

010

Provider three:

Part three of six

**FAMILY START KPI MONITORING TEMPLATE**

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

Date of Visit: 14 November 2011  
 Monitoring period: 1 July 2011 to 30 September 2011

Venue: 9 Lydney Place, Porirua

Present: Laura Bell, Acting CEO  
 9(2)(a) [ ] Regional Advisor Funding

**General discussion**

1. Good news stories	
2. Issues and trends in the community	
3. Issues and trends with the Family Start programme	Please refer to monitoring report dated 20 September 2011.
4. Health of the organisation	Please refer to monitoring report dated 20 September 2011.
5. CYF Approval review completed	Refer to latest Approvals report – record when this was completed. Is there anything to follow-up? When is the next visit due.  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.
6. Ahuru Mowai visit	Record the last visit from AM/BTL team – anything to follow-up?  The last AM/BTL visits occurred 5 October 2010 and 14 December 2010. Included in this assessment was a recommendation to look at exiting 'deadwood' to ensure all clients that are on the programme are really engaged.  The provider acknowledged that the 'deadwood' clients are held in a holding bay (approximately 10-12 % per month) for a six week period to try and get the whanau re-engaged. The practice manager manages this process, and if after six weeks the whanau are still not

	engaging the whanau are exited.
7. Review of the financials for Family Start (annually)	<p>Record the last review of Annual accounts</p> <p>Review of annual budget and expenditure on the Family Start programme</p> <p>The next AGM is scheduled for the end of October 2011, date to be confirmed. A copy of last year's audited accounts to be provided when available.</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
<p>KPI 1: Contracted 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%	<p>86%</p> <p>(Last quarter 85%)</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 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><b>Staff</b></p> <p>Te Roopu Awhina FS have 7 whanau workers when they have a full compliment of staff.</p> <p>Since my last visit in September, three staff have accepted employment offers in other locations, therefore, TRA now have 5 FIE whanau workers. TRA are advertising again this week for additional whanau workers.</p> <p>The contracted volume for TRA is 125 per annum. This volume was not achieved during the last financial year, July 2010 to June 2011. Additionally, the contracted volume has not been achieved for this quarter, July to September 2011.</p> <p>It is suggested that the current rate of staff turnover could be contributing on the organisations ability to meet this contractual obligation.</p> <p>Furthermore, the acting CEO is the only experienced senior management member currently involved in the FS programme. They have tendered their resignation effective from 16 December 2011.</p> <p>The organisation has offered the CEO position to a candidate and this announcement will be made shortly. It is envisioned that they will commence duties in January 2012.</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				
				<p>The Acting CEO is awaiting advice from the Board as to whether or not they will engage her offer to induct the new CEO. Additionally, the Acting CEO is compiling a desk file for the new CEO.</p> <p>The acting CEO acknowledged that the remaining whanau workers are engaged and working hard.</p> <p>TRA will be closed for a three week period from 21 December 2011 reopening 11 January 2012.</p> <p>Referrals</p> <p>There were 20 new referrals received by TRA during this quarter, all were accepted onto the programme.</p> <p>There were 12 exits for the corresponding period, 10 planned and 2 unplanned.</p> <table border="1" data-bbox="975 271 1308 848"> <thead> <tr> <th data-bbox="975 501 1031 848">Action By Whom</th> <th data-bbox="975 271 1031 501">Action by when</th> </tr> </thead> <tbody> <tr> <td data-bbox="1031 501 1308 848">It is recommended that once the new CEO commences duties that they and representation from the board meet with Carl Crafar and myself to discuss the performance of the FS contract.</td> <td data-bbox="1031 271 1308 501">Meeting to be set for January/February 2012</td> </tr> </tbody> </table>	Action By Whom	Action by when	It is recommended that once the new CEO commences duties that they and representation from the board meet with Carl Crafar and myself to discuss the performance of the FS contract.	Meeting to be set for January/February 2012
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<p><u>KPI 2: Supervision</u> 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>	95%	100%  (Last quarter 57%)	<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 supervision 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 whanau 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>The Acting CEO has ensured that clinical supervision will be provided by an external supervisor <u>9(2)(a)</u> until a new senior practice leader is appointed. The supervisor will work with whanau workers on Tuesday's.</p> <p>This supervision will not be able to monitor casework or KPI results. These requirements are critical to ensure that practice is consistently improving and improvements are made to KPI performance.</p>
<p><u>KPI 3: Individual Family Plans</u> 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</p>	95%	No FS-NET data available.	<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 assessments?</li> <li>3. Home visits have been undertaken each</li> </ol>	<p>Files for three current whanau workers were reviewed during this visit. It appeared that IFP's on each file had been reviewed on a regular basis, and the most recent IFP review had happened in either September or October 2011.</p> <p>Issues for each whanau were recorded, and in two cases the achievements to date had been recorded as the IFP was reviewed.</p> <p>TRA are preparing themselves to transition their</p>

