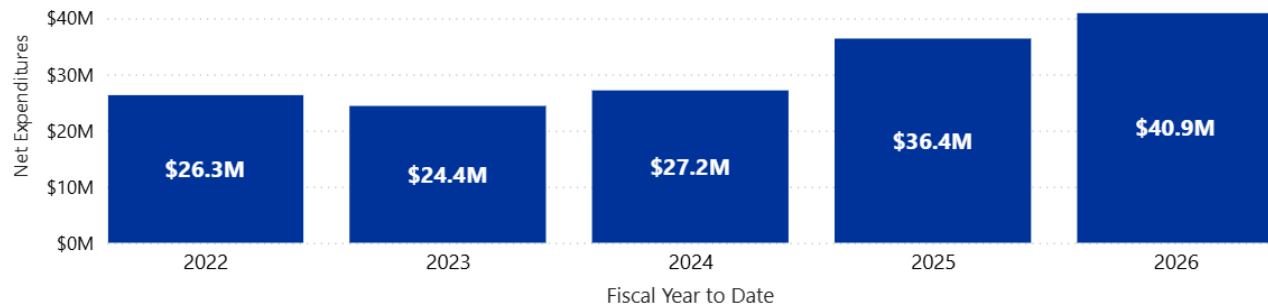
Outcome Measures

Home

## Total Net Expenditures



## YTD Total Net Expenditures Through 9/30





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# Answering 'How Much?' with Financial Data



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Finance

Demographics/Utilization

Outcome Measures

Home

Data is updated through 9/30/25

Mandate Type

Service Placement Type

Service Name

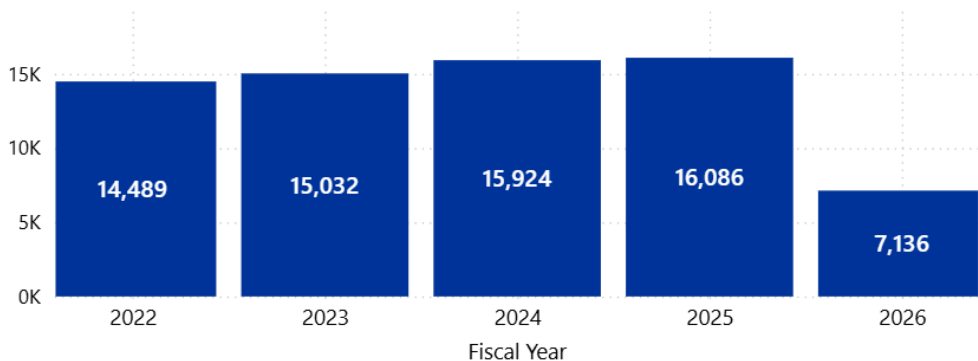
Expenditure Code

Statewide

Select Data to Display

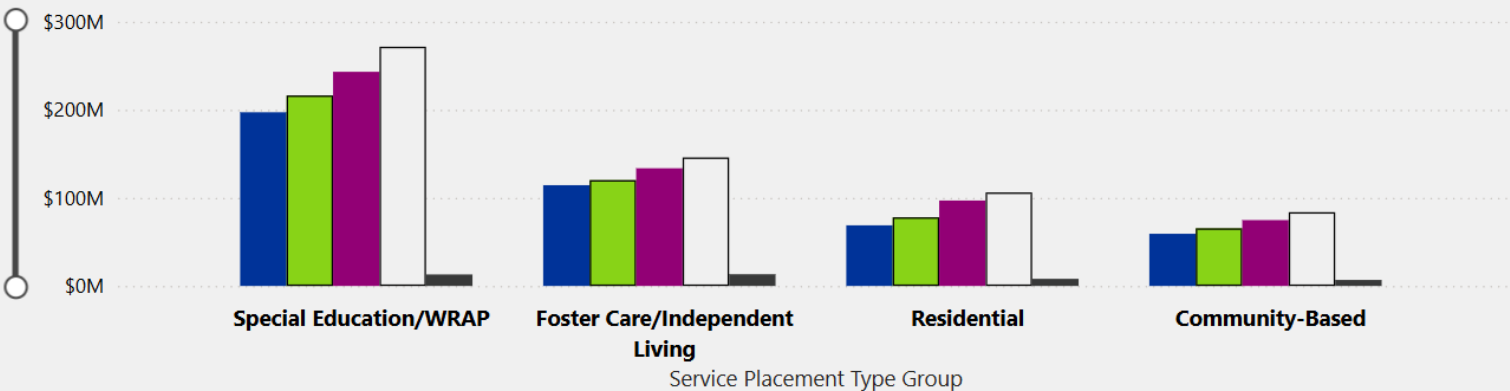
- ☒ Distinct Child Count
- ☐ Average Net Expenditures Per Child

