

Family Start Monitoring Template – August 2011

**FAMILY START KPI MONITORING TEMPLATE**

Provider Name: Te Ha O Te Whanau Trust  
 Provider Number: 15938  
 Contract Number: 314098  
 Date: 29 September 2011  
 Month monitored: 1 August 2011 to 31 August 2011

Present: 9(2)(a) (Supervisor) – Family Start files, practice  
 9(2)(a) (Team Leader), 9(2)(a) (Manager) – General discussion

**General discussion**

1. Good news stories	6 graduating Family Start on 28/10/11, achieving plans/milestones 3 referred to PAFT for ongoing AM&BTL delivery 6 acknowledged for ongoing participation in AM&BTL and still in programme – great achievement
2. Issues and trends in the community	Isolation of young parents who are dependant on others (caregivers) for financial support as they do not qualify for W&I benefit. W&I policies are too hard and families are struggling.
3. Issues and trends with the Family Start programme	Family Start have been unable to service the outlying area of Te Kaha due to SH35 being closed. Limited access is now available and contact has been made with the Te Kaha Health Centre. 9(2)(a) will be undertaking a hikoi to Te Kaha, Waimana and relative settlements to promote Family Start. A few complaints have been received and discussed with management. Need to ensure these are recorded and noted with what follow up actions have been taken. Staff development and performance appraisal plans being developed, suggestions made to 9(2)(a) about KISS, and identifying generic competencies along with individual ones for each whanau worker. 9(2)(a) has been researching options for whanau workers to undertake study towards completing qualifications towards their degrees in Social Work. Talks have been underway with TWAO Gisborne. Applications for NGO study awards close on 14 October.
4. Health of the organisation	Big improvements have been made with Family Start stabilising their staffing, and leadership/governance. This will continue to be a work in progress as a continued focus on practice and quality will support meeting performance expectations.
5. CYF Approval review completed	Completed by 9(2)(a) in February 2011. Remedial actions in place. As at June 2011 approval status is "current". Next approvals review?
6. Ahuru Mowai visit	New whanau worker 9(2)(a) appointed to start 3 October. Has been registered to attend next AM training.

		<p>AMBTL site refreshers stopped in 2009 and replaced by individual site support. 9(2)(a) and 9(2)(a) attended supervisor workshop in September – 9(2)(a) developing to be a “Subject Matter Expert in AMBTL. To utilise and draw on internal current strengths better.</p>
7.	Review of the financials for Family Start (annually)	<p>9(2)(a) Arrow Accountants Ltd (Opotiki) managing finances. Annual audit of budget and expenditure finances to be completed by September 2011 for Family Start programme. To follow up with 9(2)(a) if the audit has been completed and to provide a copy of the report.</p>
8.	Staffing, qualifications	<p>9(2)(a)</p>
		<p>All staff attended CPS workshop in September.</p>
9.	Next visit date	<p>Tuesday 25 October - Confirmed</p>

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New KPI Performance Measure	New KPI Standard	KPI Achieved	What information will be checked/verified? What information will be gathered?	Comment and actions for improvement	Action By Whom	Action by when
<p>KPI 1: Volumes</p> <p>Number and percentage of contracted volumes delivered</p> <p><b>Why?</b></p> <p>Tracking volumes contracted as well as demand for the service</p>	95%	95%	<p>1. Record the number of whanau workers and supervisors.</p> <p>2. The number of incoming referrals in the period:</p> <ul style="list-style-type: none"> <li>Are the key referral agencies engaged?</li> </ul> <p>3. The number of referrals declined:</p> <ul style="list-style-type: none"> <li>Summary of reasons – are the reasons reasonable? Are the referral criteria being applied correctly? What is being done to achieve voluntary participation in the programme?</li> <li>The files of longest duration: Are these families still actively engaged in the programme?</li> <li>Waiting list numbers to assess demand for the service: How long do people wait? Are they referred elsewhere?</li> </ul> <p>6. FS-Net being maintained:</p> <ul style="list-style-type: none"> <li>Eliminate 'unassigned' active cases in FS-Net if not contacted after 6 weeks</li> </ul> <p>7. Leave &amp; training planned to ensure adequate coverage:</p> <ul style="list-style-type: none"> <li>Plan in place to cover unplanned absences</li> </ul>	<p>4 Whanau Workers</p> <p>1 Supervisor</p> <p>Current case loads:</p> <p>9(2)(a) 19 9(2)(a) 18</p> <p>9(2)(a) 17 9(2)(a) 16</p> <p>9(2)(a) 14 9(2)(a) 6</p> <p>Total: 71 families</p> <p>1:12 M: 31 L: 19 Not set: 12</p> <p>Total: 74</p> <p>6 referrals received</p> <p>1 - CYFS</p> <p>1 - Ngati Awa</p> <p>4 - Self</p> <p>Improved referral rate</p> <p>No waiting list held.</p> <p>Good increase in contracted volumes meeting KPI threshold, needs to be maintained. Well done.</p> <p>Promotion of Family Start around the community, using networks, word of mouth, pamphlets etc.</p> <p>Hiko to Te Kaha, Waimana and local.</p>	9(2)(a)	30/11/11