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<p>is required to reflect progress and ensure appropriateness of service provision.</p>			<p>month?</p> <ol style="list-style-type: none"> <li>4. Have intensity levels been set by the supervisor? Revised?</li> <li>5. Have other agencies been consulted in relation to developing IFP?</li> <li>6. Quality of goals; Are they: SMART? child-focussed? Achievable? Likely to strengthen family against child maltreatment?</li> <li>7. IFP signed by both whanau worker and family?</li> <li>8. Has the supervisor signed off quarterly review with one week of review completion?</li> </ol>	<p>whanau data entry to the new data system called "Whanau Tahiri". This system was developed by an IT company commissioned by Te Whanau O Waipareira Trust on behalf of the NUMA group. It will allow cross searching to be done between other NUMA providers.</p>
<p><b>KPI 4: AM/BTL Visits</b> Percentage of active families receiving at least one hour of AM / BTL per month</p>	<p>95%</p>	<p>97%</p>	<p>Refer to last Aturu Mowai report and with AM Advisor - check if any follow up is required (Avoid duplication) Site random sample of client files FS-Net client notes for AM delivery verifying one hr per month 1. All whanau workers have received initial training to deliver AM&amp;BTL 2. Supervisors have attended support workshop? 3. Site home visit record sheets (yellow), completed in a timely manner, dated 4. Have missed visits been recorded; were activities planned; what was the activity; was the activity planned for the next visit; was this activity followed up at the next visit? 5. Has an annual AM or exit survey been completed?</p>	<p>The Acting CEO is trying to determine how TRA's current formats will dovetail into the new database.</p> <p>Considering that there have been staff vacancies it is encouraging that the monthly results for this KPI are improving: July - 87.6% August - 83.6% September - 90.7%</p>
<p><b>Why?</b> Regular delivery of AM/BTL provides some confidence that families are being regularly assessed in these domains.</p>		<p>(Last quarter 82%)</p>		<p>Just a little more effort needed to achieve the desired KPI result.</p> <p>The acting CEO advises that whanau who remain uncommitted to the FS programme will be exited after 2 to 3 attempted visits.</p>

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<p><u>KPI 5. AM/BTL Milestones</u> 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%	No FS-NET data available.	<p>Refer to last Ahuru Mōwai report and with AM Advisor – check if any follow up is required? (Avoid duplication)</p> <p>1. Sight milestone checklists are completed relevant to the age of the child</p> <p>2. Is the handout list recorded?</p> <p>3. What AM/BTL resources are available to whanau workers?</p>	Not reviewed this visit.
<p><u>KPI 6. Family who remain for 12 months</u> Percentage of all new families who remain on the programme for at least 12 months</p> <p><b>Why?</b> 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%	No FS-NET data available.	<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</li> </ul> </li> </ol>	Not discussed this visit.