Distinct Child Count



Total Net Expenditures By Service Placement Type\*

Fiscal Year ● 2022 ● 2023 ● 2024 ○ 2025 ● 2026



\*The sum of net expenditures by service placement type may be slightly inflated because of uncategorized refunds.

| Fiscal Year | Net Expenditures |
|-------------|------------------|
| 2022        | \$433.5M         |
| 2023        | \$473.5M         |
| 2024        | \$542.1M         |
| 2025        | \$601.7M         |
| 2026        | \$40.9M          |



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# Answering 'How Much?' with Utilization Data



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Empowering communities to serve youth

Mandate Type

Service Placement Type

Service Name

Expenditure Code

Fiscal Year

2026

Finance

Demographics/Utilization

Outcome Measures

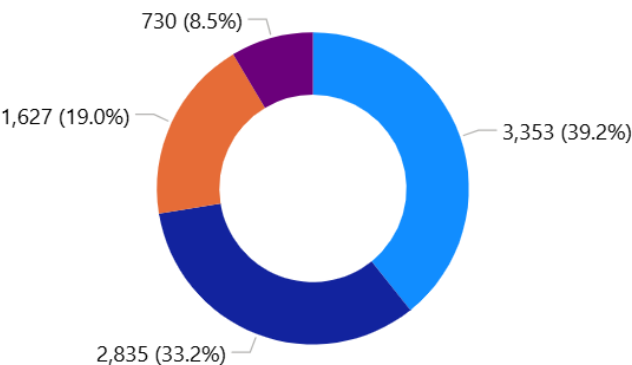
Home

Statewide

Data is updated through 9/30/25

## Utilization By Service Placement Type

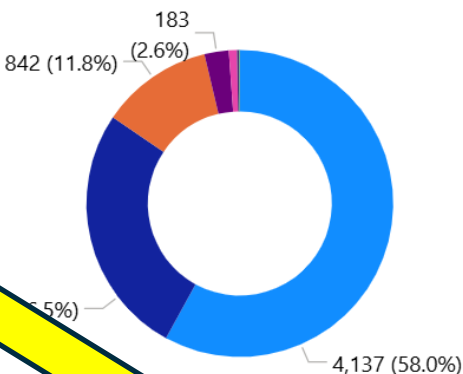
Service Placement... Community-... Foster Car... Special E... Residential



Note: This chart shows proportions of CSA service placement types. A child may receive more than one. The distinct child count for current selections is: **7,136**

## Referral Source

Referral Source DSS Education CSB DJJ (CSU) Family



Referral Source

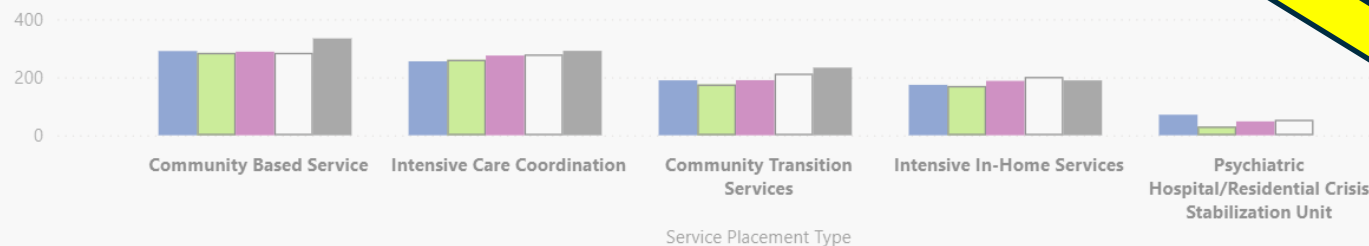
Race

Ethnicity

Age Group

## Total Average Length of Stay by Service Placement Type

Fiscal Year 2022 2023 2024 2025 2026



Select a Service Placement Type Group:

Service Placement Type Group

Community-Based



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# Answering 'How Well' with Length of Stay Data



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Mandate Type

Service Placement Type

Service Name

Expenditure Code

Fiscal Year

2026

Finance

Demographics/Utilization

Outcome Measures

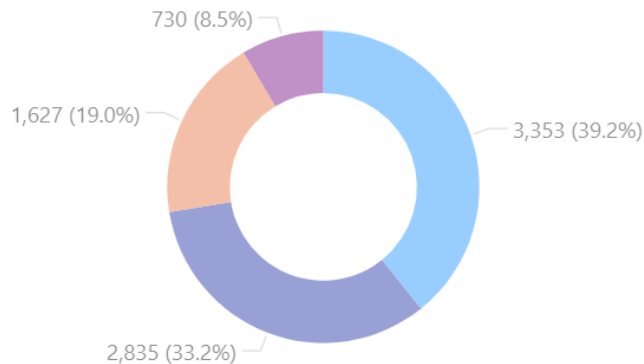
Home

Statewide

Data is updated through 9/30/25

## Utilization By Service Placement Type

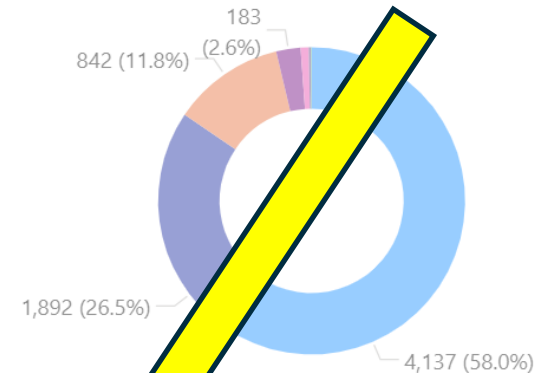
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Referral Source

Race

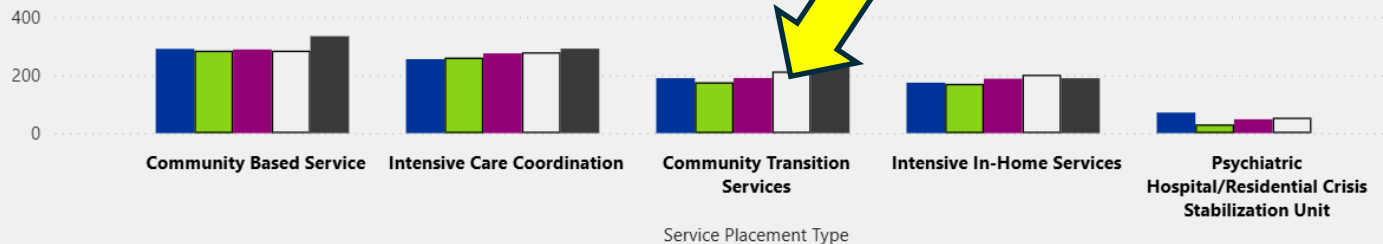
Gender

Ethnicity

Age Group

## Total Average Length of Stay by Service Placement Type

Fiscal Year 2022 2023 2024 2025 2026



Select a Service Placement Type Group:

Service Placement Type Group

Community-Based



# Navigating the Dashboard: Outcome Measures Menu

## Community-Level Indicators: Outcome Measures Home Page



CANS

Foster Care

CSA

Location

All



Finance

Demographics/Utilization

Outcome Measures

Home

|   | 2019      | 2020      | 2021      | 2022      | 2023      |
|---|-----------|-----------|-----------|-----------|-----------|
| Child Population                                    | 1,865,699 | 1,868,597 | 1,892,752 | 1,876,826 | 1,881,544 |
| Percent of Children in Poverty                      | 13.9%     | 13.1%     | 13.0%     | 13.1%     | 12.7%     |
| Percent of Students with a Disability               | 13.2%     | 13.5%     | 13.4%     | 13.6%     | 13.8%     |
| Percent of Students Not Served in Regular Classroom | 4.5%      | 3.8%      | 3.8%      | 3.7%      | 3.6%      |
| On-Time Graduation Rate                             | 91.5%     | 92.5%     | 93.0%     | 92.2%     | 92.0%     |
| Rate of Child Abuse & Neglect (per 1,000 children)  | 2.3       | 2.0       | 1.8       | 1.7       | 1.5       |
| Median Income of Families with Children             | \$94,463  | \$93,828  | \$99,499  | \$108,964 | \$113,159 |

### Sources:

**Child Population:** Population by Age and Sex (Table S0101), U.S. Census Bureau, American Community Survey 5-Year Estimates

**Percent of Children in Poverty:** Poverty Status in the Past 12 Months (Table S1701), U.S. Census Bureau, American Community Survey 5-Year Estimates

**Percent of Students with a Disability:** Child Count Datasets, Virginia Department of Education

**Percent of Students not Served in Regular Classroom:** Students Served in Separate Public or Private School, Residential, Home-based or Hospital Facility, Special Education Performance Report,



# Is Anyone Getting Better? Understanding CANS Outcomes



CANS

NEW! CANVaS Detail Reports

Foster Care

CSA

Location

All

Finance

Demographics/Utilization

Outcome Measures

Home

Select CANS Domain

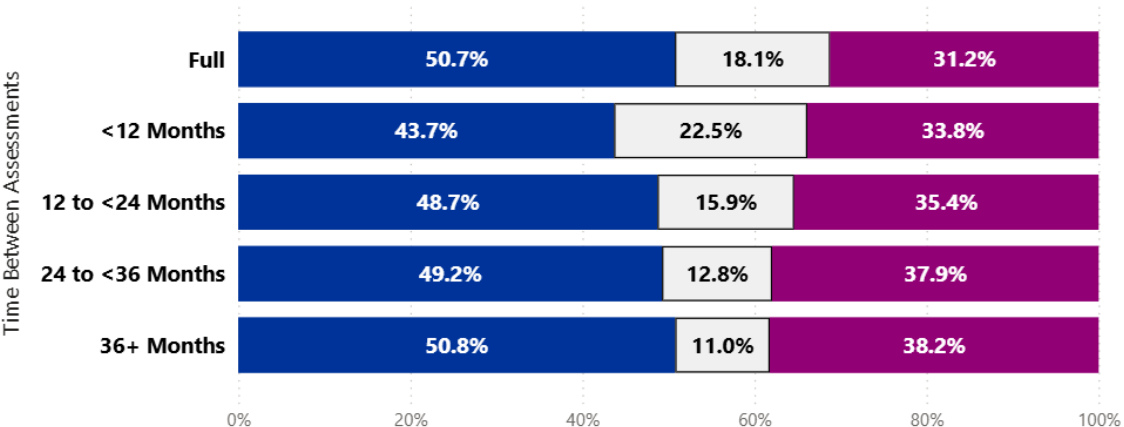
Behavioral/Emotional Needs

Child Strengths

School

## Behavioral/Emotional Needs

● Improvement ○ No Change ● Decline



### Who is included?

Youth receiving CSA-funded services, with their earliest Initial assessment between FY2019 and FY2023.

### How to interpret?

What percentage of youth saw a change in CANS scores in the most recent assessment, compared to initial scores?