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New KPI Performance Measure	New KPI Standard	KPI Achieved	What information will be checked/verified? What information will be gathered?	Comment and actions for improvement	Action By Whom	Action by when
<p><b>KPI 2: Supervision</b> Percentage of workers who receive at least one hour of one-on-one supervision by a qualified supervisor each week</p> <p><b>Why?</b> Support the professional practice of those working with vulnerable families.</p>	<p><b>95%</b></p>	<p>Reported in FS-Net</p> <p>Results not available until next quarterly report due 12/10/11</p>	<p>The most recent CYF Approvals assessment report should be referenced, and if this has been done recently, avoid duplicating any checks.</p> <ol style="list-style-type: none"> <li>1. What level of qualifications do supervisors currently have?</li> <li>2. Are staff development plans and performance appraisals in place?</li> <li>3. Quality of the supervision (internal): <ul style="list-style-type: none"> <li>• Sight supervisor schedule and files for frequency of supervision and information that is covered; expect to see a formal note that covers client cases.</li> <li>• Sight internal contract between supervisor and worker</li> </ul> </li> <li>4. If external supervision is given, sight ledger/invoice and a written agreement - clause 6.3.4 Family Start Manual</li> <li>5. Ensure supervision recorded accurately in FS-Net.</li> </ol>	<p>9(2)(a) both qualified supervisors attended Massey University.</p> <p>Qualifications to be discussed and clarified further at next visit.</p> <p>External supervision to be provided for 10(2)(a) written agreement to be put in place</p> <p>9(2)(a) Manager</p> <p>Next visit will review the quarterly results for supervision.</p>	<p>Next visit</p>	<p>To be reviewed next visit 25/10/11</p> <p>25/10/11</p> <p>25/10/11</p> <p>Next visit on 25/10/11</p>

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<p><b>KPI 3: Individual Family Plans</b></p> <p>Percentage of families who are reviewing and completing their Individual Family Plans (IFPs) at least every three months</p> <p><b>Why?</b></p> <p>The IFP is particular to a family and a regular review is required to reflect progress and ensure appropriateness of service provision.</p>	95%	Amended	<p>Review a random selection of client files to ensure that whanau are progressing towards their IFP goals</p> <p>IPF is to include all requirements as laid out in Family Start Manual</p> <ol style="list-style-type: none"> <li>1. Frequency of review – check dates and review dates?</li> <li>2. Does IFP reflect progress over last 3 months and links/builds on strengths and needs?</li> <li>3. Have intensity levels been set by the supervisor? Revised?</li> <li>4. Have other agencies been consulted in relation to developing IFP?</li> <li>5. Quality of goals: Are they SMART? child-focused? achievable? key to strengthen family against child maltreatment?</li> <li>6. IFP signed by both whanau worker and family?</li> <li>7. Has the supervisor signed off quarterly review within one week of review completion?</li> </ol>	<p>6 IFP files were reviewed. Reviews had been completed on a regular basis.</p> <p>The information contained in the IFP's were tasks rather than goals and contained limited information.</p> <p>Suggested that goals start with "I" statements to show what, who, and when. Training would also be helpful for setting SMART objectives.</p> <p>Good discussion and suggestions made with G(2)(a). This should be included as part of supervision discussions to ensure IFP's are developed using information from Strength and Needs Assessments, AM/BTL records and case notes.</p> <p>IFP plan template is under review to make it more user friendly, and easier to manage and understand.</p> <p>Team training on IFP's is needed. This will be an area that will be continued to be reviewed monthly.</p>	RAF to review IFP's	Review next visit on 25/10/11

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<p><b>KPI 4: AM/BTL Visits</b> Percentage of active families receiving at least one hour of AM / BTL per month</p> <p><b>Why?</b> Regular delivery of AM/BTL provides some confidence that families are being regularly assessed in these domains.</p>	95%	85.5%	<p>Refer to last Ahuru Mowai report and with AM Advisor – check if any follow up is required? (Avoid duplication)</p> <p>Site random sample of client files FS-Net client notes for AM delivery verifying one hr per month</p> <ol style="list-style-type: none"> <li>All whanau workers have received initial training to deliver AM&amp;BTL</li> <li>Supervisors have attended support workshops?</li> <li>Site home-visit record sheets (yellow), completed in a timely manner, dated</li> <li>Has an annual AM or exit survey been completed?</li> </ol>	<p>Well done, KPI benchmark nearly there.</p> <p>6 files reviewed and Home visiting notes and records are in good order. Notes are well written. (Gale in the FIV recorded could be transferred into the IFP.</p> <p>9(2)(a) attended and completed supervisor workshop. To encourage and use her skills to implement and enhance AM/BTL delivery alongside 9(2)(a)</p> <p>A focus on AM/BTL will be made at next monitoring visit.</p>	RAF	Next monitoring visit 25/10/11
<p><b>KPI 5: Milestones</b> Percentage of children 0-3 up-to-date with the developmental milestone checks set out in Ahuru Mōwai / Born to Learn.</p> <p><b>Why?</b> Adherence to the development milestone checks provides some confidence that children are being regularly assessed in these domains.</p>	95%	New KPI	<p>Refer to last Ahuru Mowai report and with AM Advisor – check if any follow up is required? (Avoid duplication)</p> <ol style="list-style-type: none"> <li>Sight milestone checklists are completed relevant to the age of the child</li> <li>Is the handout list recorded?</li> </ol>	<p>Milestone summaries (12 &amp; 24 months) will be checked on next visit.</p>	RAF	Next monitoring visit 25/10/11