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			<p>assessment completed, IFP reviewed and plan put in place upon exiting</p> <ul style="list-style-type: none"> <li>Was the exit within the control of the provider?</li> <li>Is a regular scan done for long periods of non-contact? Check active families who have been receiving service for longer periods.</li> </ul> <p>4. Is a retention strategy in place?</p> <p>5. Are families referred elsewhere? (particularly vulnerable transfers)</p> <p>6. Have family signed consent?</p> <p>7. Has transition been managed between Family Start providers (Sign transition documentation)?</p>	

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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%	68%  (Last quarter 67%)	<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>Please review the information per whanau to ensure everything has been done to lift this KPI result.</p> <p>This will include reviewing the "not immunised", "can not be determined" and "non answers".</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%	65%  (Last quarter 65%)	<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>A review of the whanau in the "can not be determined" and "non answer" categories might help lift this KPI performance.</p>

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<p>KPI 9: <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%	51%  (Last quarter 48%)	<ol style="list-style-type: none"> <li>Gather information about how many are on waiting lists or enrolled in alternative education facilities.</li> <li>Refer to monthly FS-Net stats percentages for cannot be determined and non answered – why?</li> <li>Relationship with ECE's and Family Start awareness?</li> </ol>	We will have to determine the story behind this result. To discuss next monitoring visit.

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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
KPI 10: Harmful Discipline Percentage of parents who do not use harmful disciplinary practices	75%	No FS- NET data available.		Not discussed this visit.		
KPI 11: Abuse and Neglect Percentage of children assessed as safe from abuse and neglect	80%	No FS- NET data available.		Not discussed this visit.		
KPI 12: Positive Parent-child interactions Percentage of parents who demonstrate positive parent-child interactions	80%	No FS- NET data available.		Not discussed this visit.		
KPI 13: Families Visited Percentage of families visited once weekly in the first 6 months	TBC <sup>1</sup>	No FS- NET data available.		Not discussed this visit.		

<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
Senior Practitioner to work with administrator who loads referral data into FS-NET.	Senior Practitioner and administrator	To review December 2011 to gauge effect	In progress, good result, data matched.
Long duration clients to be reviewed and exited if appropriate.	Senior Practitioner and Acting CEO	To review next monitoring visit 28 October 2011.	26 to be reviewed, Acting CEO to provide analysis next monitoring visit. Have been completed.
All performance assessments to be completed	All staff	To review next monitoring visit 28 October 2011.	Completed, well done.
Senior Practitioner to ensure all whanau workers receive 1 hour of supervision per week and that it is recorded accurately in FS-NET.	Senior Practitioner	To review next monitoring visit 28 October 2011.	Completed, well done.
Each whanau worker to review the file and review SNA's and IFF's and set new goals etc if necessary.	Whanau workers and Senior Practitioner	To review next monitoring visit 28 October 2011.	On going.

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

Agreed Actions	By Whom	By When
It is recommended that once the new CEO commences duties that they and representation from the board meet with Carl Crafar and myself to discuss the performance of the FS contract.		Meeting to be set for January/February 2012

**Overall Comments:**

It is of concern that TRA have had so many staff tender their resignations in the last six months. This is having an impact on the performance of the FS contract and a meeting will be sought early in the new year to discuss this with the board and new CEO. Otherwise, thank you to Laura for her commitment to ensuring that whanau receive the FS programme and for supporting the whanau workers within the team. Best wishes for your future endeavours Laura.

**Sign-off:**

Report prepared by: 9(2)(a) Regional Advisor Funding

Provider agreed to content: Laura Bell, Acting CEO – 13 December 2011

Agreed copy sent to provider on: 20 January 2011

Agreed copy sent to Approvals Assessor on: 19 January 2011

Agreed copy sent to AM/BTL Support person on: 19 January 2011

Agreed copy sent to Practice Advisor on: 19 January 2011

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09

Family Start Monitoring Template – August 2011

**FAMILY START KPI MONITORING TEMPLATE**

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

Date of Visit: 20 September 2011  
Monitoring period: 1 April 2011 to 30 June 2011

Venue: 9 Lydney Place, Porirua

Present: Laura Bell, Acting CEO  
 9(2)(a) Senior Practitioner  
 Regional Advisor Funding

