

# NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES



Pete Ricketts, Governor

September 15, 2020

Patrick O'Donnell, Clerk of the Legislature  
State Capitol, Room 2018  
P.O. Box 94604  
Lincoln, NE 68509

Dear Mr. O'Donnell,

Pursuant to Nebraska Revised Statute §43-4407, the Department of Health and Human Services, Division of Children and Family Services is submitting the following report which includes a summary of satisfaction surveys administered to foster children, foster parents, parents, judges, guardians ad litem, attorneys representing parents, and service providers involved with the child welfare system.

Please feel free to contact me if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Stephanie L. Beasley".

Stephanie L. Beasley  
Director  
Division of Children and Family Services

Attachment



**Department of Health and Human Services  
Legislative Report  
LB 1160  
Section 7**

**REPORT FOR: LEGISLATURE**  
**REPORT DATE: SEPTEMBER 22, 2020**  
**LEGISLATIVE BILL: LB 1160**  
**COMMITTEE NAME: HEALTH AND HUMAN SERVICES COMMITTEE**  
**CONTACT PERSON: STEPHANIE L. BEASLEY, DIRECTOR**  
**CHILDREN AND FAMILY SERVICES DIVISION**

*Section 7: (1) Each Service area administrator and any lead agency or the pilot project shall annually survey children, parents, foster parents, judges, guardian's ad litem, attorneys representing parents, and service providers involved with child welfare system to monitor satisfaction with:*

- (a) Adequacy of communication by the case manager,*
- (b) Response by the department, any lead agency or the pilot project to requests and problems,*
- (c) Transportation issues,*
- (d) Medical and psychological services for children and parents,*
- (e) Visitation schedules,*
- (f) Payments,*
- (g) Support services to foster parents,*
- (h) Adequacy of information about foster children provided to foster parents, and*
- (i) The case manager's fulfillment of his or her responsibilities.*

*A summary of the survey shall be reported to the Health and Human Services Committee of the Legislature on September 15, 2012, and each September 15 thereafter or more frequently if requested by the committee.<sup>1</sup>*

## **Introduction**

The Nebraska Department of Health and Human Services, Division of Children and Family Services, believes it is important to understand the quality of the service being provided to the stakeholders involved in the child welfare and juvenile justice systems. In accordance with the Legislation and per our desire to hear from those receiving our services, the Division of Children and Family Services (CFS) administered a customer satisfaction survey to the following stakeholders to measure their satisfaction with the support and services provided by CFS:

- a) Parents
- b) Foster Children
- c) Foster parents
- d) Judges
- e) Guardian ad litem

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<sup>1</sup> Please see the attached, *Saint Francis Ministries Annual Survey, September 2020*, for the Eastern Service Area's survey response.

- f) Attorneys representing parents
- g) Service providers

## **Background**

The Division of Children and Family Services (CFS) began conducting surveys with parents in March 2005, with foster parents in April 2007, and with youth in YRTC in July 2007.

Until June of 2009, the Nebraska Continuous Quality Improvement (CQI) team reviewed the Customer Satisfaction Survey questionnaires that were used throughout the state to solicit stakeholder input, primarily from the youth in the Youth Rehabilitation Centers (YRTCs). In 2010, CFS made a decision to change the survey questions and methodology of the survey process and we enlisted the support of University of Nebraska Medical Center (UNMC) to perform outbound telephone interviews. The survey recipients were expanded to include all youth ages 12 and older who were receiving services from CFS. The questions used during the second phase and methodology are similar to the steps taken for this survey.

In 2012, the Department of Health and Human Services (Department) was required by LB 1160 to annually survey children, parents, foster parents, judges, guardian's ad litem, attorneys representing parents and service providers involved in the child welfare system to monitor satisfaction with:

- (a) Adequacy of communication by the case manager,
- (b) Response by the department, any lead agency or the pilot project to requests and problems,
- (c) Transportation issues,
- (d) Medical and psychological services for children and parents,
- (e) Visitation schedules,
- (f) Payments,
- (g) Support services to foster parents,
- (h) Adequacy of information about foster children provided to foster parents, and
- (i) The case manager's fulfillment of his or her responsibilities.

In 2014, The Department hired the University of Nebraska - Lincoln Bureau of Sociological Research (UN-L) to perform outbound telephone interviews.

## **Methodology**

The LB 1160 surveys consisted of Likert Scale questions to measure the respondent's satisfaction with regards to the categories listed above. Every survey, regardless of recipient, contained the same seven questions. The foster parent, judge, attorney, and service provider survey contained additional questions regarding payment for services to service providers, supportive services to foster families, and whether foster parents are provided with adequate information regarding the children placed in their care.

## **Survey Questions/Categories**

Please note the word case manager is used in the questions to refer to both the CFS Specialist and the Contractor Service Coordinators/Family Preservation Specialists.

### **Common Questions in all Surveys:**

1. The case manager keeps me informed.
2. The case manager resolves problems in a timely manner.
3. The case manager effectively resolves transportation issues.
4. Adequate medical services are made available.
5. Adequate behavioral health services are made available.
6. The case manager schedules adequate parenting-time visitation plans for children with their family.
7. The case manager adequately fulfills his/her job responsibilities.

### **Additional questions for Foster parents, Judges, Attorneys and Service Providers:**

- 1) Payment for services is made in a timely manner to service providers.
- 2) The Case Manager schedules adequate parenting time visitation for children and families.

### **Responses Scale:**

All questions used the following Likert Scale (1=never, 2=rarely, 3=sometimes, 4=often, 5=always).

The surveys for parents, foster parents and foster children were administered by an outbound telephone firm through a contract with the University of Nebraska-Lincoln (UNL). The survey recipients were randomly selected from a list of active wards of the State. The Department anticipated completing 350 surveys for each of the three groups.

The Department administered the surveys for the Judges, Attorneys, Service Providers and Guardian ad litem through a web-based program. There were 54 survey invitations sent to Judges with 7 responses, 64 invites to Providers with 24 responses and 93 attorneys responded to 578 invites that were sent out.

### **Summary of Statewide Survey Results**

Below is a summary of the Customer Satisfaction Surveys conducted throughout the State in June and July 2020. The “Refuse”, “Don’t Know” and “N/A” Responses were removed from the analysis because these responses are considered to be non-responsive. The telephone surveys collected responses from 350 youth, 350 parents, and 350 foster parents for a total of 1050 phone surveys. The web-based surveys received responses from 7 judges, 24 providers, and 93 attorneys for a total of 124 web-based surveys. Due to the size of sample returned by those who responded who were judges, providers and attorneys, for reporting and tabulation purposes we grouped them as one group.

The results indicate that for all areas across the state, the average score rated a 3 or above on a 5 point Likert Scale. The scale is 1= never; 2 = rarely; 3 = sometimes; 4 = often; and 5 = always.

### **Questions answered by survey recipient; n = 1150:**

- The case manager keeps me informed:
  - Youth rated their individual case managers, providing an average score of 4.4 out of a possible 5.
  - Foster Parents rated CFS the second highest with an average score of 3.8 out of a possible 5.
- The case manager resolves problems in a timely manner:
  - The Youth rated CFS the highest of the survey recipients with an average score of 4.3 out of a possible 5.
  - Foster Parents rated CFS the second highest with an average score of 3.8 out of a possible 5.

- The case manager effectively resolves transportation issues;
  - The Youth rated CFS the highest of the survey recipients with an average score of 4.7 out of a possible 5.
  - The Foster Parents rated CFS the second highest with an average score of 3.9 out of a possible 5.
- Adequate medical services are made available;
  - The Youth, Foster Parents and Parents rated CFS the highest of the survey recipients with an average score of 4.7 out of a possible 5.
- Adequate behavioral health services are made available;
  - The Youth rated CFS the highest of the survey recipients with an average score of 4.8 out of a possible 5.
  - The Foster Parents rated CFS the second highest with an average score of 4.4 out of a possible 5.
- The case manager schedules adequate parenting time visitation for children and their family.
  - The Youth rated CFS the highest of the survey recipients with an average score of 4.6 out of 5.
  - The Foster Parents rated CFS the second highest with an average score of 4.4 out of a possible 5.
- The case manager adequately fulfills his/her job responsibilities;
  - The Youth rated CFS the highest of the survey recipients with an average score of 4.5 out of a possible 5.
  - Foster Parents rated CFS the second highest with an average score of 4.1 out of a possible 5.

**Additional questions answered by Judges, Providers and Attorneys; n = 124**

- Payment for services is made in a timely manner to service providers;
  - The Providers rated CFS the highest of the survey recipients with an average score of 4.3 out of a possible 5.
  - The Judges rated the CFS the second highest with an average score of 3.5 out of a possible 5.
- The case manager schedules adequate parenting time visitation for children and their family;
  - The Providers rated CFS the highest of the survey recipients with an average score of 4.3 out of a possible 5.
  - The Judges rated CFS the second highest with an average score of 3.5 out of a possible 5.



## **Results of LB 1160 Section 7(1) Annual Survey**

### ***Telephone Survey n = 1150***

350 Children (Questions 1-6, 10)  
350 Parents (Questions 1- 6, 10)  
350 Foster Parents (Questions 1-10)

### ***Web-based Survey n = 124***

7 Judges (54 invites, Questions 1-10)  
24 Providers (64 invites, Questions 1-10)  
93 Attorneys, (578 invites, Questions 1-10)

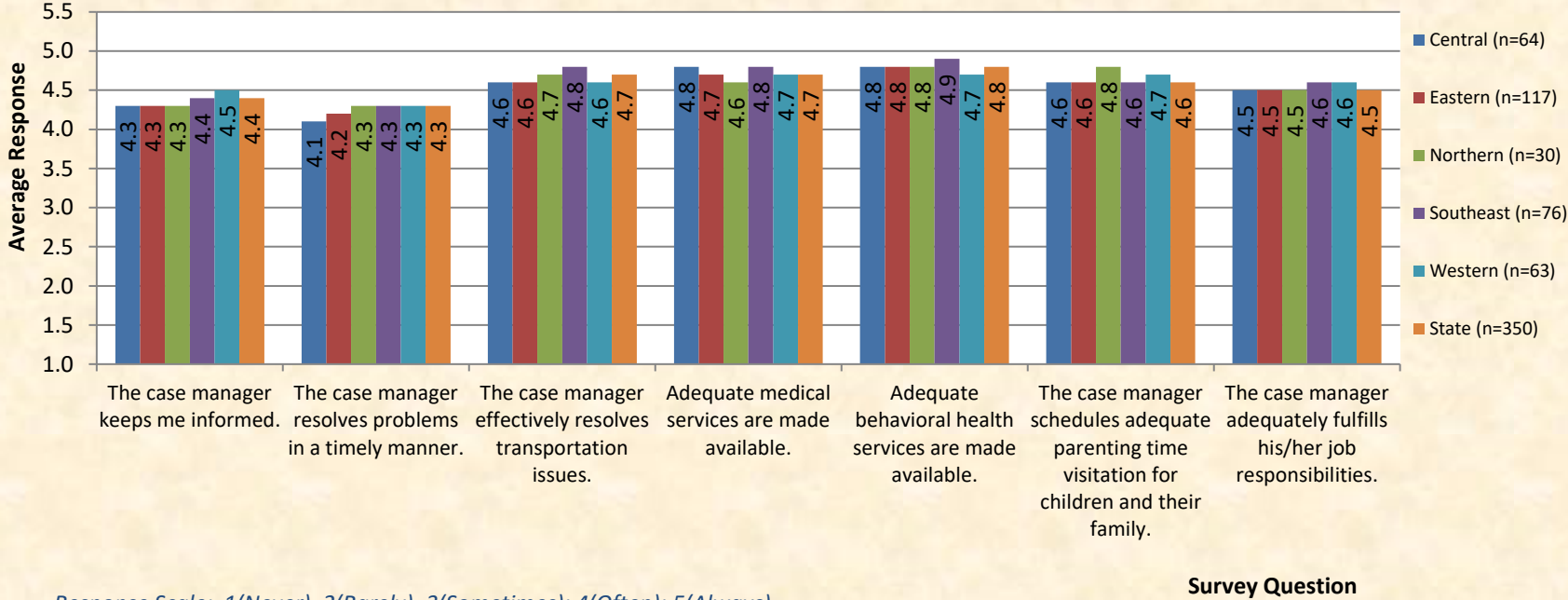
***Surveys were conducted in June and July 2020***

### **Survey Questions:**

1. The case manager keeps me informed.
2. The case manager resolves problems in a timely manner.
3. The case manager effectively resolves transportation issues.
4. Adequate medical services are made available.
5. Adequate behavioral health services are made available.
6. The case manager schedules adequate parenting-time visitation plans for children with their family.
7. Payment for services is made in a timely manner to service providers.
8. The case manager provides supportive services to foster families.
9. Foster parents are provided with adequate information regarding the foster children under their care.
10. The case manager adequately fulfills his/her job responsibilities.

