



Continuous Quality Improvement Procedure for Addressing Underperforming Contracts

6/8/2026

Background

Starting in FY2022, the Children's Trust implemented a Continuous Quality Improvement (CQI) process to promote the systematic shared review and reflection on contract performance. The CQI tool examines several components – fiscal, communications, acknowledgement, population focus, service delivery, training, performance measures, and data quality – to support the review of goals, contract expectations, and evaluation results to identify ways to improve and better serve children and families. The CQI process reinforces on-going communication and quality improvement.

The purpose of CQI is to:

- Intentionally review and reflect on performance
- Engage in learning and collaborative problem solving
- Identify support and resources to improve the system overall
- Improve administrative processes, service delivery, and outcomes

Process

On an annual basis, all programmatic contracts receive a CQI report that details performance in meeting contract expectations with narrative feedback provided. For each CQI component, providers receive a rating. The rating categories include:

- Mastering – doing very well, exceeding expectations
- Advancing – doing well, meeting expectations
- Emerging – falling below expectations

Providers have the opportunity to discuss CQI results during the mid-year performance review meeting and are welcome to schedule additional meetings.

Addressing Underperformance

Providers that receive an “Emerging” rating are required to meet with Trust staff to identify the underlying factors contributing to underperformance and to actively implement a plan for improvement. The Trust is committed to strengthening the capacity and effectiveness of programs serving children and families. Programs are encouraged to seek support through organizations such as the Center for Non-Profit Excellence to enhance their business operations. Trust staff will also provide targeted guidance, information, and support to improve understanding of contract requirements and related systems.

Interventions to address underperformance may include:

- A written performance improvement plan with timelines and specific, measurable objectives
- Increased frequency of performance review/site monitoring
- Assignment of training, coaching, and professional development
- Reduction in contract scope and funding
- Contract termination or phase-out

Providers are expected to take ownership, seek interventions, and deploy strategies to enhance areas of underperformance.

The Children’s Trust has an obligation to ensure that its investments are having a positive impact on the lives of children. Sometimes new programs may need time to develop and refine implementation strategies that support effective delivery of services and outcomes. Performance at times is also affected by external and extraordinary circumstances (e.g., natural disasters, legislative changes, closure of institutions). The Trust will partner with programs to help programs address challenges whenever possible. Contracts will not be renewed when the causes of underperformance cannot be adequately resolved or when performance problems persist.