**General discussion**

1. Good news stories	
2. Issues and trends in the community	
3. Issues and trends with the Family Start programme	<p><u>Boundaries</u> Te Roopu Awhina (TRA) receive requests to assist whanua from the Johnsonville, Tawa, and Lindon suburbs. These suburbs are in close proximity to TRA, however, they fall outside the FS boundary for TRA. Whanau are wanting to access the services, as there appears to be limited social service options available to them from Wellington. The Salvation Army and City Mission are the only providers offering parenting programmes in the Wellington area. Additionally, whanau who are involved in the FS programme who move to one of these suburbs has to exit the FS programme.</p> <p><u>DR Referrals</u> CYF is referring clients to the FS programme through the DR model. The referral is viewed in most cases as a 'forced' referral. CYF are advising the whanau that they should partake in the FS programme or risk more serious interventions from CYF. Unfortunately, TRA are finding that this stance is damaging the relationship before it even starts, the whanau come to the programme reluctantly to appease CYF. CYF continue to monitor the clients for approximately 6 weeks and if it appears to be going well, will shut the case. When this occurs the whanau exit the programme. TRA have also had re-entries through this process, and estimate that approximately 3 whanau fall into this category every quarter.</p>

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4. Health of the organisation	TRA are had some major changes in the last few months. They have just moved premises and are currently in the process of employing a new CEO. This position has been advertised.
5. CYF Approval review completed	<p>Refer to latest Approvals report – record when this was completed. Is there anything to follow-up? When is the next visit due.</p> <p>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.</p>
6. Ahuru Mowai visit	<p>Record the last visit from AM/BTL team – anything to follow-up?</p> <p>The last AM/BTL visits occurred 5 October 2010 and 14 December 2010. Included in this assessment was a recommendation to look at exiting 'deadwood' to ensure all clients that are on the programme are really engaged.</p> <p>The provider acknowledged that the 'deadwood' clients are held in a holding bay (approximately 10-12 % per month) for a six week period to try and get the whanau re-engaged. The practice manager manages this process, and if after six weeks the whanau are still not engaging the whanau are exited.</p>
7. Review of the financials for Family Start (annually)	<p>Record the last review of Annual accounts Review of annual budget and expenditure on the Family Start programme</p> <p>The next AGM is scheduled for the end of October 2011, date to be confirmed. A copy of last year's audited accounts to be provided when available.</p>

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<p>KPI 1: Contracted 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%	85%	<ol style="list-style-type: none"> <li>Record the number of whanau workers and supervisors.</li> <li>The number of incoming referrals in the period: <ul style="list-style-type: none"> <li>Are the key referral agencies engaged?</li> </ul> </li> <li>The number of referrals declined: <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: <ul style="list-style-type: none"> <li>Are these families still actively engaged in the programme?</li> </ul> </li> <li>Waiting list numbers to assess demand for the service.</li> </ul> <p>How long do people wait? Are they referred elsewhere?</p> </li></ol>	<p><u>Staff</u></p> <p>TRA currently have 6 FTE whanau workers and 1 FTE supervisor.</p> <p>Referrals</p> <p>Eleven referrals were received in this quarter (April to June). All were accepted onto the FS programme.</p> <p>The FS manual (pg 12) lists agencies that may refer to the FS programme.</p> <p>An analysis of last years referring agencies would suggest that there were limited referrals from some of these agencies, specifically lead maternity carers, GP's and hospital maternity services. It is envisioned that this group of specialists are predominately working with the whanau deemed most at risk and that referrals should be coming from this sector.</p> <p>The accuracy of the FS-NET referral data might need to be improved as in some quarters the</p>		



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				<p>monthly reports differ from the quarterly reports.</p> <p>The Senior Practitioner will work with the administration staff who load the Federal data into FS-NET to clarify and approve the information recorded.</p> <p>According to the FS-NET reports patients were declined onto the programme during the last 12 months (1 July 2010 to 30 June 2011). The FS Senior Practitioner will monitor this in the future to ensure that data has been correctly entered.</p> <p>Additionally, the provider reports that fourteen (31%) of whanau between 13 April 2011 and 20 September 2011 were declined the FS programme because they lived outside of TRA's FS boundary. Some of these whanau had been involved with the programme while they lived in the Porirua area, but had to be exited once they moved into another suburb such as Tawa, Granada, Johnsonville. These exits have impacted on TRA's ability to meet their contract</p>	Senior Practitioner	Review quarterly FS-NET report for period Oct - Dec 2011