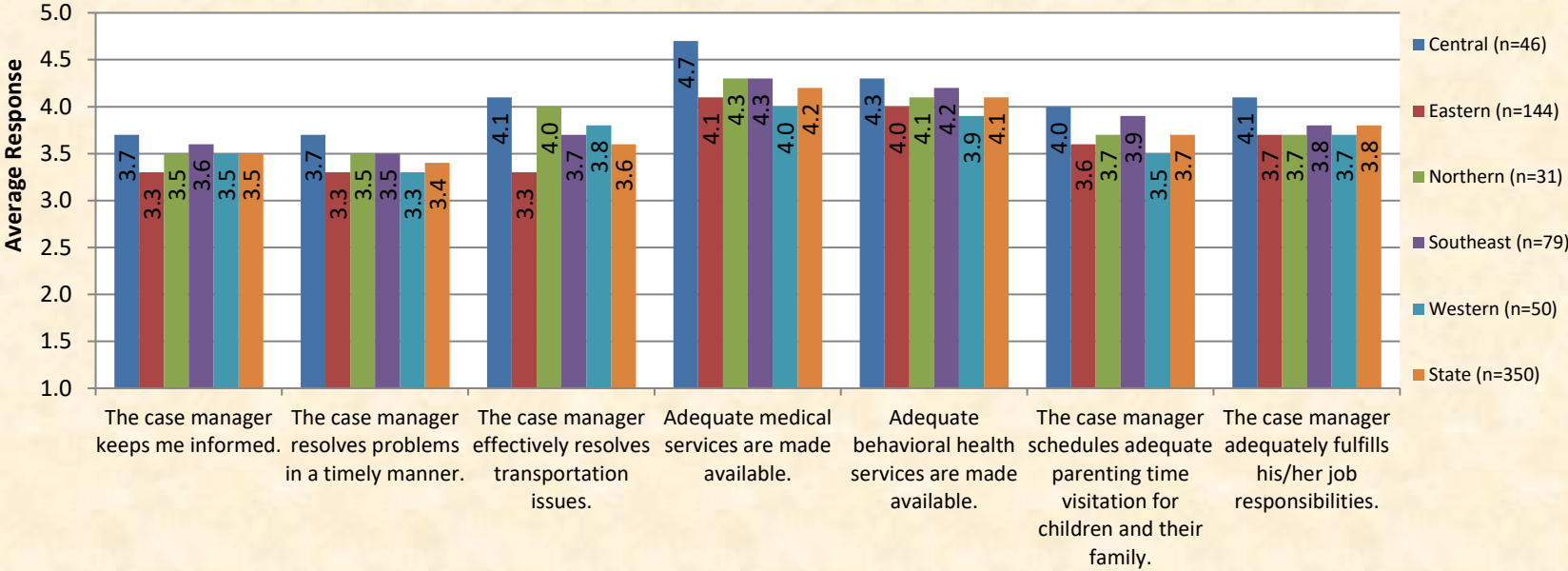
**Responses included:** Never, Rarely, Sometimes, Often, Always, Refuse, Don't Know and N/A

## Child Satisfaction Survey Results Average Response Per Question



*Response Scale: 1(Never), 2(Rarely), 3(Sometimes); 4(Often); 5(Always)*

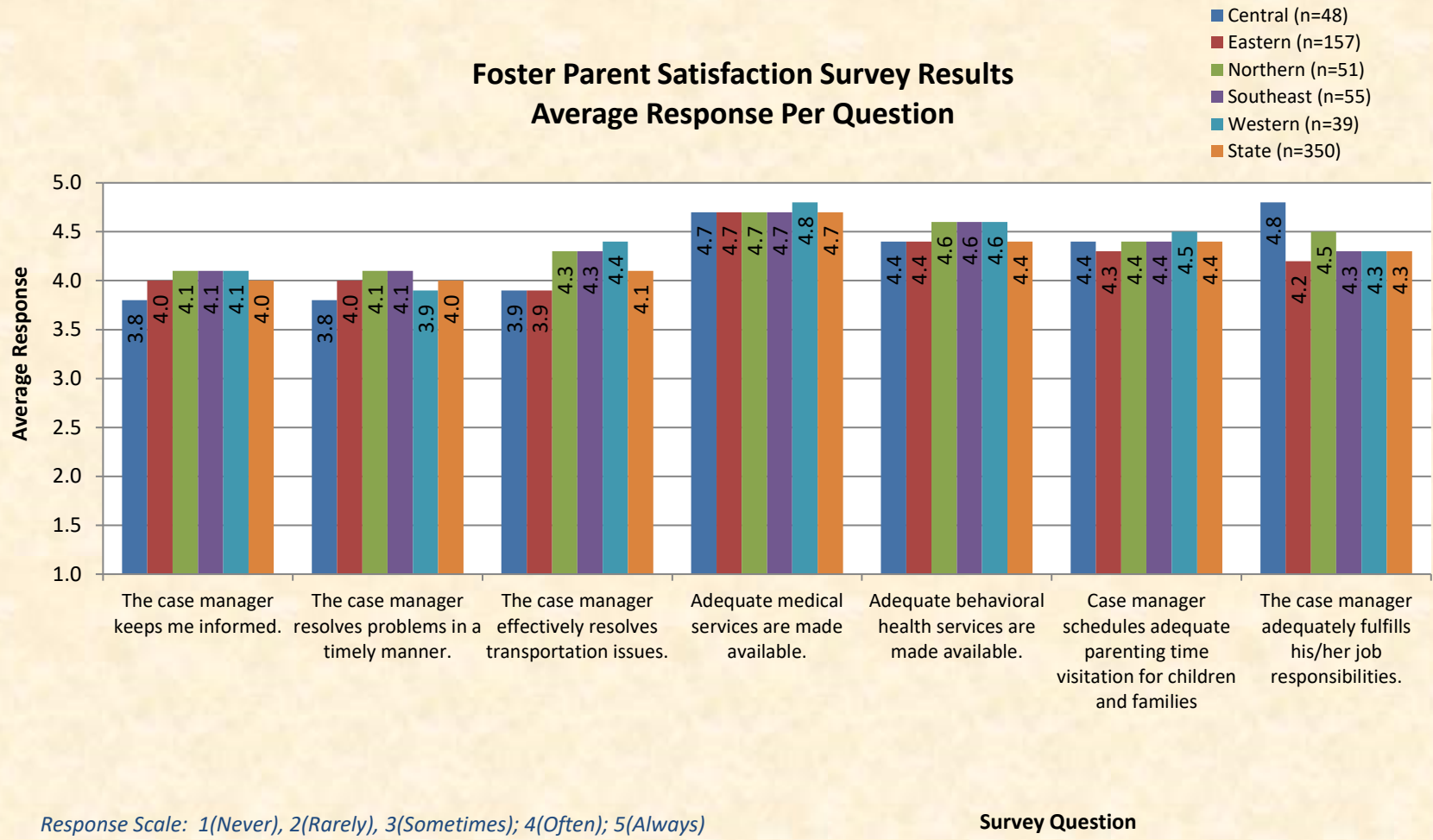
## Parent Satisfaction Survey Results Average Response Per Question



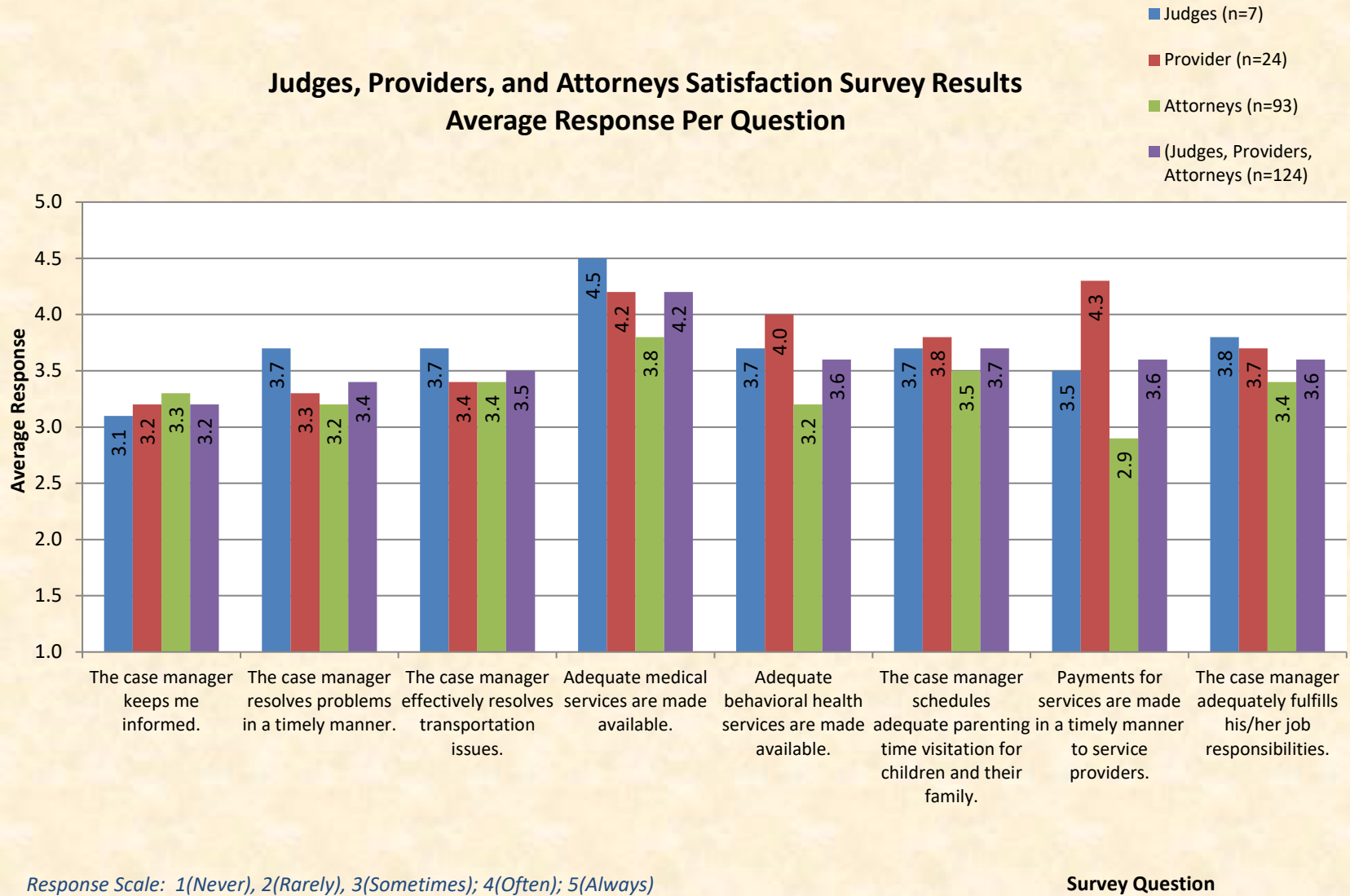
*Response Scale: 1(Never), 2(Rarely), 3(Sometimes); 4(Often); 5(Always)*