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<p><u>KPI 6: Family who remain for 12 months</u></p> <p>Percentage of all new families who remain on the programme for at least 12 months</p> <p><b>Why?</b></p> <p>Research suggests vulnerable families need to be actively engaged in intensive home-visitation programmes for at least 12 months for the programme to have a positive effect.</p>	80%	Amended	<p>[To confirm start date for measurement – likely to be 1 July 2010]</p> <p>Print off the list of cases for each whanau worker – randomly select and;</p> <ol style="list-style-type: none"> <li>1. Check that the family has received minimum of 1 home visit per month and 1 hour of AM&amp;BTL delivered per month</li> <li>2. Check that the Strength and Needs assessments are reviewed at least 6 monthly</li> </ol> <p>Discuss reasons why families are leaving within 12 months          Refer to monthly FS-Net stats planned and unplanned exits)</p> <ol style="list-style-type: none"> <li>3. Are proposed exits discussed with Practice Manager?             <ul style="list-style-type: none"> <li>• Evaluation process – strengths and needs assessment completed, IFP reviewed and plan put in place upon exiting</li> <li>• Was the exit within the control of the provider?</li> <li>• Is a regular scan done for long periods of non-contact?</li> </ul> </li> <li>4. Is a retention strategy in place?</li> <li>5. Are families referred elsewhere? (particularly if vulnerable)</li> <li>6. Transfers:             <ul style="list-style-type: none"> <li>• Have family signed consent?</li> <li>• Has transition been managed between Family Start providers (Sight transfer documentation)?</li> </ul> </li> </ol>	<p>This month 97.4% of whanau received at least one home visit, and 85.5% received AM/BTL.</p> <p>6 Strength and Needs assessments reviewed and generally the picture of the family's life was reflected well in the assessment.</p> <p>1 was accepted as high intensity FS-Net recommended medium. The assessment notes did not match or reflect the intensity level set as a high needs case.</p> <p>Supervisor to ensure all intensity level allocation decisions are made in conjunction with the whanau worker and signed off. This will improve practice with assessments, and family's receive the appropriate level of service.</p> <p><u>Exits:</u> No clients were reviewed this will be completed next visit on 25/10/11.</p> <p><u>Transfers:</u> 1 file case transferred from Wanganui, was a DV case, client notes need to be clearer as this is hard to identify. New S&amp;N should be completed..</p>	Supervisor	30/11/11

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<p><b>KPI 7: Immunisations</b> Percentage of children who have their scheduled immunisation(s) during the quarter it came due</p> <p><b>Why?</b> Promoting immunisation is a key way of improving children's health.</p>	80%	Results not available until next quarterly report due 12/10/11	<ol style="list-style-type: none"> <li>How do you promote this?</li> <li>Are FS-Net reminders followed?</li> <li>Is information collected at the initial contact phase about child's immunisation status?</li> <li>Is this part of supervision discussions?</li> <li>Refer to monthly FS-net stats/percentages for cannot be determined and Non answered why?</li> <li>Check file for completed immunisation schedule</li> <li>Check that in client notes in FS-Net the discussion has been recorded and noted</li> </ol>	<p>FS-net child progress reminders are given to staff to answer questions available - these items can also be included in staff performance appraisals where answers are not being met.</p> <p>Check progress forms at next visit in September.</p> <p>Current FS-net stats not yet available to determine achievement rates.</p>		
<p><b>KPI 8: Well Child Visits</b> Percent of children who have had their scheduled Well Child visit(s) during the quarter that it came due.</p> <p><b>Why?</b> Gives us some confidence that family health and well-being is being addressed.</p>	80%	Results not available until next quarterly report due 12/10/11	<ol style="list-style-type: none"> <li>How do you promote this?</li> <li>Are FS-Net reminders followed?</li> <li>Is information collected at the initial contact phase about child's Well Child's visits?</li> <li>Is this part of supervision discussions?</li> <li>Refer to monthly FS-net stats/percentages for cannot be determined and Non answered why?</li> <li>Check file for completed Well Child visits</li> <li>Check that in client notes in FS-Net the discussion has been recorded and noted</li> </ol>	<p>Above comments as per previous month</p> <p>As above</p> <p>Current FS-net stats not yet available to determine achievement rates.</p> <p>Quarterly stats available 12/10/11</p>		



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<p>KPI9: <u>Early Childhood Education</u></p> <p>Percentage of children 18 months and over enrolled in a licensed Early Childhood Education (ECE) facility</p> <p><b>Why?</b> ECE has been shown to be beneficial for a child's development</p>	70%	<p>Amended</p> <p>Results not available until next quarterly report due 12/10/11</p>	<p>1. Gather information about how many are on waiting lists or enrolled in alternative education facilities.</p> <p>2. Refer to monthly FS-Net stats percentages for cannot be determined and non answered – why?</p> <p>3. Relationship with ECE's and Family Start awareness?</p>	<p>MOE ECE listings for Opotiki Pa Harakie School currently has a waiting list</p> <p>Have good network connections to enable completion of ECE.</p> <p>Above comments as per previous month</p>		

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**Key Performance Indicators for introduction from 1 October 2011**

New KPI Performance Measure	New KPI Standard	KPI Achieved	What information will be checked/verified? What information will be gathered?	Comment and actions	Action By Whom	Action by when
Percentage of parents who do not use harmful disciplinary practices	75%					
Percentage of children assessed as safe from abuse and neglect	80%					
Percentage of parents who demonstrate positive parent-child interactions	80%					
Percentage of families visited once weekly in the first 6 months	TBC <sup>1</sup>					

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<sup>1</sup> We will confirm the expected standard for this measure prior to its proposed introduction in October 2011. We need to test the impact of tighter referral criteria (which signal that Family Start is not open to lower risk families) and providers will need to work through the implications on whānau worker caseloads.