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				<p>obligations.</p> <p>There is a Teen Parent school located in Lindon which could provide many appropriate referrals.</p> <p>There were 27 long duration clients (ie clients made active between September 2007 and December 2009). The Senior Practitioner and Acting CEO will review these clients to ensure they are still eligible for the programme.</p> <p>TRA do not have a waiting list for the FS programme.</p> <p>TRA whanau workers receive five weeks annual leave per year and 12 days sick leave per year. They have a shut down period at Christmas for 2 ½ weeks. The Senior Practitioner and CEO manage leave requests to ensure that there are enough staff available to manage the service.</p> <p>Staff identify training that they would like to complete, and make the request to management.</p>	Senior Practitioner and Acting CEO	To review next monitoring visit 28 October 2011

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<p><u>KPI 2: Supervision</u></p> <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></p> <p>Support the professional practice of those working with vulnerable families.</p>	95%	57%	<p>The most recent CYF Approvals assessment report should be referenced, and if this has been done recently, avoid duplicating any checks.</p> <p>1. What level of qualifications do supervisors currently have?  2. Are staff development plans and performance appraisals in place?  3. Quality of the supervision (internal).  Sight supervision schedule and files for frequency of supervision and information that is covered; expect to see a formal note that covers client cases.</p> <ul style="list-style-type: none"> <li>Sight internal contract between supervisor and whanau worker</li> </ul> <p>4. If external supervision is given, sight ledger/invoice and a written agreement - clause 6.3.4 Family Start Manual</p> <p>5. Ensure supervision recorded accurately in FS-Net.</p>	<p>They will be attending FV training shortly. There is also a lot of in house training - every Wednesday for 2 hours. Each staff member is allocated \$1,000 per annum for training.</p> <p>This statistic has improved since the last quarter 38%.</p> <p>The provider thought that this quarter's statistic (47%) was a fairly accurate reflection of supervision for the period for the following reasons:</p> <ul style="list-style-type: none"> <li>A whanau worker was included in these calculations who should have been removed from FS-NET.</li> <li>Three whanau workers were on secondment to another FS provider.</li> </ul>		
			<p>9(2)(a)</p> <p>The performance appraisal template has been altered and has been emailed to all staff for</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>comment. This was due back to the Acting CEO by the beginning of September. This will be followed up by the provider before the next monitoring visit and reviewed at that time.</p> <p>Supervision records will be reviewed during the next monitoring visit.</p> <p>External monthly group supervisor (2 hours) is provided by an external supervisor. These are effectively training sessions which discuss items like clinical approaches, and theories and encourages reflective practice etc.</p> <p>The whanau workers also have weekly peer supervision.</p> <p>The Senior Practitioner will monitor this statistic for the next quarter to ensure all whanau workers receive the 1 hour of supervision per week and that it is recorded in FS-NET.</p>	<p>Performance appraisals completed</p> <p>Senior Practitioner</p>	<p>To review next monitoring visit 28 October 2011</p> <p>To review next monitoring visit 28 October 2011</p>
<p><u>KPI 3: Individual Family Plans</u> Percentage of families who</p>	<p>95%</p>		<p>Review a random selection of client files to ensure that whanau are progressing towards their IFP goals</p>	<p>The information in the IFP's and IFP reviews was very limited and this is an area that will need to be</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>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>			<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 assessments?</li> <li>3. Home visits have been undertaken each month?</li> <li>4. Have intensity levels been set by the supervisor? Revised?</li> <li>5. Have other agencies been consulted in relation to developing IFP?</li> <li>6. Quality of goals: Are they SMART? Child focussed? Achievable? Likely to strengthen family against child maltreatment?</li> </ol> <p>IPF signed by both whanau worker and family? Has the supervisor signed off quarterly review within one week of review completion?</p>	<p>improved, through careful supervision, and further training and assistance from the technical expert.</p> <p><b>PROCESS:</b> IRA client's are required to complete a Whanau Snapshot Evaluation template called 'Whakaahua' to assess their own wellbeing in the following 7 domains:</p> <ul style="list-style-type: none"> <li>• Health</li> <li>• Income/Employment</li> <li>• Education/Training</li> <li>• Parenting</li> <li>• Alcohol/Drugs</li> <li>• Social Wellbeing</li> <li>• Housing</li> <li>• Hinengaro (emotional)</li> <li>• Wairua, Spiritual</li> <li>• Violence/Abuse</li> <li>• Personal</li> <li>• Whanau/Family</li> </ul> <p>A score of 1 equals completely unhappy / major impact through to a 7 which equals completely happy / no impact.