

4 April 2012

Te Roopu Awhina Family Start – Porirua

- 1 Te Roopu Awhina’s Family Start contract is \$614,870.00 for 125 families.
- 2 The performance of all Family Start Providers has been assessed by looking at:
 - key performance indicators (KPI’s)
 - quality of social work practice
 - implementation of key programme components
 - viability and capability of the organisation.
- 3 Overall, Te Roopu Awhina are consistently not achieving the KPI’s and although the supervision threshold was met, the supervision given is of poor quality.

Key performance indicators

- 4 Overall, there are 13 KPI’s. However, we have focused on the three KPI’s (below) which we consider to be the minimum performance requirements.

KPIs	July %	Aug %	Sept %	Oct %	Nov %	Dec %	Jan %	Feb %
Contracted volume				90		91		
Supervision	NA	NA						
AM/BTL (parenting)			91	91	90	92		90

- a. Percentage of contracted volumes delivered. Expected standard is 95%. Green light at 95% or above; Yellow light at 90%-95%; Red light at <90%.
- b. Percentage of workers who receive at least one hour of one-on-one supervision by a qualified supervisor each week. Expected standard is 95%. Green light at 95% or above; Yellow light at 90%-95%; Red light at <90%.
- c. Percentage of active families receiving at least one hour of Ahuru Mowai/Born To Learn per month. Expected standard is 95%. Green light at 95% or above; Yellow light at 90%-95%; Red light at <90%.

Practice

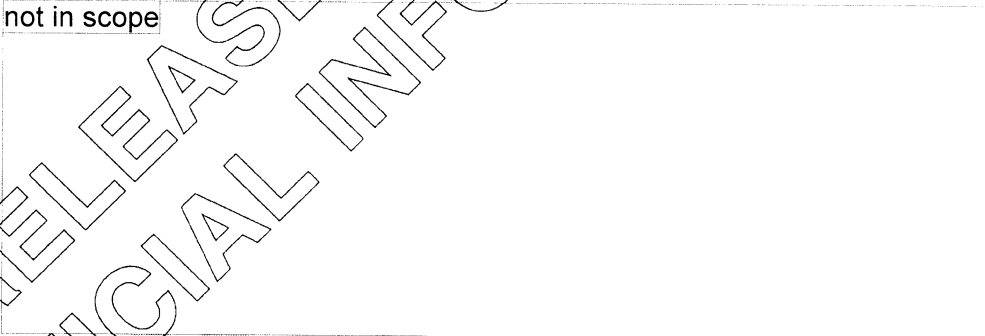
- 5 The examples of poor quality service delivery in this are:
 - the Child Safety Tools were not implemented in the timeframe expected
 - supervision is provided by an external contractor only, therefore while being delivered regularly, it lacks connection to the Family Start programme and does not adequately support staff or the sound delivery of the programme
 - assessments are not specific, they are overly subjective and lack a child focus
 - the information recording process in place is inadequate
 - the delivery of Ahuru Mowai/Born to Learn does not meet the expected standard
 - there has been improvement in promoting improved health outcomes for children but little is done to promote early childhood education
 - there is a desire to develop additional services but focus should be on programme fidelity and meeting core programme standards first.

Provider engagement

- 6 Long-term vacancies in senior positions have de-stabilised the organisation and negatively affected performance. Because of this, the potential for improvement is compromised. For example:
- a new Chief Executive commenced mid January 2012 (acting Chief Executive September to December 2011)
 - the Family Start Manager position has been vacant since November 2011. There is a commitment to fill this vital position but no progress to date
 - interim management have limited experience in Family Start but have being very willing to work with the Directorate on practice
 - a number of staff have left and some of the current staff are resistant to change practice. There is no performance management process in place.
- 7 There have been six meetings between the MSD Practice Advisor and the current management team since early January 2012. These meetings have focused on supporting early implementation of the expected changes (eg Child Safety Tools). The Service Improvement Plan was agreed 9 February 2012.
- 8 Due to long standing vacancies in senior positions and instability of the Board the Family Start Directorate chose not to send a quarterly performance letter in December 2011. The Family Start National Contracts Manager met with Te Roopu Awhina's new Chief Executive 20 January. This meeting put Te Roopu Awhina on notice that they would be unlikely to be offered a Family Start contract for 2012-2013.