**Summary of improvements/actions Identified in last monitoring/support visit:**

Agreed Actions	By Whom	By When	Completed/Update
Improve volumes to reach minimum of 95%+	Supervisor	31/10/11	Achieved 95% for August. Well done
Record sheet for supervision on file cover	Supervisor	31/08/11	Completed
Use RODAS as framework for supervision	Supervisor	31/08/11	Ongoing - utilise 9(2)(a) completed supervisor workshop
AM&BTL refresher training for all staff	AM Team 9(2)(a) To confirm with 9(2)(a)	9(2)(a) to check with team about needs - text visit Feb 2012	Ongoing

**Summary of improvements/actions Identified in this monitoring/support visit:**

Agreed Actions	By Whom	By When	Completed/Update
Use RODAS for supervision and includes IFP and AM/BTL as agenda item discussion points for supervision.	Supervisor	31/10/11	Completed/Update
Ensure complaints received are documented, including actions taken.	Supervisor and manager To be reviewed at next monitoring visit	25/10/11	
Staff development plans and performance appraisals to be completed for all staff.	Manager	30/11/11	
2010/2011 audited accounts provided to MSD	Manager RAF to follow up	25/10/11	
All new clients intensity levels are allocated by the supervisor	Supervisor	25/10/11	

**Overall Comments:**

This monitoring visit focussed on reviewing files in particular the IFP's, Strength and Needs assessments and case notes. Continued staff development and training in these areas will assist with lifting performance. Assistance from the Technical Advisor (once appointed) would be helpful to improve some practice components in these areas.

It is really helpful to have good open discussions with manager and senior staff about what is required to lift performance. This will be a continued work in progress.

**Sign-off:**

Report prepared by: [redacted] 9(2)(a)

Copy sent to provider: [redacted] 9(2)(a)  
Date: 20/10/11

Copy sent to Approvals Assessor on: 20/10/11 - [redacted] 9(2)(a)  
Copy sent to AM/BTL on: 20/10/11 - [redacted] 9(2)(a)

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E4

## Family Start Monitoring Template – August 2011

**FAMILY START KPI MONITORING TEMPLATE**

Provider Name: Te Ha O Te Whanau Trust  
 Provider Number: 15938  
 Contract Number: 314098  
 Date: 25 August 2011  
 Month monitored: 1 July 2011 to 31 July 2011

Present: 9(2)(a) (Manager), 9(2)(a) (Supervisor),  
 9(2)(a) (Team Leader)

**General discussion**

1. Good news stories	Copies of evaluations from clients received with following comments: FS programme has assisted with improving parenting skills, housing and food assistance, provided motivation to try new things. Ongoing support for health conditions e.g. eczema, asthma, reminders about immunisation, supporting and encouraging childrens learning, helpful and awesome tips.
2. Issues and trends in the community	<p>DV and CYF notifications has increased via POL400's</p> <p>Increase in court referrals</p> <p>More families in financial crisis requiring budget service support</p> <p>Food bank is at risk of closing due to lack of donations, food is being sent to Christchurch – Bay Trust have given \$5k grant</p> <p>Young mums don't qualify for a benefit as they are still included in their mums benefit or they are living with boyfriend creates financial strain on the family</p> <p>Ongoing health issues e.g. eczema, flu, chest related. Whanau Ora health promoter visits weekly, completes assessment, one on one plans - overcrowding in houses, damp, poorly insulated.</p> <p>Poor housing conditions = poor health.</p>
3. Issues and trends with the Family Start programme	<p>AMBTL refresher last completed 2009 at Eastbay REAP. Staff have not completed or attended refresher training since then.</p> <p>New staff have attended initial training.</p> <p>Train the trainer for initial AM&amp;BTL delivery has not been completed.</p> <p>Governance made decision not to cover Te Kaha – this needs to be confirmed at a national level regarding funding implications?</p>
4. Health of the organisation	Change process implemented to support new KPI's and templates in place to support these. 30 minute daily check ins and catch up with team. Team is working well together, in process of appointing a new Whanau Worker by September.
5. CYF Approval review completed	Completed by 9(2)(a) in February 2011. Remedial actions in place. As at June 2011 approval status is "current".
6. Ahuru Mowai visit	Last visit was completed in February 2011 by 9(2)(a) Follow ups from this visit included:

	AMBTL supervision using RODAS as the framework – to do Whanau evaluations to show if they are better off – implemented QA checks on milestones, health and immunisations - implemented
7. Review of the financials for Family Start (annually)	9(2)(a) [redacted] – Arrow Accountants Ltd (Opotiki) managing finances. Annual audit of finances to be completed by September.
8. Staffing, qualifications	9(2)(a) [redacted]
	CPS workshop to be held in Opotiki on 7 September for Wworkers to attend.