**Survey Question**

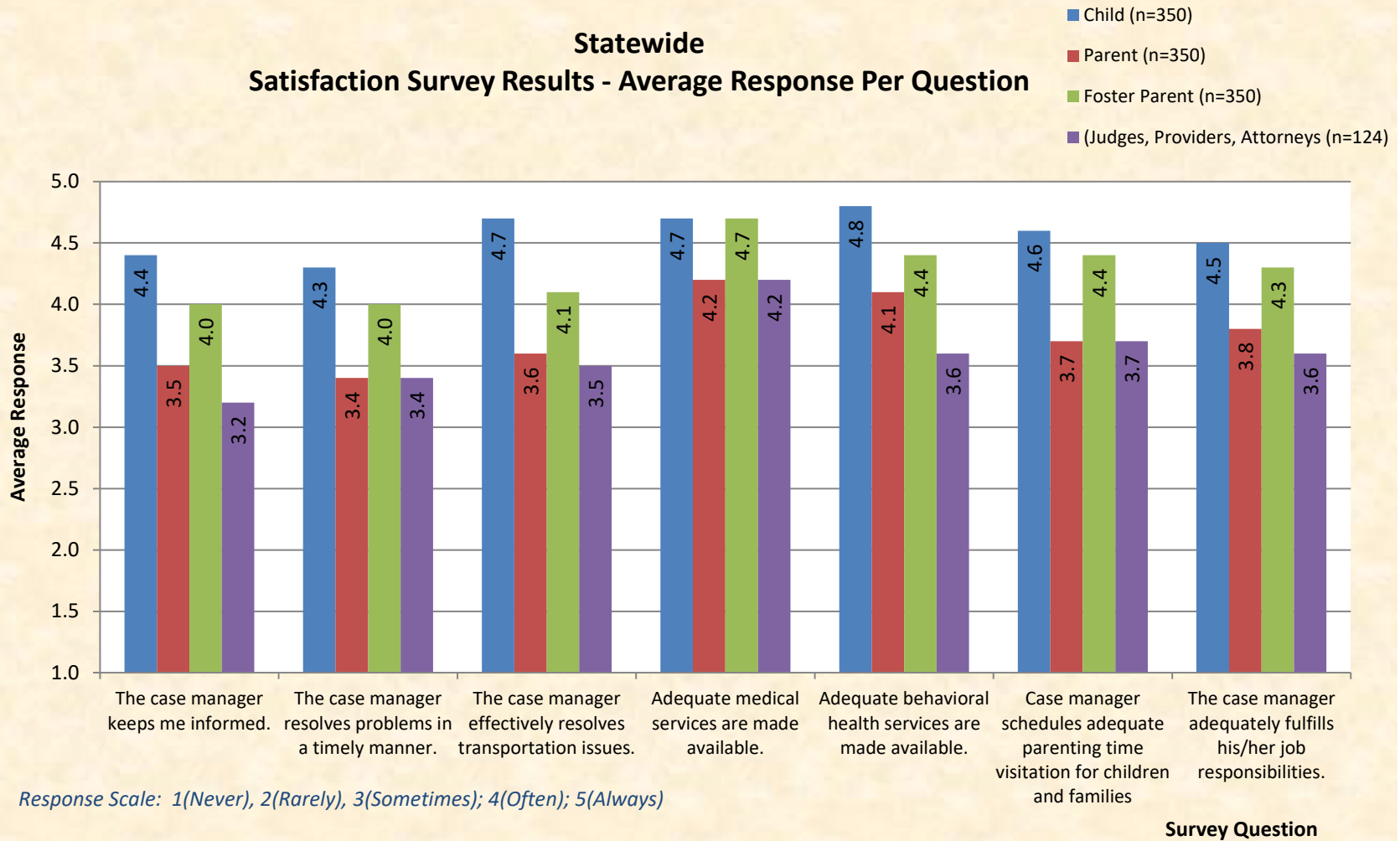
## Foster Parent Satisfaction Survey Results Average Response Per Question



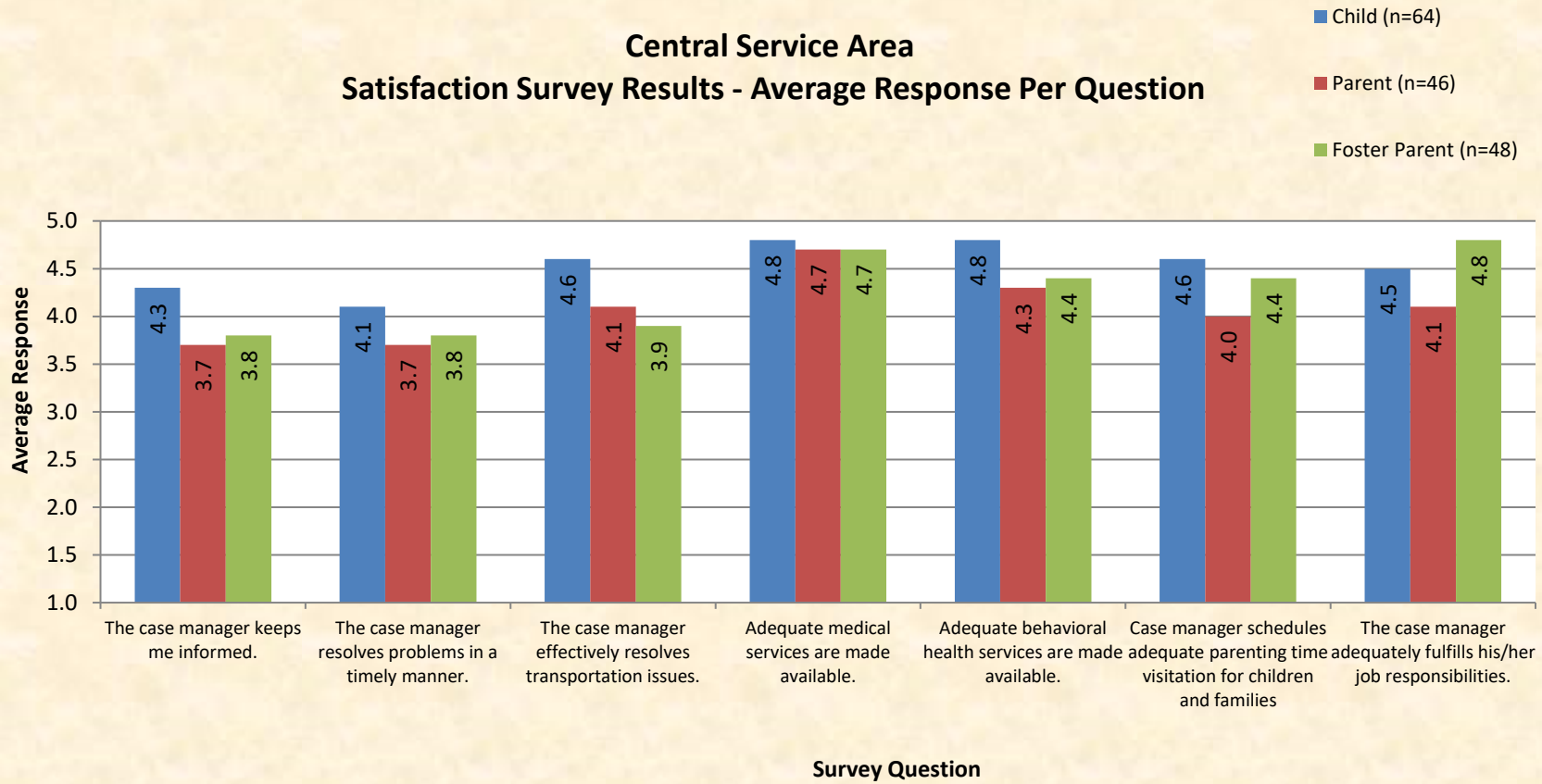
## Judges, Providers, and Attorneys Satisfaction Survey Results Average Response Per Question