9 not in scope

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MSD engagement

- 11 MSD's interaction with Te Roopu Awhina since July 2011 is as follows:
- 1 letter from MSD Family Start Director to Turuki CE and chair of the board (July 2011)
 - 4 MSD Regional Advisor Funding (RAF) monitoring visits
 - 6 MSD Practice Advisor visits
 - 1 meeting with the Family Start national contracts manager
 - attended 1 regional child safety workshop
 - attended 3 National Hui.

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Provider three:
Part five of six

Meeting File Note – 20 January 2012

Subject: Family Start performance

Attendance:

Te Roopu Awhina (Michael - CE, 9(2)(a) [redacted])
MSD (9(2)(a) [redacted])

1. Welcomed by new CE 9(2)(a) [redacted]
2. Overview from [redacted] about the Directorate – what it is and why it was established. Emphasised the Minister's message that there was to be an improvement in its effectiveness – particularly child safety focus. This means greater scrutiny on performance and reality that poor performance may not mean continued funding. 9(2)(a) [redacted]
3. Overview from [redacted] about performance to date. Summary – it is poor and you will need to improve
 - Historical poor performance means the provider is being monitored monthly. Continue to perform poorly against KPIs (tabled the attached reports). Informed new management team of monthly reporting 9(2)(a) [redacted] to ensure on distribution list).
 - Identified that a Dec letter was not written as nobody in the organisation to address to. Highlighted that they are one of our poorest performing providers and the lack of engagement with the support being provided by the Practice Advisor is detrimental.
 - Spoke to the completed monitoring visits by the RAF 9(2)(a) [redacted]. These reports have been sent through by 9(2)(a) [redacted] (also tabled)
 - Spoke to the issue that the lack of management positions being filled has made engagement with the organisation difficult and we can see the de-stabilising effects of this on performance. I asked for an update on filling key positions

Response: Staffing is a focus for the new CE - particularly the Practice Manager and Supervisor role.

It was explained that 9(2)(a) [redacted] and 9(2)(a) [redacted] had current oversight of the Family Start programme. They identified that practice monitoring and up-skilling workers was a priority.

Two new whanau workers appointed.

Noted that they were getting AM/BTL training in Feb.

9(2)(a) [redacted] offered to look at a system to assist with staff cover and ratio's)

- 9(2)(a) [redacted] also raised Board issues

Response: New CE is aware of the governance issues and understands that he needs to establish feedback/liaison re performance of services.

- Also raised the Child Safety Tools – were they aware of them?

Response: knew nothing of the tools. [redacted] 9(2)(a) explained these. Came to light that no information re Family Start that had been given to the Family Start providers was known to the interim management team. 9(2)(a) agreed to send newsletters etc (Actioned 3 Feb)

4. [redacted] 9(2)(a) tabled draft service improvement plan. This was her thinking only at this stage but led discussion on what needs to happen in the next few months for that organisation. It highlighted:

- Need for the organisation to be aware that child safety questions are being reported against in FSNet and tools must be used and reflected in case notes/assessments
- Ensuring that FS Net is used by org to capture info (TRA runs sep database. [redacted] 9(2)(a) to work with them on appropriately using both)
- External supervision lacks case work focus and family Start programme specifics (ie does Supervisor know about child safety tools? Is Supervisor signing off on worker assessments etc)

5. Positives were discussed and TRA were encouraged to build on these (CE accepted the environment he had and the need to make improvement).

- TRA felt that they have great interaction/rapport with families
- Strong networks with other providers
- Staff have a great cultural background and experience.

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Family Start Performance Assessment Template – February 2012
Refer to Memo "Sanctioning Criteria and Options for Family Start Providers" dated 13/2/12

FAMILY START PROVIDER PERFORMANCE ASSESSMENT – July 2011 to February 2012

Provider's Legal Name: Te Roopu Awhina Ki Porirua Trust
Provider Number: 12160
Contract Number: 314285

Completed by 9(2)(a) (RAF) on 12 March 2012 – Handwritten notes as per meeting with 9(2)(a) on 13 March 2012 with 9(2)(a)