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<p>Number and percentage of contracted volumes delivered</p> <p><b>Why?</b> Tracking volumes contracted as well as demand for the service</p>	<p>95%</p>	<p>Reported in FS-Net</p> <p><b>86.3%</b></p>	<p>1. Record the number of whanau workers and supervisors.</p> <p>2. The number of incoming referrals in the period:</p> <ul style="list-style-type: none"> <li>Are the key referral agencies engaged?</li> </ul> <p>3. The number of referrals declined:</p> <ul style="list-style-type: none"> <li>Summary of reasons – are the reasons reasonable? Are the referral criteria being applied correctly? What is being done to achieve voluntary participation in the programme?</li> <li>Are these families still actively engaged in the programme?</li> </ul> <p>4. The files of longest duration:</p> <ul style="list-style-type: none"> <li>Are they referred elsewhere?</li> </ul> <p>5. Waiting list numbers to assess demand for the service:</p> <ul style="list-style-type: none"> <li>How long do people wait? Are they referred elsewhere?</li> </ul> <p>6. FS-Net being maintained:</p> <ul style="list-style-type: none"> <li>Eliminate 'unassigned' active cases in FS-Net if not contacted after 6 weeks</li> </ul> <p>7. Leave &amp; training planned to ensure adequate coverage:</p> <ul style="list-style-type: none"> <li>Plan in place to cover unplanned absences</li> </ul>	<p>4 Whanau Workers 1 Supervisor</p> <p>Current case loads:</p> <p>9(2)(a) 17 9(2)(a) 6</p> <p>9(2)(a) 7 9(2)(a) 15</p> <p>9(2)(a) 6 Total 7 Families</p> <p>H: 14 M: 31 L: 22 Not set: 4</p> <p>1 self referral received</p> <p>Historical referral figures show that majority of referrals are self-referred.</p> <p>Last external referral recd was in May 2011 from ECE.</p> <p>No waiting list held.</p> <p>Contracted volumes are below KPI threshold.</p> <p>Review referral rates:</p> <p>Promotion of Family Start around the community, using networks, word of mouth, pamphlets etc.</p> <p>New worker to be appointed workloads being managed, although volumes need to be picked up as only part of additional case load is being carried due to under delivery.</p>	<p>9(2)(a)</p>	<p>30/09/11</p>

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<p>Percentage of workers who receive at least one hour of one-on-one supervision by a qualified supervisor each week</p> <p><b>Why?</b> Support the professional practice of those working with vulnerable families.</p>	<p><b>95%</b></p>	<p>Reported in FS-Net</p>	<p>The most recent CYF Approvals assessment report should be referenced, and if this has been done recently, avoid duplicating any checks.</p> <ol style="list-style-type: none"> <li>1. What level of qualifications do supervisors currently have?</li> <li>2. Are staff development plans and performance appraisals in place?</li> <li>3. Quality of the supervision (internal/external) <ul style="list-style-type: none"> <li>• Sight supervisor schedule and files for frequency of supervision and information that is covered; expect to see a formal note that covers client cases.</li> <li>• Sight internal contract between supervisor and worker</li> </ul> </li> <li>4. If external supervisor is given, sight leadership and a written agreement - clause 6.3.4 Family Start Manual</li> <li>5. Ensure supervision recorded accurately in FS-Net.</li> </ol>	<p>9(2)(a) both qualified supervisors attended Massey University</p> <p>Sighted 2 staff supervision files, date of meeting, description of discussion noted on file, signed by both supervisor and worker. Supervisor completes internal audit / QA and topics for discussion also identified. Recommendations made for improvement (e.g. milestones not completed, recording home visits, Completing child progress questions.</p> <p>1 week to complete actions prior to next supervision meeting.</p> <p>Suggestion to include a summary supervision cover sheet at front of file recording each date, time and supervisor</p> <p>Implement RODAS as a framework for AM&amp;BTL supervision</p>	<p>9(2)(a)</p> <p>9(2)(a)</p>	<p>31/08/11</p> <p>31/08/11</p>



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<p>Percentage of families who are reviewing and completing their Individual Family Plans (IFPs) at least every three months</p> <p><b>Why?</b> The IFP is particular to a family and a regular review is required to reflect progress and ensure appropriateness of service provision.</p>	95%		<p>Review a random selection of client files to ensure that whanau are progressing towards their IFP goals</p> <p>IPF is to include all requirements as laid out in Family Start Manual</p> <ol style="list-style-type: none"> <li>1. Frequency of review – check dates and review dates?</li> <li>2. Does IFP reflect progress over last 3 months and links/builds on strengths and needs?</li> <li>3. Have intensity levels been set by the supervisor? Revised?</li> <li>4. Have other agencies been consulted in relation to developing IFP?</li> <li>5. Quality of goals: Are they SMART? Child focussed? Achievable? Likely to strengthen family against child maltreatment?</li> <li>6. IFP signed by both whanau worker and family?</li> <li>7. Has the supervisor signed off quarterly review within one week of review completion?</li> </ol>	<p>Plan in place where whanau are not engaged: Within 1 month, discussion in supervision and identified via QA's. Discussion around reasons why disengaged. Supervisor will complete the home visit e.g. 2 completed in the last week Match workers to whanau Recently completed transfers: Gisborne, Auckland and Whakatane.</p> <p>IFP plans will be reviewed and sighted at next visit in September.</p>		

New KPI Performance Measure	New KPI Standard	KPI Achieved	What information will be checked/verified? What information will be gathered?	Comment and actions for improvement	Action By Whom	Action by when
<p>Percentage of active families receiving at least one hour of AM / BTL per month</p> <p><b>Why?</b> Regular delivery of AM/BTL provides some confidence that families are being regularly assessed in these domains.</p>	95%	94.2%	<p>Refer to last Ahuru Mowai report and with AM Advisor – check if any follow up is required? (Avoid duplication)</p> <p>Site random sample of client files FS-Net client notes for AM delivery verifying one hr per month</p> <ol style="list-style-type: none"> <li>All whanau workers have received initial training to deliver AM&amp;BTL</li> <li>Supervisors have attended support workshop</li> <li>Site home visit record sheets (yellow) completed in a timely manner, dated</li> <li>Has an annual AM or exit survey been completed?</li> </ol>	<p>Monitoring framework implemented against KPI's including AMBTL.</p> <p>All staff currently attended initial training.</p> <p>Follow up from last AMBTL report outlined in point 6 under general discussion page 1.</p> <p>Quarterly evaluations are completed and X3 hardcopies sighted. Does not specifically refer to AMBTL.</p> <p>Exit plans to be discussed at next visit</p> <p>92(a) to attend support workshop in September</p>		
<p>Percentage of children 0-3 up-to-date with the developmental milestone checks set out in Ahuru Mōwai / Born to Learn</p> <p><b>Why?</b> Adherence to the development milestone checks provides some confidence that children are being regularly assessed in these domains.</p>	95%		<p>Refer to last Ahuru Mowai report and with AM Advisor – check if any follow up is required? (Avoid duplication)</p> <ol style="list-style-type: none"> <li>Sight milestone checklists are completed relevant to the age of the child</li> <li>Is the handout list recorded?</li> </ol>	<p>Above monitoring framework in place to be updated daily by worker.</p> <p>Checklist provides reminders about key results, imms, ECE and milestone checks. Used to support supervision and items can also be included in staff performance appraisals where answers are not being met.</p> <p>Internal QA checks are completed and undertaken</p>		