</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>Other aspects the clients are asked about include</p> <ul style="list-style-type: none"> <li>• Challenges</li> <li>• Personal Skills</li> <li>• Priorities and Goals</li> <li>• Personal Commitment</li> </ul> <p>Support Referral Information</p> <p>What workers use this information to help develop the IFP. The Acting CEO and Senior Practitioner reported that they had provided staff with a lot of training in this area and were disappointed to see the IFP's that we viewed on the files.</p> <p>The IFP's contained broad goals, with limited SMART information, Specific, Measurable, Achievable, Realistic, and Timely. They put this down to "taking their eye of the ball", due to managing changes in the organisation, change of premises, staff on secondment etc.</p> <p>For example one client had goals such as 'manage finances' and</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>"get drivers licence".</p> <p>However, the case notes suggest that the client was not managing their financial situation.</p> <ul style="list-style-type: none"> <li>that the client had exhausted hardship entitlement at WINZ and wasn't able to access food grant for 1 year</li> </ul> <p>The IFP did not provide the necessary information to indicate how this client was working towards achieving the ability to manage their financial situation.</p> <p>Careful supervision will help the whanau workers reflect on what the clients are telling them, as well as their own observations and how this should be transferred into the IFP.</p> <p>Whanau workers need their own navigational plan to assist them move clients towards the big goals that they are setting themselves. These will contain the smaller goals that are needed to assist in achieving the bigger goals.</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>It was agreed that each whanau worker would concentrate on improving the Strengths and Needs Assessment (SNA's) and IFP's on one client file with assistance from the Senior Practitioner to ensure that they have grasped the concepts required. These files will be reviewed during the next monitoring visit.</p>	<p>Whanau workers with assistance from Senior Practitioner</p>	<p>To review next monitoring visit 28 October 2011</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 4: AM/BTL Visits</p> <p>Percentage of active families receiving at least one hour of AM / BTL per month</p> <p>Why?</p> <p>Regular delivery of AM/BTL provides some confidence that families are being regularly assessed in these domains.</p>	95%	82%	<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 attempted support workshops</li> <li>Site home visit record sheets (yellow), completed in a timely manner, dated</li> <li>Have missed visits been recorded, were activities planned; what was the activity; was the activity planned for the next visit; was this activity followed up at the next visit?</li> <li>Has an Ahuru AM or exit survey been completed?</li> </ol>	<p>All whanau workers have received the initial AM/BTL training and the supervisor has attended the support workshop.</p> <p>This statistic was also 82% for the last quarter (January to March 2011). This would mean that approximately 103 clients are receiving 1 hour of AM/BTL per month</p> <p>Some providers report an improvement in this KPI after encouraging their whanau workers to complete the 1 hour of AM/BTL early in the month, this allows time for a follow up visit if the client is absent for the first visit.</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><b>KPI 5: AM/BTL 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	<p>Refer to last Ahuru Mōwai report and with AM Advisor – check if any follow up is required? (Avoid duplication)</p> <ol style="list-style-type: none"> <li>1. Sight milestone checklists are completed relevant to the age of the child</li> <li>2. Is the handout list recorded?</li> <li>3. What Am/BTL resources are available to whanau workers?</li> </ol>	<p>This KPI was not tested during this visit – it will be monitored during the next visit on 28 October 2011.</p> <p>Additionally Milestone summaries (12 &amp; 24 months) will also be checked in subsequent visits to ensure these are done</p>		
<p><b>KPI 6: Family who remain for 12 months</b> Percentage of all new families who remain on the programme for at least 12 months</p> <p><b>Why?</b> 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). 3. Are proposed exits discussed with Practice Manager?</p> <ul style="list-style-type: none"> <li>• Graduation process – strengths and needs</li> </ul>	<p>For this quarter 88% of whanau received at least one home visit for the month and 82% of whanau received at least 1 hour of AM/BTL.</p> <p>Last year 98 clients were exited from the FS programme, which included a lot of older children who actually graduated. 76 were planned and 22 were unplanned.</p> <p>For the same period 73 referrals were accepted onto the programme. The provider reports that referrals were impacted by the following reasons;</p> <ul style="list-style-type: none"> <li>• Stopped accepting referrals</li> </ul>		