Data updated 4/10/25

### Filter Results by CSA-Funded Services Received:

Select one service placement group to filter results for youth receiving specific services during the period:

- ☐ Community-Based
- ☐ Foster Care/Independent Living
- ☐ Residential
- ☐ Special Education/WRAP

How does your locality compare to statewide percentages?

|                  | Improvement |       | No Change |       | Decline |       |
|------------------|-------------|-------|-----------|-------|---------|-------|
|                  | State       | Local | State     | Local | State   | Local |
| Full             | 50.8%       |       | 18.1%     |       | 31.2%   |       |
| <12 Months       | 43.7%       |       | 22.5%     |       | 33.9%   |       |
| 12 to <24 Months | 48.7%       |       | 15.9%     |       | 35.4%   |       |
| 24 to <36 Months | 49.2%       |       | 12.8%     |       | 37.9%   |       |
| 36+ Months       | 50.8%       |       | 11.0%     |       | 38.2%   |       |

# Is Anyone Getting Better? Understanding CANS Outcomes

Finance

Demographics/Utilization

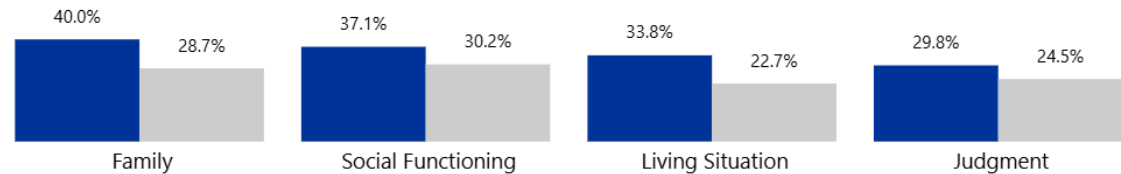
Outcome Measures

Home

Most recent CANS completion date for current selections: **06/30/25**

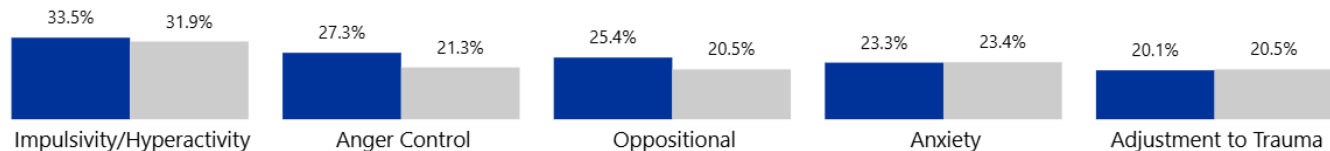
## Key Intervention Needs Over Time: Life Functioning