New KPI Performance Measure	New KPI Standard	KPI Achieved	What information will be checked/verified? What information will be gathered?	Comment and actions for improvement	Action By Whom	Action by when
<p>Percentage of all new families who remain on the programme for at least 12 months</p> <p><b>Why?</b></p> <p>Research suggests vulnerable families need to be actively engaged in intensive home-visitation programmes for at least 12 months for the programme to have a positive effect.</p>	80%		<p>[[To confirm start date for measurement – likely to be 1 July 2010]]</p> <p>Print off the list of cases for each whanau worker – randomly select and:</p> <ol style="list-style-type: none"> <li>1. Check that the family has received minimum of 1 home visit per month and 1 hour of AM&amp;BTL delivered per month</li> <li>2. Check that the Strength and Needs assessments are reviewed at least 6 monthly</li> </ol> <p>Discuss reasons why families are leaving within 12 months: (Refer to monthly FS-Net stats planned and unplanned exits).</p> <ol style="list-style-type: none"> <li>3. Are proposed exits discussed with Practice Manager? <ul style="list-style-type: none"> <li>• Graduation process – strengths and needs assessment completed, IFP reviewed and plan put in place upon exiting</li> <li>• Was the exit within the control of the provider?</li> <li>• Is a regular scan done for long periods of non-contact?</li> </ul> </li> <li>4. Is a retention strategy in place?</li> <li>5. Are families referred elsewhere? (particularly if vulnerable)</li> <li>6. Transfers: <ul style="list-style-type: none"> <li>• Have family signed consent?</li> <li>• Has transition been managed between Family Start providers (Sight transfer documentation)?</li> </ul> </li> </ol>	<p>Plan in place where whanau are not engaged:</p> <p>Within 1 month, discussion in supervision and identified via QA's.</p> <p>Discussion around reasons why disengaged.</p> <p>Supervisor will complete the home visit e.g. 2 completed in the last week.</p> <p>Match workers to whanau.</p> <p>Recently completed transfers: Gisborne, Auckland and Whakatane.</p> <p>Last graduation for whanau completed in June 2011.</p>		

New KPI Performance Measure	New KPI Standard	KPI Achieved	What information will be checked/verified? What information will be gathered?	Comment and actions for improvement	Action By Whom	Action by when
<p>Percentage of children who have their scheduled immunisation(s) during the quarter it came due</p> <p><b>Why?</b> Promoting immunisation is a key way of improving children's health.</p>	80%		<ol style="list-style-type: none"> <li>1. How do you promote this?</li> <li>2. Are FS-Net reminders followed?</li> <li>3. Is information collected at the initial contact phase about child's immunisation status?</li> <li>4. Is this part of supervision discussions?</li> <li>5. Refer to monthly FS-net stats/percentages for cannot be determined and Non answered why?</li> <li>6. Check file for completed immunisation schedule</li> </ol>	<p>FS-net child progress reminders are given to staff to answer questions available - these items can also be included in staff performance appraisals where answers are not being met.</p> <p>Check progress forms at next visit in September.</p>		
<p>Percent of children who have had their scheduled Well Child visit(s) during the quarter that it came due.</p> <p><b>Why?</b> Gives us some confidence that family health and well-being is being addressed.</p>	80%		<ol style="list-style-type: none"> <li>1. How do you promote this?</li> <li>2. Are FS-Net reminders followed?</li> <li>3. Is information collected at the initial contact phase about child's Well Child's visits?</li> <li>4. Is this part of supervision discussions?</li> <li>5. Refer to monthly FS-net stats/percentages for cannot be determined and Non answered why?</li> <li>6. Check file for completed Well Child visits</li> <li>7. Check that in client notes in FS-Net the discussion has been recorded and noted</li> </ol>	<p>As above</p> <p>Current FS-net stats not yet available to determine achievement rates.</p> <p>Current FS-net stats not yet available to determine achievement rates.</p>		

New KPI Performance Measure	New KPI Standard	KPI Achieved	What information will be checked/verified? What information will be gathered?	Comment and actions for improvement	Action By Whom	Action by when
<p>Percentage of children 18 months and over enrolled in a licensed Early Childhood Education (ECE) facility</p> <p><b>Why?</b> ECE has been shown to be beneficial for a child's development</p>	70%		<p>1. Gather information about how many are on waiting lists or enrolled in alternative education facilities.</p> <p>2. Refer to monthly FS-Net stats percentages for cannot be determined and non answered -- why?</p> <p>3. Relationship with ECE's and Family Start - awareness?</p>	<p>MOE ECE listings for Opotiki Pa Harakiekie School currently has a waiting list</p> <p>Have good network connections to enable promotion of ECE.</p>		