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>assessment completed, IFP reviewed and plan put in place upon exiting</p> <ul style="list-style-type: none"> <li>Was the exit within the control of the provider?</li> <li>Is a regular scan done for long periods of non-contact? Check active families who have been receiving service for longer periods.</li> <li>Is a retention strategy in place?</li> <li>Are families referred elsewhere? (particularly vulnerable)</li> <li>Transfers</li> <li>Have family signed consent?</li> <li>Has transition been managed between Family Staff providers (Sign transfer documentation)?</li> </ul>	<p>from Tawa, Linton, Johnsonville which fall outside their FS boundary.</p> <ul style="list-style-type: none"> <li>Closer scrutiny of CYF referrals through the DR process, sometimes resulting in not accepting the referral.</li> <li>More transient clients not accepted onto the programmes.</li> <li>Over the last 6 months TRA have been exiting whanau who have not been committed to the FS programme and tightened up on the acceptance of potential referrals. This has resulted in a drop in contracted volume, but they are now in a position to offer the programme to those whanua that will gain the most benefit from it.</li> </ul>		

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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 7: Immunisations</p> <p>Percentage of children who have their scheduled immunisation(s) during the quarter it came due</p> <p><b>Why?</b></p> <p>Promoting immunisation is a key way of improving children's health.</p>	80%	67%	<p>1. How do you promote this?</p> <p>2. Are FS-Net reminders followed?</p> <p>3. Is information collected at the initial contact phase about child's immunisation status?</p> <p>4. Is this part of supervision discussions?</p> <p>5. Refer to monthly FS-net stats/percentages for cannot be determined and Non answered why?</p> <p>6. Check file for completed immunisation schedules</p> <p>7. Check that in client notes in FS-Net the discussion has been recorded and noted</p>	<p>Last quarter this statistic was 78%.</p> <p>The provider reports that they felt that the parents are engaged with the immunisation programme, but have been delayed by various factors such as:</p> <ul style="list-style-type: none"> <li>The large number of exits (32 this quarter)</li> <li>Child illnesses and sickness delaying the age appropriate immunisation</li> </ul> <p>They also report that they don't have an immunisation contract within the organisation so are reliant on other external providers. There are GP waiting lists in the area and sick children are having to access the emergency services.</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><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%	65%	<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>Last quarter this statistic was 63%.</p> <p><u>Suggestion</u> That TRA facilitate an initial meeting with the immunisation and well child check providers in the Portlana area to explore how they can jointly set up a process which ensures that FS clients are receiving either of the two services in the timeframe required.</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><b>KPI 9: Early Childhood Education</b></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%	48%	<ol style="list-style-type: none"> <li>1. Gather information about how many are on waiting lists or enrolled in alternative education facilities.</li> <li>2. Refer to monthly FS-Net stats percentages for cannot be determined and non answered – why?</li> <li>3. Relationship with ECE's and Family Start – awareness?</li> </ol>	<p>This statistic is consistent with other quarters. The FS team do promote ECE and the benefits of it, however, the following factors are impacting on the participation in ECE:</p> <ul style="list-style-type: none"> <li>• Many families are wanting to access Kēhanga Reo.</li> <li>• A lot of day care centres with only take children who attend full time, no part time places available.</li> <li>• Some whanau unable to make up the difference in payment between full time and part time placement.</li> <li>• Some whanau are happy to have their children stay at home and attend community events, mainly music etc.</li> </ul> <p>An analysis of the 43% of children who were not enrolled in any day care could ascertain which parents could be further encouraged to enrol their children.</p>		

## 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
KPI 10: Harmful Discipline Percentage of parents who do not use harmful disciplinary practices	75%			Not discussed this visit.		
KPI 11: Abuse and Neglect Percentage of children assessed as safe from abuse and neglect	80%			Not discussed this visit.		
KPI 12: Positive Parent-child interactions Percentage of parents who demonstrate positive parent-child interactions	80%			Not discussed this visit.		
KPI 13: Families Visited Percentage of families visited once weekly in the first 6 months	TBC <sup>1</sup>			Not discussed this visit.		