SUMMARY

Criteria	Comments
Key Performance Indicators	Consistently poor. No evidence of improvement in practice - or standards in place. Needs closer monitoring. <i>Standards in place/process in place that this will happen soon.</i>
Key Programme Components	Core components are not being delivered. Poor quality. Improvement required to meet basic standards.
Social practise work	Practitioner concerned with quality of concern is lack of prog specific supervision and leadership to lift performance.
CYF Approval	The last CYF approval assessment was completed 3 June 2011. It appears that the last assessment of the FS programme was completed 29 April 2010. I need to check that this is still relevant and that CYF haven't done a subsequent approval assessment visit.
Willingness and Capacity	Three visits completed last year. Previous practice manager 9(2)(a) was present for all three meetings, and supervisor was available for the first visit. They have both left the service and relocated to Auckland. First visit for 2012 scheduled for 19 March 2012. New CEO commenced duties mid January 2012 and has been supported by financial officer and other senior manager. However, these staff have limited experience with FS programme. They have tried hard to engage and address shortcomings in a very short timeframe.

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9(2)(a)

9(2)(a)

I recently attended the training provided by [redacted] to the kaimahi and was impressed with the level of enthusiasm shown by the staff. There are 6 kaimahi in total, [redacted] two others whom have been with the service a short period of time, under two years and two new kaimahi who have just commenced employment. From the discussions and interactions on the day, I would surmise that the four new staff members could actually have some good skills and capacity, given they receive good guidance and supervision.

RECOMMENDATION

Withhold or recover funding (F12)	
Terminate on Notice (1 July 2012)	Terminate 9(2)(g)(i)
Do not renew from 1 July 2012	
Offer 1 year contract from 1/7/12	
Offer 3 year contract from 1/7/12	

9(2)(a) → agree with recommendation to terminate.

Based on inadequate performance but lack of capacity. Fundamentals of Prog are being delivered.

Sighted by 9(2)(a) National Contracts Manager 9(2)(a)

Criteria	Rating ¹ (1, 2 or 3)	Comments (Include the evidence you have from monitoring and site visits)
KEY PERFORMANCE INDICATORS		
Contracted Volumes	1	Reflective of organisation carrying out work in key areas of service provision. Historical trend of not meeting volumes.
AM/BTL		Consistently low.

¹ 1 = underperformance is consistent and is without satisfactory reasons; 2 = underperformance is evident and is without satisfactory reason; 3 = satisfactory performance, or any underperformance is for satisfactory reason.

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Readjusted in light of PA quality comments.

Supervision	3 2	Appears to be meeting the KPI target – will have to gauge at the next monitoring visit what this supervision looks like. Check with [] re kaimahi's comments around confidentiality.
KEY PROGRAMME COMPONENTS		
Strengths and Needs Assessments	1	Weak. Not child focused.
Individual Family Plans	1	Near. Not child focused. Not specific/objective
Child Safety Tools	1	Not implemented in required timeframe. New Mgmt not aware of requirements.
Weekly Visits	1	Not focused on due to fundamentals not being delivered.
Supervision Quality	1	External only. Not child focused.
Delivery of AM/BTL	1	General support and to program. Not child focused.
Promotion of health and education	1	Has not been occurring due to Mgmt absences over a long period. Needs clarity in what they are doing.
SOCIAL WORK PRACTISE		
Concerns about safety of practise and response to remedy those concerns		
CYF APPROVAL		
Governance, Financial or Management issues	Yes or No	Note last Approvals Assessment Date – any concerns? Any concerns of your own independent of Approvals?
WILLINGNESS/CAPACITY		
Willingness or capacity		Have recently got new whanau workers.

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→ Organisation Acting CEO Sept-Dec, who was also FS Prog. Manager. Did not backfill Prog. Mgr. New CE started Jan. Prog. Manager position vacant. Assisted by other key staff but not up-t-speed with prog and inappropriate to only begin action and filling key positions from Feb 12. Fundamentals of prog. have not been delivered. Interim Mgmt team are willing. Much change ahead. SIP in good shape.

Key Performance Indicator Results (%)

	July	August	September	October	November	December	January
Contracted Volumes	84%	88%	86.4%	89.6%	86.4%	91.2%	88.8%
AM/BTL – 1 hour each month	87.6%	83.6%	90.7%	91.1%	89.7%	92%	84.7%
Supervision – 60 mins weekly	Na	Na	100%	100%	100%	0%	100%

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