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**Key Performance Indicators for introduction from 1 October 2011**

New KPI Performance Measure	New KPI Standard	KPI Achieved	What information will be checked/verified? What information will be gathered?	Comment and actions	Action By Whom	Action by when
Percentage of parents who do not use harmful disciplinary practices	75%					
Percentage of children assessed as safe from abuse and neglect	80%					
Percentage of parents who demonstrate positive parent-child interactions	80%					
Percentage of families visited once weekly in the first 6 months	TBC <sup>1</sup>					

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<sup>1</sup> We will confirm the expected standard for this measure prior to its proposed introduction in October 2011. We need to test the impact of tighter referral criteria (which signal that Family Start is not open to lower risk families) and providers will need to work through the implications on whānau worker caseloads.

**Summary of improvements/actions Identified in last monitoring/support visit:**

Agreed Actions	By Whom	By When	Completed/Update
Improve volumes to reach minimum of 95%+	9(2)(a)	31/10/11	
Record sheet for supervision on file cover		31/08/11	
Use RODAS as framework for supervision		31/08/11	
AM&BTL refresher training for all staff	AM Team 9(2)(b) To confirm with 9(2)(a)	TBA	

**Overall Comments:**

Full monitoring visit has not been completed this month. Opportunity was taken to have a discussion regarding KPI's and verbal verification of work currently being undertaken. A full file audit will be completed in September against the KPI measures.

Volumes are not at full capacity and work needs to be undertaken to bring volumes up to a sustainable level. The Team Leader is holding a part case load and a new whanau worker is being appointed. Governance is being managed and financials are completed by an accountancy firm. CYP approvals are satisfied with the organisations policies and procedures in place.

Continued support and guidance with practice and operations will assist with improved performance.

**Sign-off:**

Report prepared by 9(2)(a)

Provider agreed to content: (Record name and date – attach email showing agreed)

Agreed copy sent to provider on:

Agreed copy sent to Approvals Assessor on:

26 July 2011

UNCLASSIFIED

9(2)(a) [redacted]  
Te Ha o Te Whanau Trust  
PO Box 247  
Opotiki 3162

Dear 9(2)(a) [redacted]

**FAMILY START SERVICES FROM 1 JULY 2011**

As you maybe aware, I have been appointed the Director of the Family Start programme. This is as a direct result of Minister Bennett directing that new governance arrangements be put in place due to concerns about the performance of the Family Start programme.

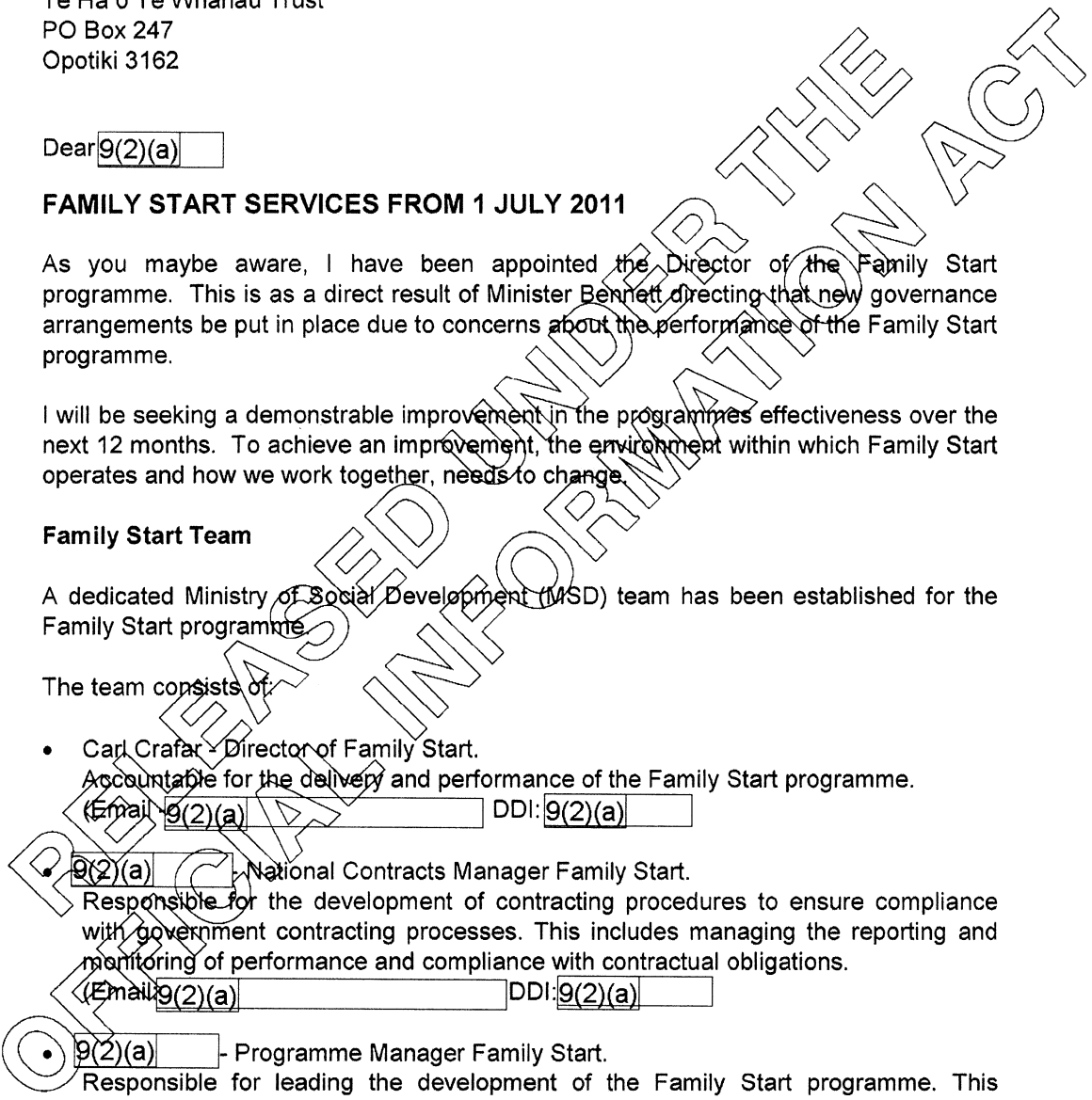
I will be seeking a demonstrable improvement in the programmes effectiveness over the next 12 months. To achieve an improvement, the environment within which Family Start operates and how we work together, needs to change.