<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

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

Agreed Actions	By Whom	By When
Senior Practitioner to work with administrator who loads referral data into FS-NET.	Senior Practitioner and administrator	To review December 2011 to gauge effect
Long duration clients to be reviewed and exited if appropriate	Senior Practitioner and Acting CEO	To review next monitoring visit 28 October 2011.
All performance assessments to be completed	All staff	To review next monitoring visit 28 October 2011.
Senior Practitioner to ensure all whanau workers receive 1 hour of supervision per week and that it is recorded accurately in FS-NET.	Senior Practitioner	To review next monitoring visit 28 October 2011.
Each whanau worker to review one file and review SNA's and PP's and set new goals etc if necessary	Whanau workers and Senior Practitioner	To review next monitoring visit 28 October 2011.

Overall Comments

The monitoring visit has set the scene well for the development and progress for the FS programme going forward. It was very beneficial to have the Senior Practitioner and Acting CEO assist with the monitoring and reviewing of the files. They have a very clear understanding of what is required to lift the performance of the whanau workers and understand the value that their roles have to achieving this. I look forward to my next visit to assess the improvements made.



**Sign-off:**

Report prepared by: 9(2)(a) Regional Advisor Funding

Provider agreed to content: Laura Bell, Acting CEO - 14 October 2011

Agreed copy sent to provider on: 14 October 2011

Agreed copy sent to Approvals Assessor on: 14 October 2011

Agreed copy sent to AM/BTL Support person on: 14 October 2011

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06



MINISTRY OF SOCIAL DEVELOPMENT  
*Te Manatū Whakahiato Ora*

Bowen State Building, Bowen Street, PO Box 1556, Wellington 6140 • Telephone: 0-4-916 3300 • Facsimile: 0-4-918 0099

29 September 2011

IN CONFIDENCE

Laura Bell  
Te Roopu Awhina Family Start  
PO Box 50 436  
Porirua 5240

Tēnā koe, Laura

**KEY PERFORMANCE MEASURE - WEEKLY VISIT THRESHOLD**

Your Family Start contract sets nine key performance measures from 1 July 2011, and four key performance measures from 1 October 2011. One of the key performance measures to be in effect from 1 October 2011 is "percentage of families visited once weekly in the first 6 months". The threshold currently says "TBC" (to be confirmed).

We have reassessed this measure against the feedback we have received from providers and practice experts. We continue to believe that this is an important and appropriate measure as its intention is to monitor best practice – that best practice being frequent visits to our most vulnerable families. This is to ensure that a strong connection is built with the family which is critical for assessing the needs of the family and achieving positive outcomes.

We will require that all new families (those that commence from 1 October 2011), once accepted on to the Family Start programme, are visited once weekly for the first six months. However we will not set a threshold for this financial year but rather take the opportunity to work with you to set an appropriate threshold from 1 July 2012.

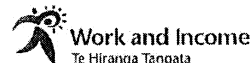
You will receive a report on your performance each month from 1 October 2011 and this will be discussed at monitoring/support visits. We will provide information on the exact reporting formula when we provide the first report in November. Your performance against this measure will not have an impact on contract payments until a threshold is set.

Look forward to continuing our work with you to strengthen best practice and to make a positive difference to the lives of the families we work with.

Nāku noa, nā

9(2)(a)

**National Contracts Manager**



02

26 July 2011

UNCLASSIFIED

9(2)(a)

Te Roopu Awhina Family Start  
PO Box 50 436  
Porirua 5240

Dear 9(2)(a)

### FAMILY START SERVICES FROM 1 JULY 2011

As you maybe aware, I have been appointed as 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))
- 9(2)(a) - 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))
- 9(2)(a) - 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))

- 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) [redacted] – 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) [redacted] DDI: 9(2)(a) [redacted])

### 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 practises, 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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