● Actionable at Initial ● Actionable at Reassessment



## Key Intervention Needs Over Time: Behavioral/Emotional Needs and/or Child Risk

● Actionable at Initial ● Actionable at Reassessment



### Detail Reports:

Key Intervention Needs by Locality

Locality

All

Initial Assessment Cohort

2025

Reassessment

Less than 1 Year After Initial

Key Intervention Needs by Domain

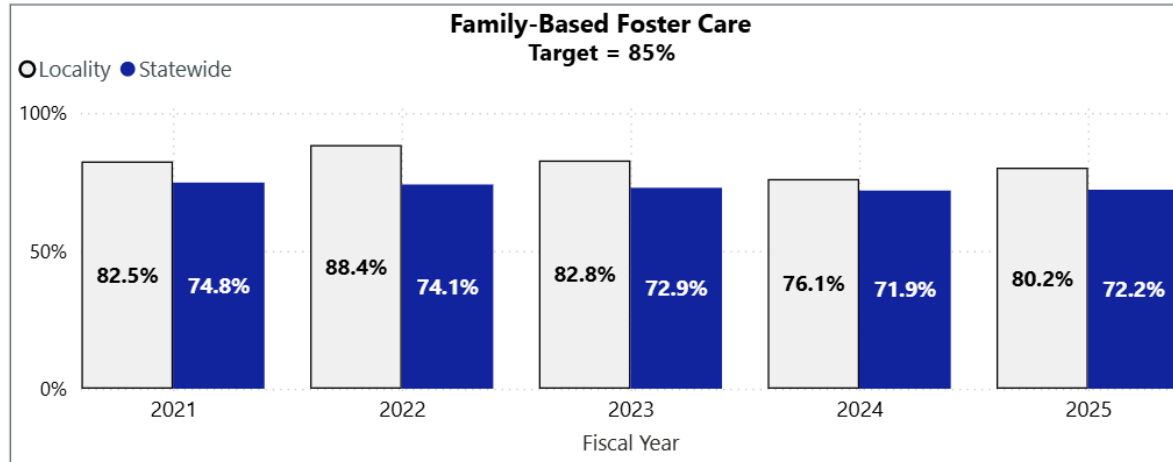
Average Impact by Domain

Impact by Item

Strengths Development

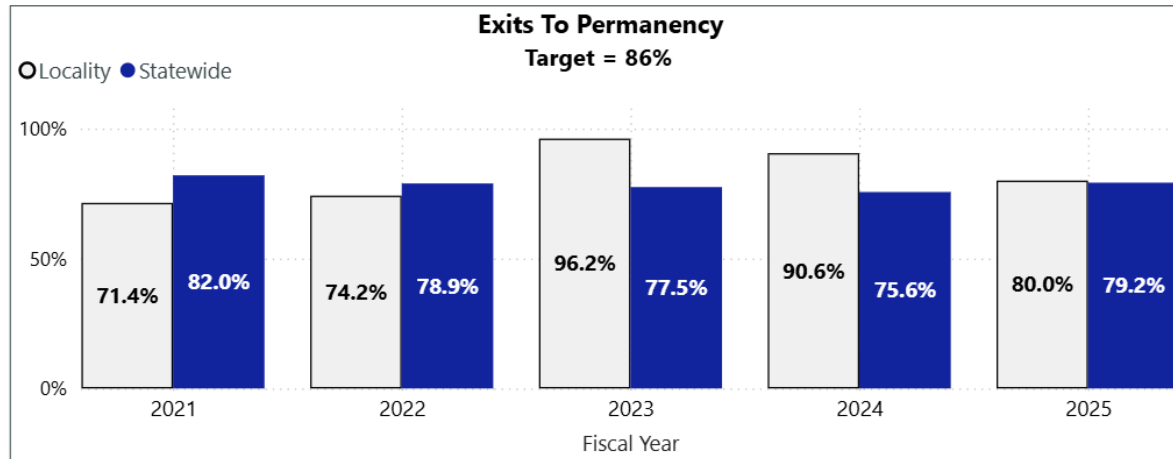


# How Well is it Done? Virginia DSS Foster Care Outcomes



Outcomes for youth in foster care, reported by VDSS:

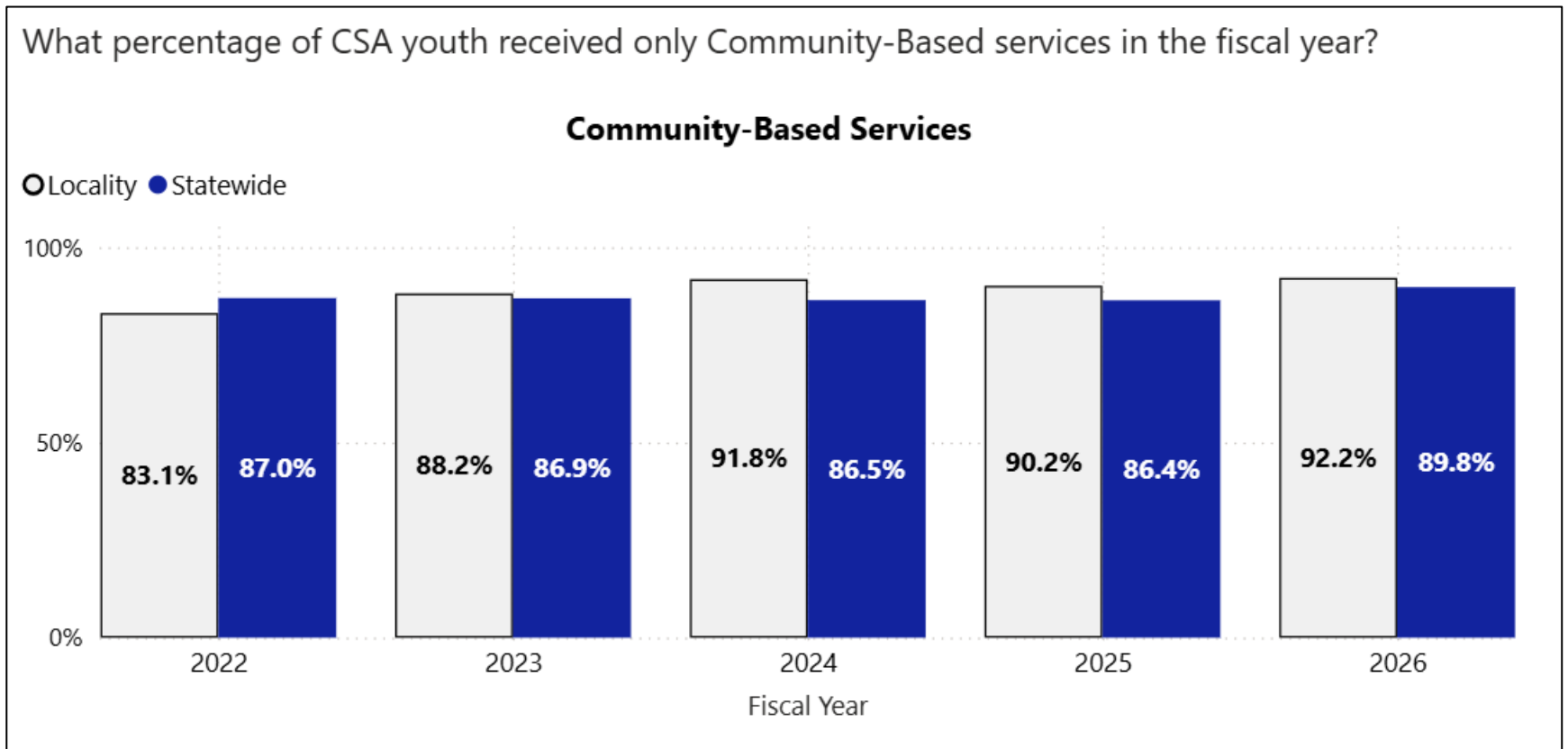
- What % of youth in care are in non-residential placements?