**Family Start Team**

A dedicated Ministry of Social Development (MSD) team has been established for the Family Start programme.

The team consists of:

- Carl Crafar - Director of Family Start.  
Accountable for the delivery and performance of the Family Start programme.  
(Email: 9(2)(a) [redacted] DDI: 9(2)(a) [redacted])
- 9(2)(a) [redacted] - National Contracts Manager Family Start.  
Responsible for the development of contracting procedures to ensure compliance with government contracting processes. This includes managing the reporting and monitoring of performance and compliance with contractual obligations.  
(Email: 9(2)(a) [redacted] DDI: 9(2)(a) [redacted])
- 9(2)(a) [redacted] - Programme Manager Family Start.  
Responsible for leading the development of the Family Start programme. This includes redesigning the Family Start programme manual, developing best practice and coordinating enhancements to FS Net.  
(Email: 9(2)(a) [redacted] DDI: 9(2)(a) [redacted])





- 5 positions to develop and support good practise to be appointed:
  - Practice Leader, MSD National Office. This position will lead the development and maintenance of supporting processes, resources and tools for quality service delivery.
  - Four Technical Experts will be based within the regions. The Technical Experts will identify areas needing practice improvement and will work collaboratively with you and relevant stakeholders to implement strategies/plans to strengthen practice.
- 9(2)(a) - Regional Advisor Funding.  
Your RAF is responsible for the day-to-day management of your contract. Your RAF will work closely with the National Contracts Manager to monitor your performance and closely with the Technical Experts to support practice improvement.  
(Email: 9(2)(a) DDI: 9(2)(a))

### Communications

I will be writing to you quarterly to keep you informed of your organisation's performance, any contract or practice issues and to update you on the developments with the Family Start programme. In addition I will be regularly attending the Family Start Collective Meetings nationally and regionally.

The Family Start team is developing a monthly e-news letter which will feature more generic updates on the Family Start programme, frequently asked questions and answers, reminders about key dates, training opportunities and the like. We also encourage you to share with us your good news stories. We will be checking your preferred contact details with you directly to confirm the distribution list.

### Family Start Contract from 1 July 2011

Overall the performance of the Family Start programme against key performance measures for the 2010/2011 year was below expectations in a number of areas. On that basis, changes have been made to Family Start contracts from 1 July 2011 to strengthen our monitoring of providers performance and to accurately capture the service's key outcomes. The changes are noted below:

#### 1. Monitoring of performance

From 1 July 2011 we will monitor your performance each month. The monthly monitoring arrangement will be reviewed quarterly and, subject to an improved performance, may be reduced to each quarter. Monitoring will focus on your performance against the key performance measures and the explanations for the numbers reported through FS-Net.

As part of the monitoring process, we will be reviewing provider's Family Start cost allocation structure and Family Start Programme budgets to ensure that Family Start funding is being used directly for Family Start service provision.

Your RAF will contact your organisation to organise dates. It is expected that monitoring visits will be conducted on arranged dates and that your organisation will develop and implement action plans to address any concerns raised. The RAFS and national office team will work closely together to remedy any concerns you have that require MSD action.

## 2. New Key Performance Measures

Your contract includes a revised set of 13 monthly and quarterly key performance measures (KPIs). These are attached as Appendix One and we include a brief description of any changes made and the rationale for those. In brief the KPIs include:

- Nine measures to be introduced from 1 July 2011: these include four new or amended measures of supervision practices, family planning processes and retention of families, and current measures around volumes, WellChild checks, immunisations and attendance at early childhood education.
- Four new measures to be introduced from 1 October 2011: these include three new measures of child maltreatment and a new measure of intensive home-visitation. The delay till October should enable adequate lead-in time around changes to the programme manual, development of whanau worker training and FS-Net changes.

The level of performance expected against those measures has been raised to between 70% and 95% and this will represent the level of performance that will be "green lighted" from 1 July 2011. We are working on changes to FS-Net to reflect the new KPIs but these will not be in place until August 2011.

Where performance targets are not met, the reasons why will be discussed during contract monitoring. The Ministry acknowledges that Family Start providers will need time and support to achieve the new KPIs and we will not penalise your organisation for things outside its control. However, a consequence of poor performance without an acceptable reason may be the withholding of payments and continued poor performance may result in contract termination.

I will again be meeting with the Family Start Collective on 28 July in Wellington and will talk about the above.

I look forward to working with you to improve outcomes for children and their families.

Yours sincerely

Carl Crafar  
Director of Family Start

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