## Statewide Satisfaction Survey Results - Average Response Per Question

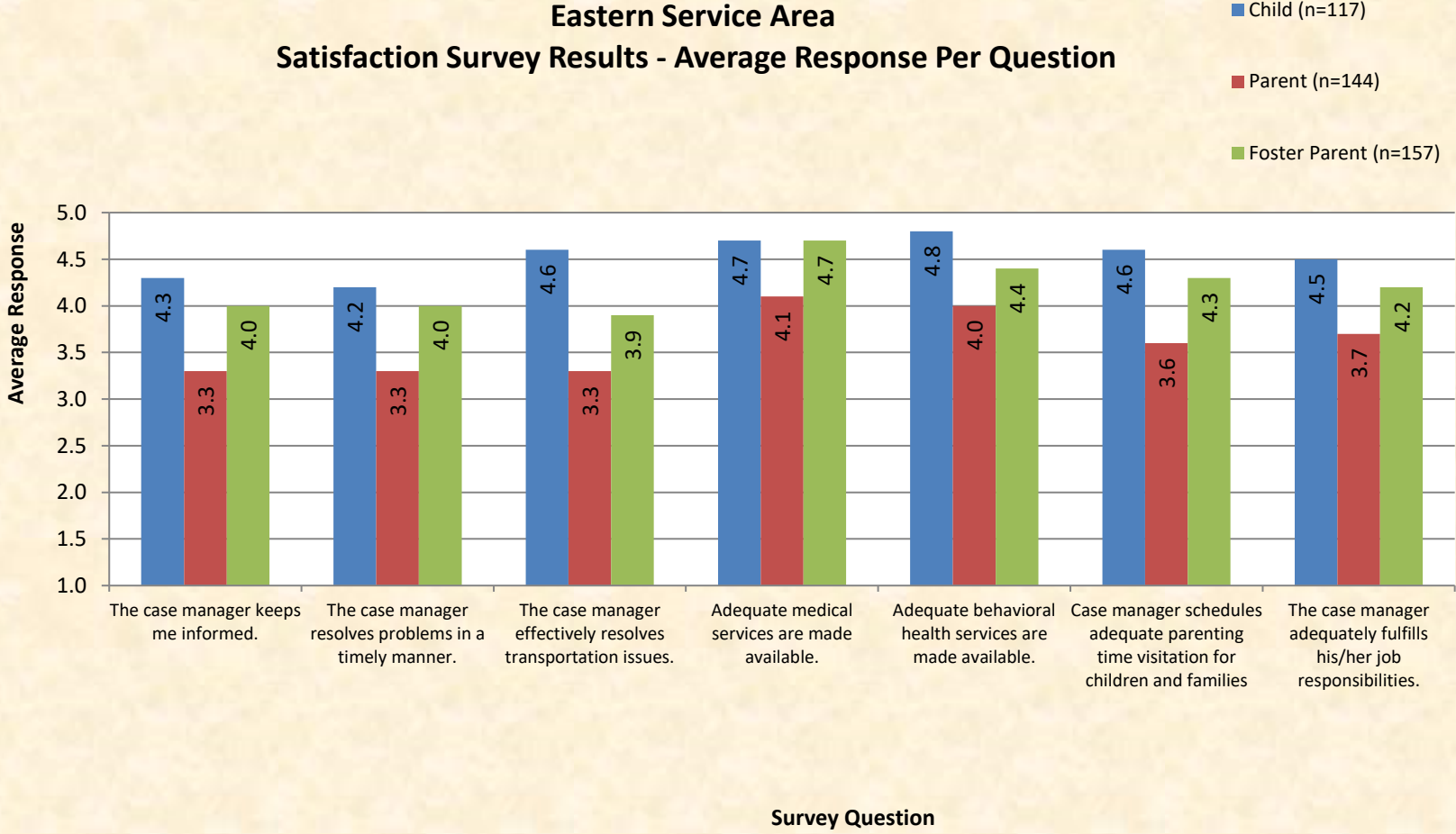


## Central Service Area Satisfaction Survey Results - Average Response Per Question



*Response Scale: 1(Never), 2(Rarely), 3(Sometimes); 4(Often); 5(Always)*

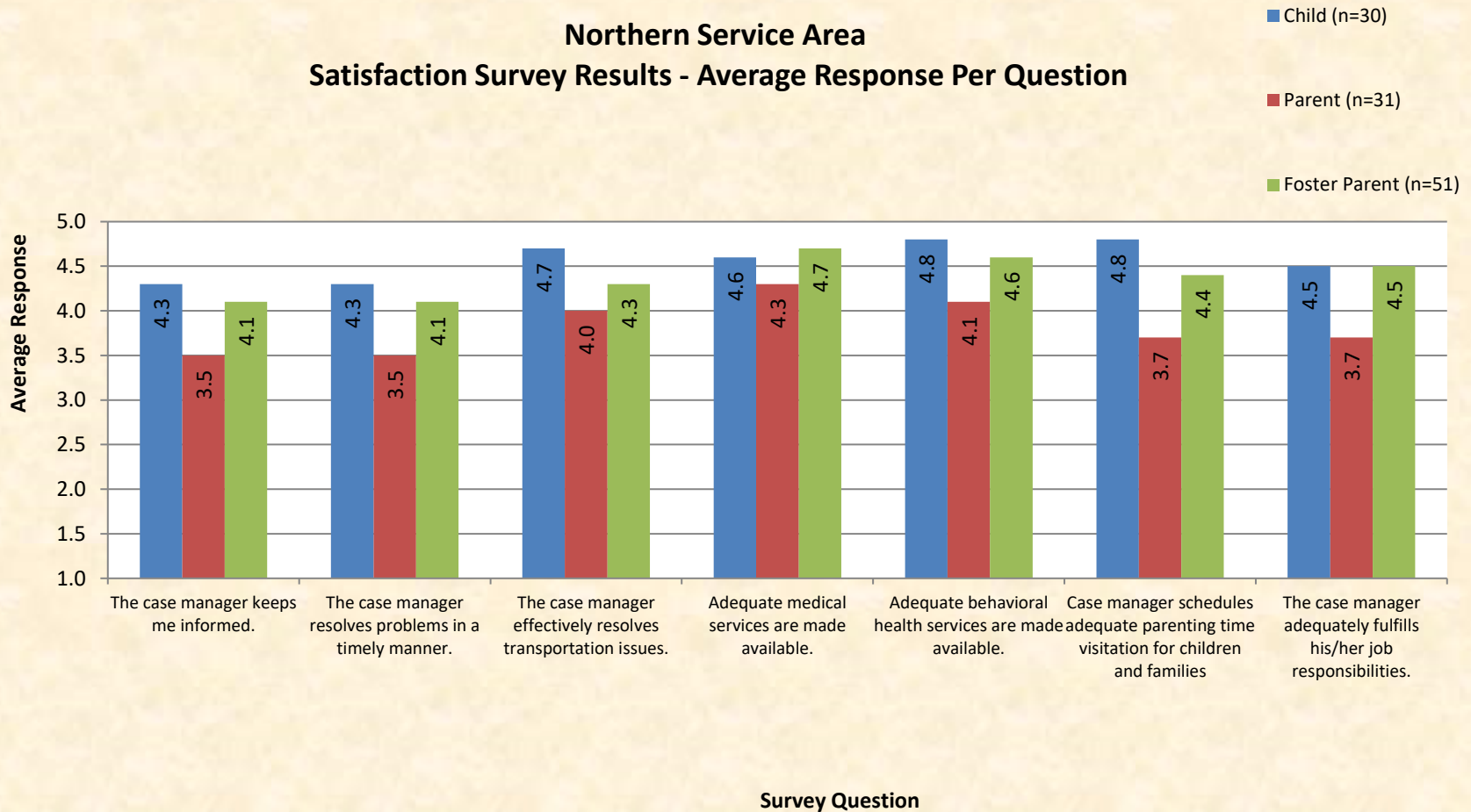
### Eastern Service Area Satisfaction Survey Results - Average Response Per Question



*Response Scale: 1(Never), 2(Rarely), 3(Sometimes); 4(Often); 5(Always)*

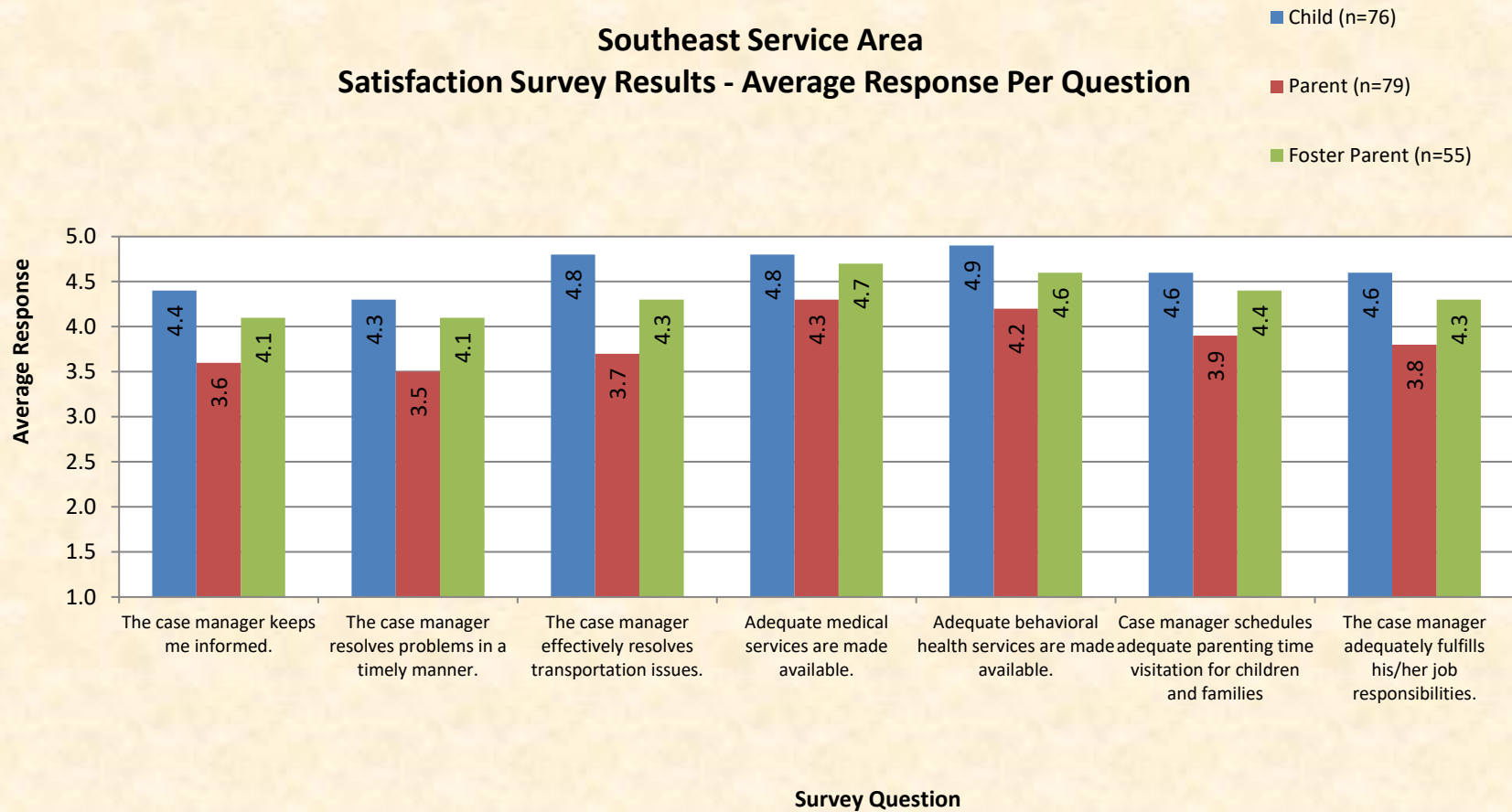


## Northern Service Area Satisfaction Survey Results - Average Response Per Question



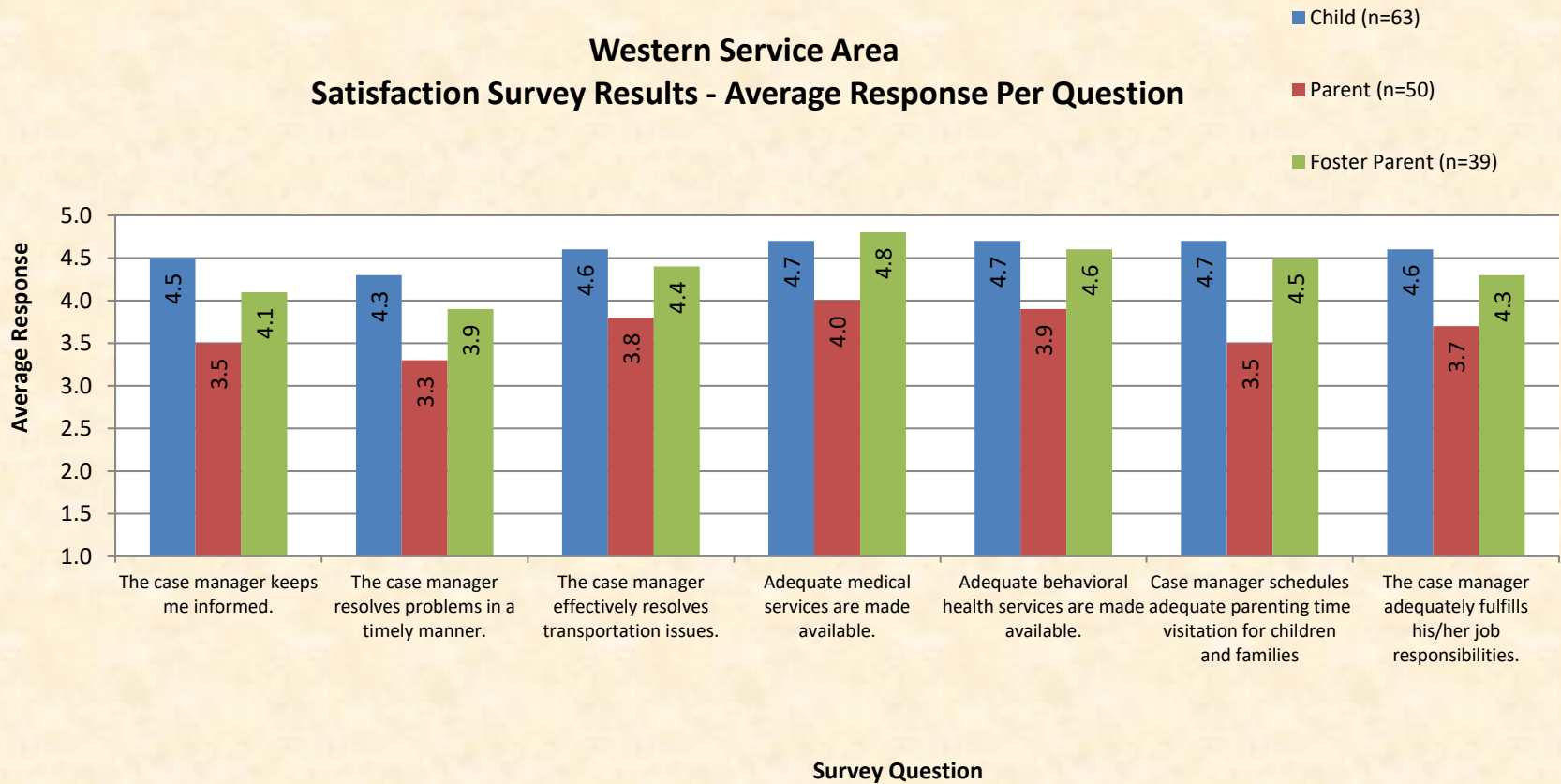
*Response Scale: 1(Never), 2(Rarely), 3(Sometimes); 4(Often); 5(Always)*