- What % of youth exiting foster care in the year, exited to permanency?

# How Well is it Done?

## CSA Performance Measure: % of Youth Receiving only Community-Based Services



## Documenting CQI Activities



- How much is done?
- How well is it done?
- Is anyone getting any better?

***We have tools for that....***

# Where is the CQI Template?

CSA website

(<https://csa.virginia.gov/Resources/ContinuousQualityImprovement>)

Resources >> Strategic Planning Tools >> Documentation Template

Home

About ▾

Parents & Families ▾

Resources ^

Local CSA Contacts ▾

Administrative Memos

Guidance

Reports and Publications

Agency Strategic Plan

High Fidelity Wraparound

Service Gap Survey

CANS

OCS Newsletter

Strategic Planning Tools

Core Competencies for CPMT and FAPT

Policy Manual and User Guide

Training Material

Forms

Program Audits

Utilization Reports

View Details >

# What is the CQI Template?

- Downloadable Excel spreadsheet for data-driven decision-making
- Fill data points from CQI dashboard and other data sources
- Share, discuss and plan at CPMT meetings

CSA CQI Documentation Template For:

| Data Point Reviewed                              | CPMT Observations | Date Reviewed by CPMT | Planned Responses/Goals | Assignments and Responsibility (Assigned to) | Timeframe for Planned Action | Date Completed |
|--|-------------------|-----------------------|-------------------------|--|------------------------------|----------------|
| Number of Children Served (Distinct Child Count) |                   |                       |                         |  |                              |                |
| Total Gross/Net Expenditures                     |                   |                       |                         |  |                              |                |
| Avg/Gross Expenditures Per Child                 |                   |                       |                         |  |                              |                |

- Track progress over time
- Completed spreadsheet can be used in Audit for CQI documentation

## In Closing...

- Reviewing data on your CSA program is required by Virginia Code
- Continuous Quality Improvement (CQI) uses data reviews to make plans and decisions to improve programs and outcomes
- Data and Outcomes Dashboard (CQI) provides regularly updated program data to help you answer these questions:

*How much did we do?*

*How well did we do it?*

*Is anyone getting any better?*

- A template for documenting your CQI activities is provided on the CSA website, to assist in your planning and meet CQI audit requirements

# Thank you for your time!

## Questions?

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