## Southeast Service Area Satisfaction Survey Results - Average Response Per Question



*Response Scale: 1(Never), 2(Rarely), 3(Sometimes); 4(Often); 5(Always)*

## Western Service Area Satisfaction Survey Results - Average Response Per Question



*Response Scale: 1(Never), 2(Rarely), 3(Sometimes); 4(Often); 5(Always)*



**Saint Francis**  
**MINISTRIES**

**Saint Francis Ministries**  
**Annual Survey**  
**September 2020**

## Executive Summary

Saint Francis Ministries (SFM), in accordance with Nebraska Revised Statute 43-4407, conducted its required annual survey as the “lead agency” providing child welfare case management services and services under contract with the Nebraska Department of Health and Human Services, Division of Children and Family Services (DHHS) in the Eastern Service Area. The survey is a tool designed with the intent to monitor customer satisfaction by seeking feedback directly from individuals and organizations that SFM is privileged to serve. Survey recipients included youth, parents, foster parents, judges, attorneys, and other stakeholders. Survey questions incorporated the required categories as outlined in state statute and replicated the questions utilized by DHHS.

Saint Francis Ministries began providing case management services under the new contract in October 2019 as children and families started transitioning from the previous lead agency. Children and families new to the child welfare system began being assigned to SFM directly in January 2020 so the selected survey period is from January 1, 2020, to September 10, 2020, just a little over nine months.

Since this is the first year Saint Francis Ministries has held this child welfare case management services contract in the Eastern Service Area, there was not an opportunity to compare the results of this year’s responses to prior years. Saint Francis will complete year-over-year comparative analyses in the future.

All rated questions utilize a standardized 5-point Likert scale comprised of the following response selections: (5=Always, 4=Often, 3=Sometimes, 2=Rarely, 1=Never, 0=Not Applicable).

The top two rated responses to the survey items this first year related to the following two questions respectively: 1) ***Adequate medical services are provided. Overall average rating for this response was 3.67***; and, 2) ***The case manager schedules adequate parenting-time visitation plans for children with their family. Overall average rating for this response was 3.46***.

**The weighted average rating for all responses across all ten questions on the survey was 3.25 on the 5.0-point Likert scale.**

Based on this being the first year for Saint Francis Ministries to conduct an annual survey, the results play an important role serving as the “baseline” for our metrics so we can gauge improvements in future years against these findings. Overall, we are pleased with the results and tremendously appreciative of everyone who took the time to provide invaluable feedback to us on our performance this year. There are clear areas for improvement based on the survey results, and we look forward to collaborating and partnering with numerous individuals, organizations, advocates, stakeholders, and others to make those needed improvements in our delivery of services and supports to the children, youth, families, and communities we are proud to serve.

## Annual Survey Methodology

Saint Francis Ministries developed its annual survey questions administered for this period following the same format as used by DHHS in its annual survey report and per statutory language. Various departments (Customer Care, Continuous Quality Improvement, and NE Program) within SFM collaborated to conduct this customer survey.

The following ten questions comprised the survey questionnaire distributed to youth, parents, foster parents, judges, attorneys, and providers.

- 1. The case manager keeps me informed.**
- 2. The case manager resolves problems in a timely manner.**
- 3. The case manager effectively resolves transportation issues.**
- 4. Adequate medical services are made available.**
- 5. Adequate behavioral health services are made available.**
- 6. The case manager schedules adequate parenting-time visitation plans for children with their family.**
- 7. The case manager adequately fulfills his/her job responsibilities.**
- 8. Payment for services is made in a timely manner to service providers.**
- 9. The case manager provides supportive services to foster families.**
- 10. Foster parents are provided with adequate information regarding the foster children under their care.**

The Saint Francis Ministries Annual Survey was administered through a fixed timeframe in a digital format (email) versus hard-copy mailings to survey recipients. The intent of this methodology was to be as effective, efficient, and responsive to recipients needs as possible while gathering as many responses as possible in the most user-friendly way. During this current COVID-19 pandemic, an electronic survey platform provided the safest manner to handle the exchange of information between customers and SFM rather than any type of in-person “listening sessions” or paperwork handled through the mail.

Surveys were formulated utilizing a well-known software platform for conducting surveys called *SurveyMonkey*®. This free software allows for responses to survey questions to be sent and returned digitally. The survey was created and provided by weblink to potential respondents via e-mail. Due to the large number of digital transactions needed, the survey was e-mailed utilizing the popular *Constant Contact*® software management system.

Respondents were asked to rate each statement using a 5-point Likert scale (5=Always, 4=Often, 3=Sometimes, 2=Rarely, 1=Never, 0=Not Applicable). All survey responses were anonymous and no identifying information was obtained about the individual completing the

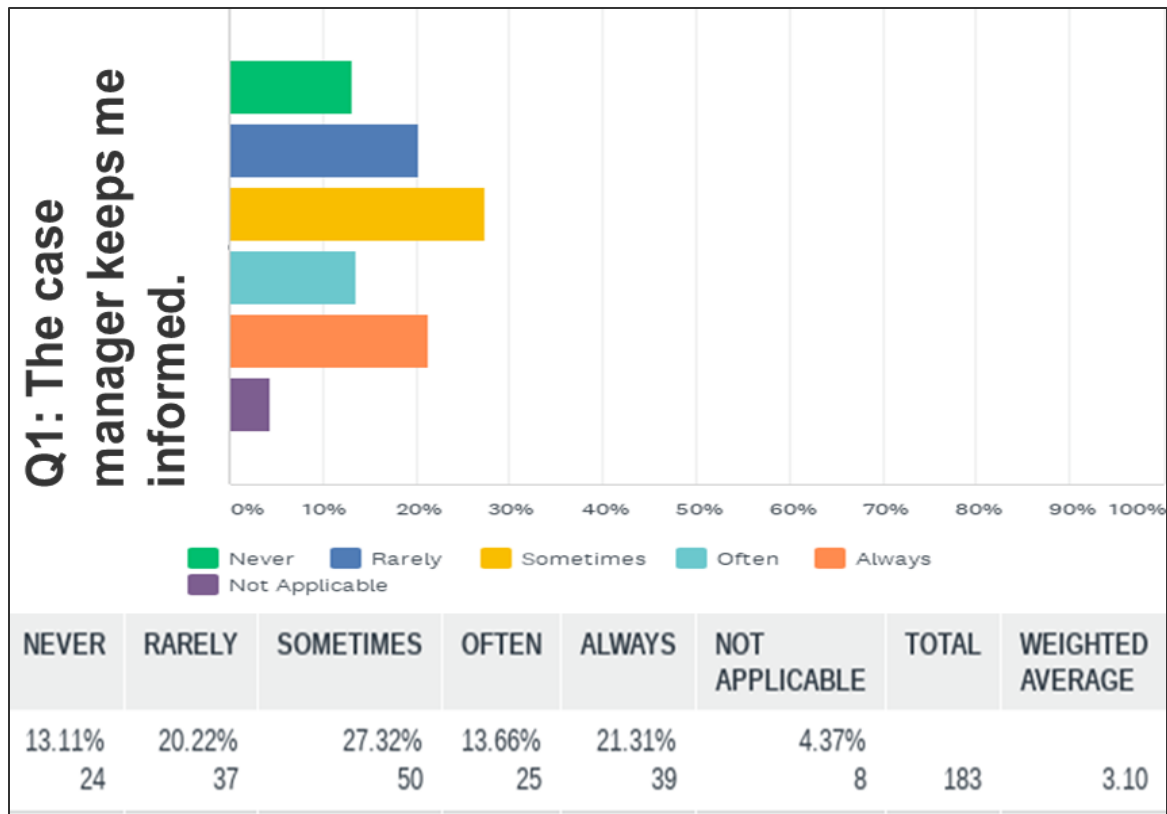
survey. Findings are reported out in aggregate form only. Recipients of the survey were provided both the email address and a toll-free number for the Saint Francis Customer Care Department in case they had questions concerning the survey or the process.

Survey recipients included youth, parents, foster parents, judges, attorneys, and service providers. The distribution list included all children and families who had an open case sometime within the period of January 1, 2020, to September 10, 2020. The distribution list also included all stakeholders and not a sampling of the stakeholder population. There were 184 respondents to the survey. If a question was skipped and not answered, the number of skipped items were not tallied.

## Survey Results Summary

The following data visualization charts depict the survey ratings and results for each of the ten questions asked on the survey. The number of actual responses for each scale of the 5-point Likert scale (5=Always, 4=Often, 3=Sometimes, 2=Rarely, 1=Never, 0=Not Applicable) is shown. The percentage for each response is also shown. As previously mentioned, if a question was “skipped” and not answered, this information was not factored and reduced the total used for the denominator so a skipped response would not influence the results. Thus, you will see in the charts a total of responses to a question that range from 184 of 184 possible responses to a question with a low of 165 of 184.

Each chart also displays the total “weighted average” for the overall response rate to each question. This weighted average signifies the overall average response rating to that particular question. For example, question 1 had a weighted average of 3.10, which means that when all the scores of the respondent are added up and then divided by the total number of respondents the central or typical response value provided was 3.10 out of a total possible scoring of 5.0.

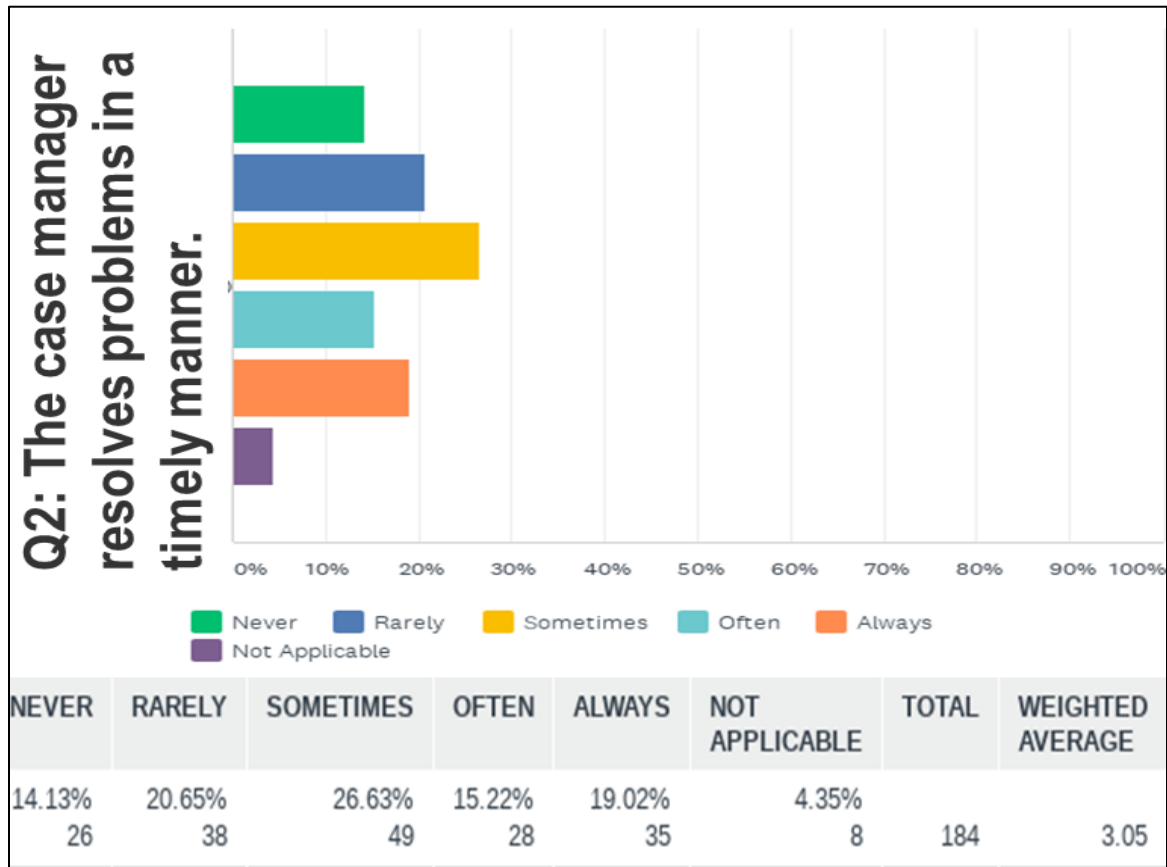


### Findings for Question 1:

Results reveal the following findings:

- A total of 183 responses were rated for this question.
- The weighted average across all responses to this question was **3.10** out of 5.0.
- The most frequent response to this question was “sometimes” at **27.32%**.
- The least frequent response was “never” at **13.11%**.
- **21.31%** of responses rated this question as “always,” the best rating possible.
- **13.11%** of responses rated this question as “never,” the least favorable rating.
- A combined **34.97%** of the responses rated this question as “always” or “often.”
- A combined **33.33%** of the responses rated this question as “rarely” or “never.”

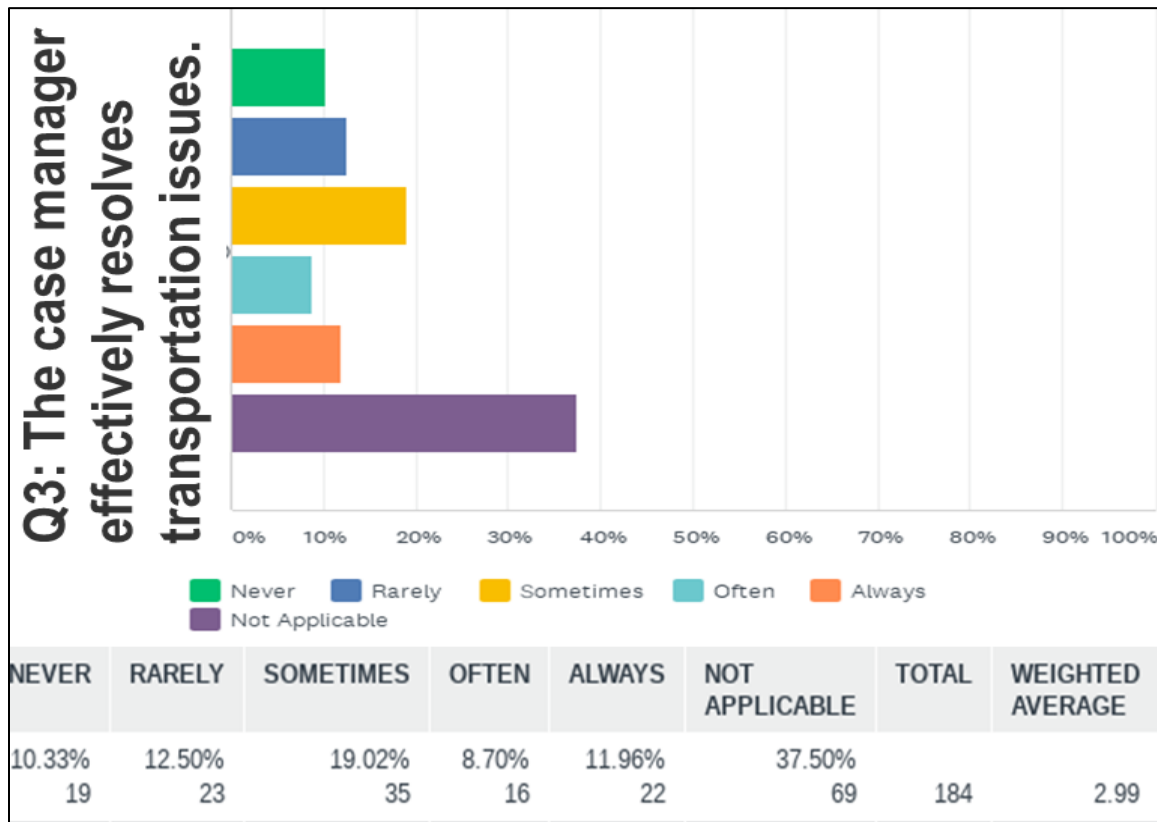




### Findings for Question 2:

Results reveal the following findings:

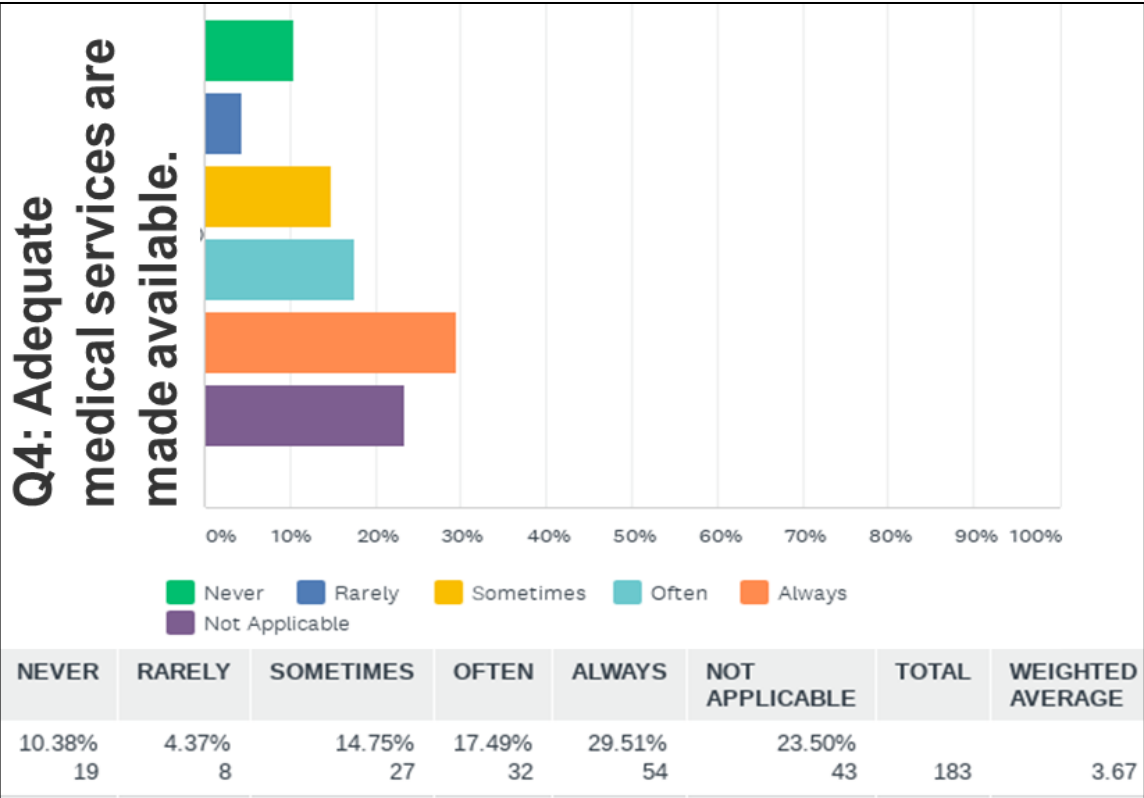
- A total of 184 responses were rated for this question.
- The weighted average across all responses to this question was **3.05** out of 5.0.
- The most frequent response to this question was “sometimes” at **26.63%**.
- The least frequent response was “never” at **14.13%**.
- **19.02%** of responses rated this question as “always,” the best rating possible.
- **14.13%** of responses rated this question as “never,” the least favorable rating.
- A combined **34.24%** of the responses rated this question as “always” or “often.”
- A combined **34.78%** of the responses rated this question as “rarely” or “never.”



### Findings for Question 3:

Results reveal the following findings:

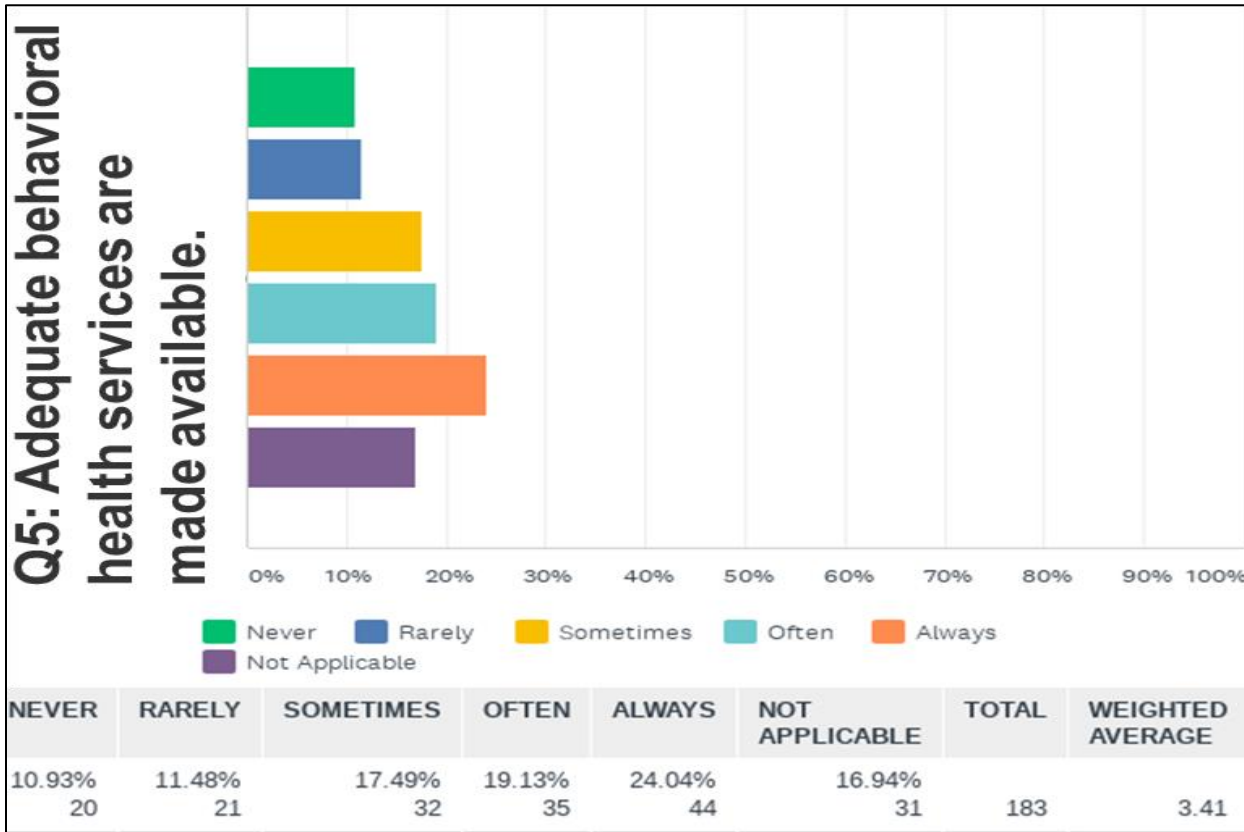
- A total of 184 responses were rated for this question.
- The weighted average across all responses to this question was **2.99** out of 5.0.
- The most frequent response to this question was “sometimes” at **19.02%**.
- The least frequent response was “often” at **8.70%**.
- **11.96%** of responses rated this question as “always,” the best rating possible.
- **10.33%** of responses rated this question as “never,” the least favorable rating.
- A combined **20.66%** of the responses rated this question as “always” or “often.”
- A combined **22.83%** of the responses rated this question as “rarely” or “never.”



**Findings for Question 4:**

Results reveal the following findings:

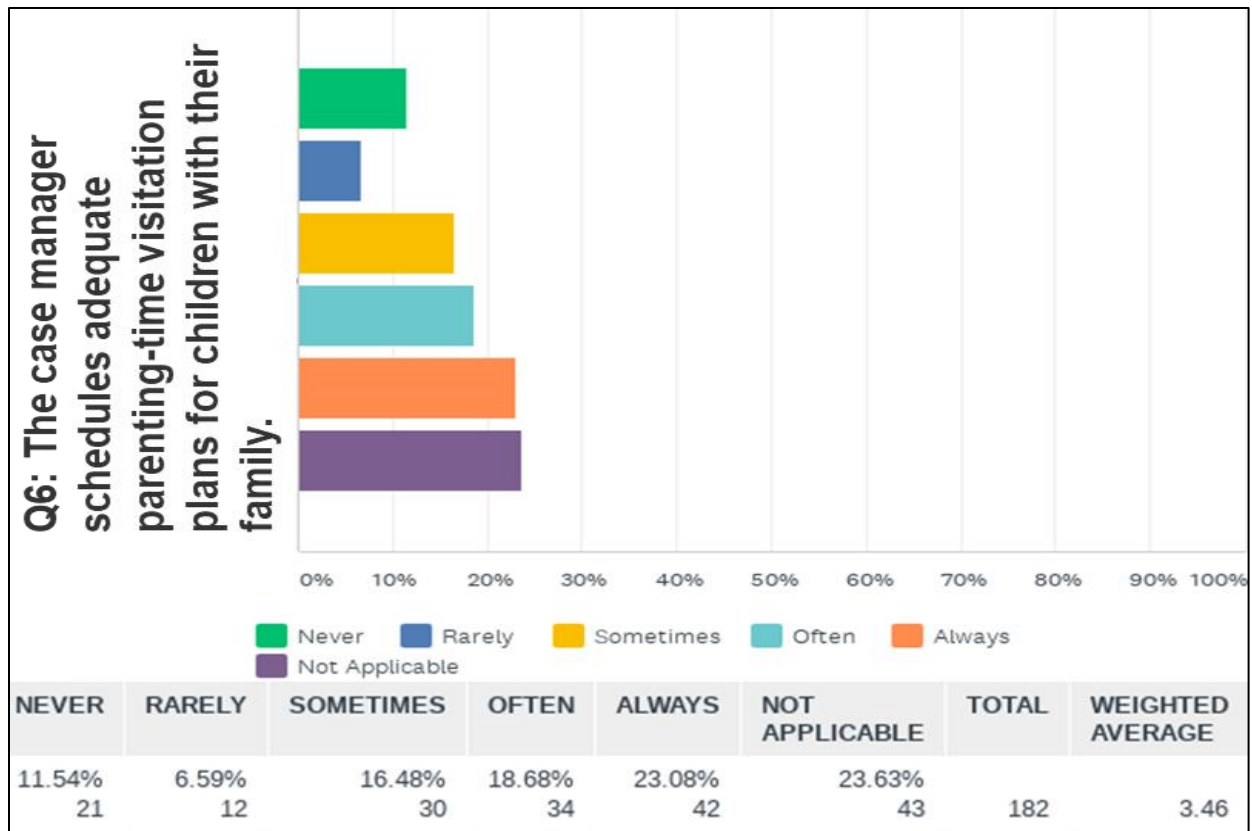
- A total of 183 responses were rated for this question.
- The weighted average across all responses to this question was **3.67** out of 5.0.
- The most frequent response to this question was “always” at **29.51%**.
- The least frequent response was “rarely” at **4.37%**.
- **29.51%** of responses rated this question as “always,” the best rating possible.
- **10.38%** of responses rated this question as “never,” the least favorable rating.
- A combined **47.00%** of the responses rated this question as “always” or “often.”
- A combined **14.75%** of the responses rated this question as “rarely” or “never.”



### Findings for Question 5:

Results reveal the following findings:

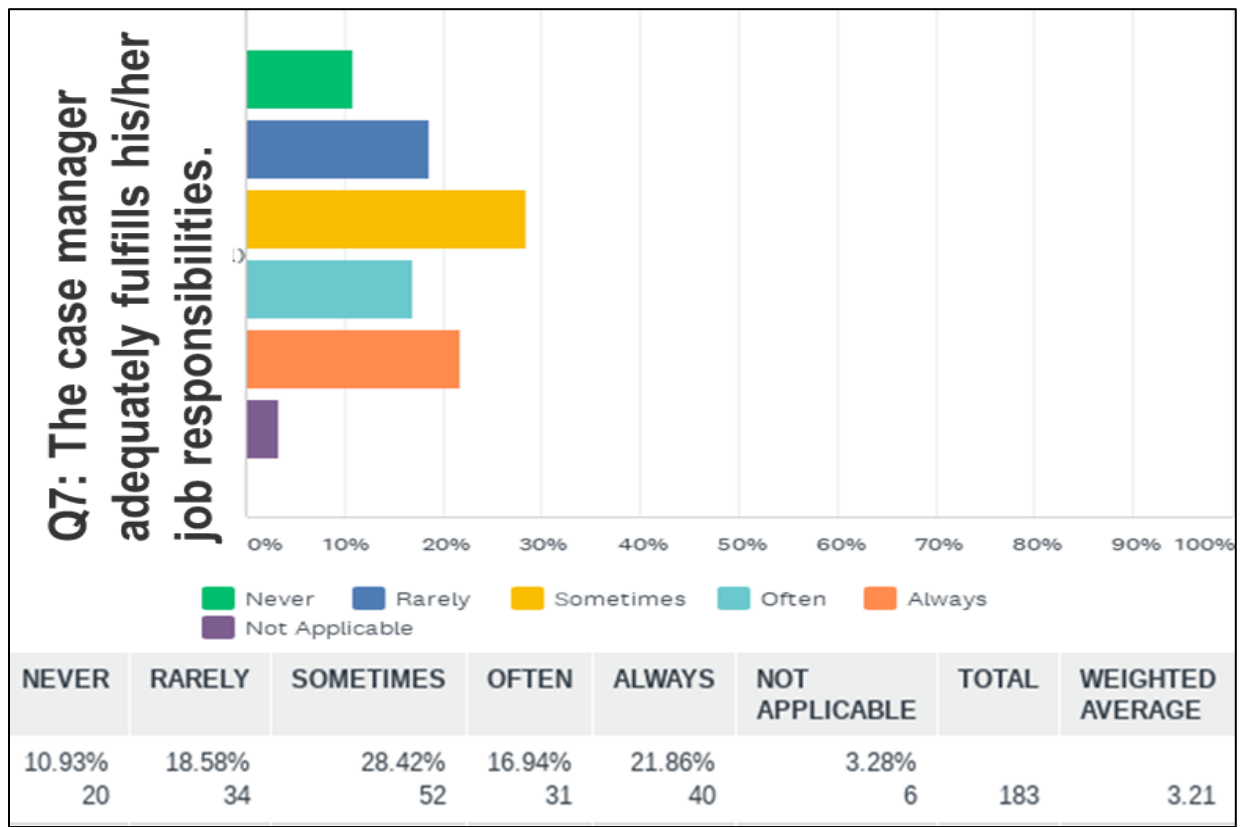
- A total of 183 responses were rated for this question.
- The weighted average across all responses to this question was **3.41** out of 5.0.
- The most frequent response to this question was “always” at **24.04%**.
- The least frequent response was “never” at **10.93%**.
- **24.04%** of responses rated this question as “always,” the best rating possible.
- **10.93%** of responses rated this question as “never,” the least favorable rating.
- A combined **43.17%** of the responses rated this question as “always” or “often.”
- A combined **22.41%** of the responses rated this question as “rarely” or “never.”



### Findings for Question 6:

Results reveal the following findings:

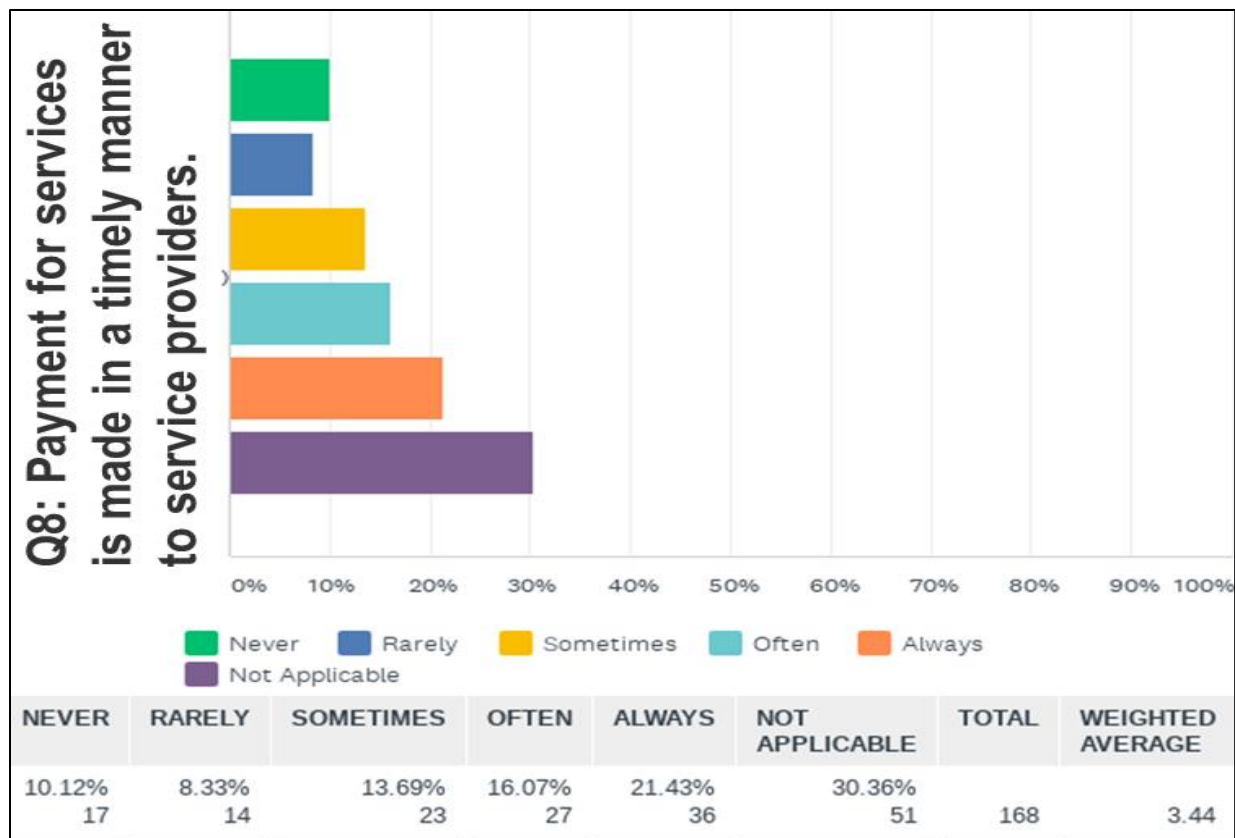
- A total of 182 responses were rated for this question.
- The weighted average across all responses to this question was **3.46** out of 5.0.
- The most frequent response to this question was “always” at **23.08%**.
- The least frequent response was “rarely” at **6.59%**.
- **23.08%** of responses rated this question as “always,” the best rating possible.
- **11.54%** of responses rated this question as “never,” the least favorable rating.
- A combined **41.76%** of the responses rated this question as “always” or “often.”
- A combined **18.13%** of the responses rated this question as “rarely” or “never.”



### Findings for Question 7:

Results reveal the following findings:

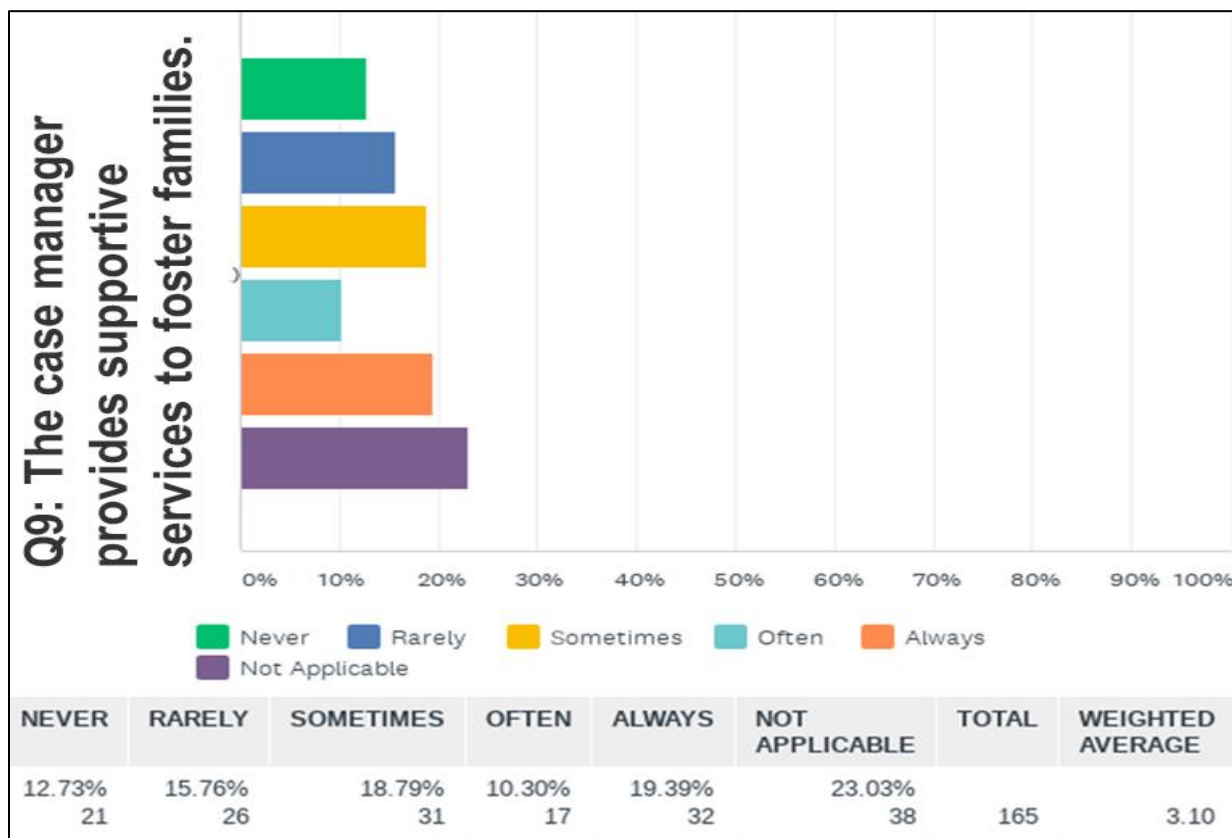
- A total of 183 responses were rated for this question.
- The weighted average across all responses to this question was **3.21** out of 5.0.
- The most frequent response to this question was “sometimes” at **28.42%**.
- The least frequent response was “never” at **10.93%**.
- **21.86%** of responses rated this question as “always,” the best rating possible.
- **10.93%** of responses rated this question as “never,” the least favorable rating.
- A combined **38.80%** of the responses rated this question as “always” or “often.”
- A combined **29.51%** of the responses rated this question as “rarely” or “never.”



### Findings for Question 8:

Results reveal the following findings:

- A total of 168 responses were rated for this question.
- The weighted average across all responses to this question was **3.44** out of 5.0.
- The most frequent response to this question was “always” at **21.43%**.
- The least frequent response was “rarely” at **8.33%**.
- **21.43%** of responses rated this question as “always,” the best rating possible.
- **10.12%** of responses rated this question as “never,” the least favorable rating.
- A combined **37.50%** of the responses rated this question as “always” or “often.”
- A combined **18.45%** of responses rated this question as “rarely” or “never.”

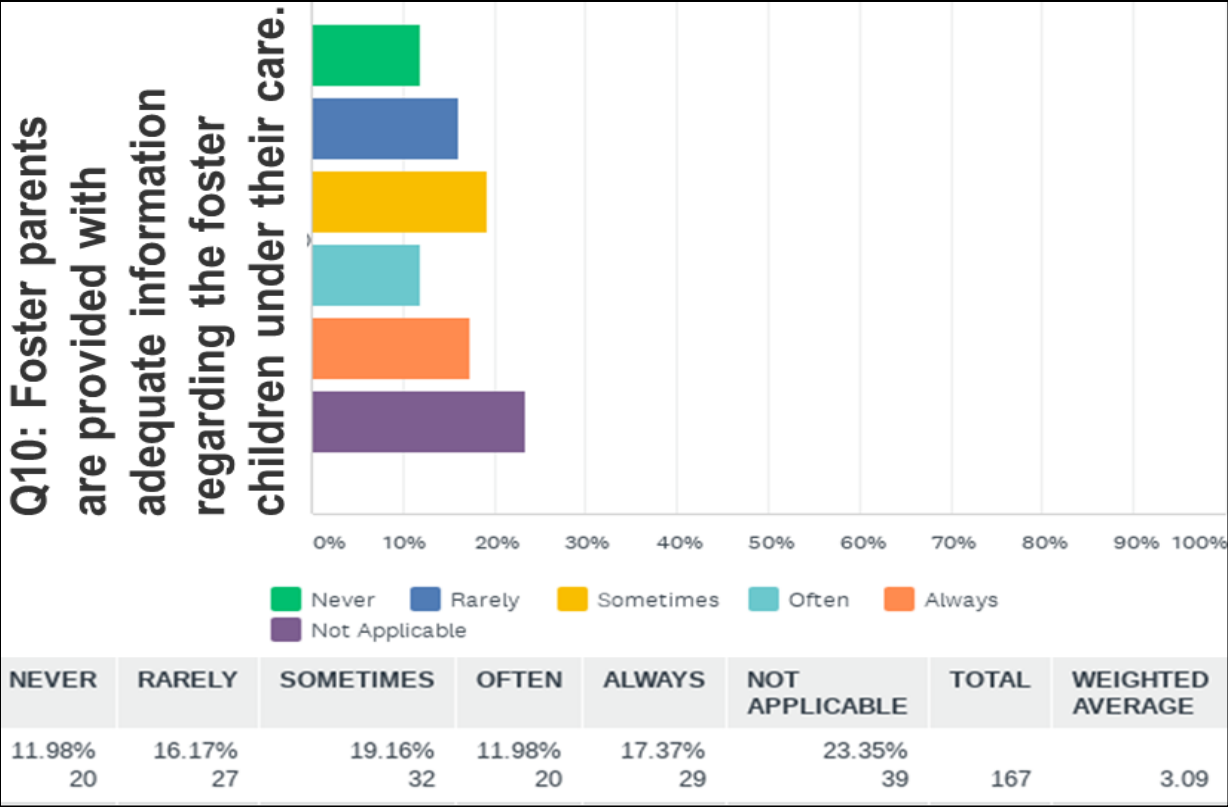


### Findings for Question 9:

Results reveal the following findings:

- A total of 165 responses were rated for this question.
- The weighted average across all responses to this question was **3.10** out of 5.0.
- The most frequent response to this question was “always” at **19.39%**.
- The least frequent response was “never” at **12.73%**.
- **19.39%** of responses rated this question as “always.” the best rating possible.
- **12.73%** of responses rated this question as “never,” the least favorable rating.
- A combined **29.69%** of the responses rated this question as “always” or “often.”
- A combined **28.49%** of the responses rated this question as “rarely” or “never.”





**Findings for Question 10:**

Results reveal the following findings:

- A total of 167 responses were rated for this question.
- The weighted average across all responses to this question was **3.09** out of 5.0.
- The most frequent response to this question was “sometimes” at **19.16%**.
- The least frequent response was “never” and “often” both at **11.98%**.
- **17.37%** of responses rated this question as “always,” the best rating possible.
- **11.98%** of responses rated this question as “never,” the least favorable rating.
- A combined **29.35%** of the responses rated this question as “always” or “often.”
- A combined **28.15%** of responses rated this question as “rarely” or “never.”

## Findings at a Glance in Rank Order:

1. The case manager effectively resolves transportation issues = **Average 2.99**
2. The case manager resolves problems in a timely manner = **Average 3.05**
3. Foster parents are provided with adequate information regarding the foster children under their care = **Average 3.09**
4. The case manager keeps me informed = **Average 3.10**
5. The case manager provides supportive services to foster families = **Average 3.10**
6. The case manager adequately fulfills his/her job responsibilities = **Average 3.21**
7. Adequate behavioral health services are made available = **Average 3.41**
8. Payment for services is made in a timely manner to service providers = **Average 3.44**
9. The case manager schedules adequate parenting-time visitation plans for children with their family = **Average 3.46**
10. Adequate medical services are made available = **Average 3.67**

Overall, survey respondents gave Saint Francis Ministries an overall average rating of **3.25**. The range in the ratings varied from a low of **2.99** to a high of **3.67**.

- There was only one question in which SFM was rated lower than an average of 3, and this question related to transportation issues and was rated at **2.99**.
- 7 of the 10 questions had an average rating of **3.10** or better.
- The highest average rating of 3.67 was for SFM providing adequate medical services for the children and families.

## Conclusion

Saint Francis Ministries is pleased to submit its first annual survey (due September 15, 2020) to the Health and Human Services Committee of the Legislature and to the Public as codified in the law at N.R.S. 43-4407. Due to the fact this was our first year for submission, we do not have comparison data from prior years. We will utilize information from this year to serve as our “baseline” to measure our future survey performance ratings against. There were nine months and not a full 12-month reporting period for this first year based on dates for transition of children and families under this new contract.

The survey methodology and distribution techniques will be adjusted as needed for future years’ surveys based on lessons learned and any particular internal or external influences such as COVID-19 this year that heightened the need for a safe exchange of information between survey recipients and SFM. In order to maintain the best possible safety precautions during this pandemic, we administered a totally electronic survey this

year. As part of our strong continuous quality improvement focus, we will refine the process for future years based on lessons learned with this year's survey.

Saint Francis Ministries sincerely appreciates the youth, parents, foster parents, judges, attorneys, and the many service providers who carved time out of their busy lives and schedules to complete the annual survey. Their collective feedback is instrumental and invaluable in bringing a sharp focus on the work that still must be done to enhance and improve the customer experience. These insights from the youth, families, partners, and stakeholders enables us to target our systemic improvement efforts and improve our practices to better serve our customers with the best possible experiences.

Saint Francis Ministries is honored to be the lead agency for child welfare services and to provide healing and hope to children and families in Douglas and Sarpy counties on behalf of the Nebraska Department of Health and Human Services.