2008-2009 FIRST QUARTER MONITORING REPORT (BASE REVIEWS)

OVERVIEW:

The Children’s Network First Quarter Monitoring Base Reviews were completed following the 2008-2009 Quality Monitoring Plan submitted to the State 7/1/2008 following the directives of the Florida Department of Children and Families Office of Family Safety. This Review is the first of four that will be completed during the 2008-2009 fiscal year.

Review Quadrants: The First Quarter base sample was chosen using children age 10 and under as of June 15, 2008. The Children’s Network had 873 children in care meeting this criteria.

- Includes children in-home or out-of-home or a combination of both;
- Not reviewed the previous quarter;
- Received Services for at least six months as of the sample date or the service end date;
- Served at least one day in the period under review;
- CBC maintains legal jurisdiction;
- Courtesy supervision if CBC primary worker.

Selection of Cases: Children were selected for review using a random number generator retrieving unique numbers plus a three child over-sample.
**Review Period:** 7/1/2007 – 6/30/2008

**Reviewers:** Reviewers included eight Children’s Network QM Specialists and three Quality Assurance managers from the contracted case management organizations. All reviewers had completed the mandatory State Training required to participate in the monitoring.

**Time Frame:** Base Reviews were completed at the Children’s Network offices between September 18\textsuperscript{th} 2008 and September 25\textsuperscript{th} 2008.

**Monitoring Tool:** Reviewers completed the Base Reviews using a new monitoring tool and reference materials created by the State to facilitate the process.

**BASE REVIEW FINDINGS:**

<table>
<thead>
<tr>
<th>Standard</th>
<th>Outcome</th>
<th>Item</th>
<th>% Yes</th>
<th>Target</th>
<th>CNSWF Initiative/Intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>1</td>
<td>2</td>
<td>79%</td>
<td>Repeat Maltreatment</td>
<td>Continue to monitor for significant findings in future audits</td>
</tr>
<tr>
<td>Safety</td>
<td>2</td>
<td>3</td>
<td>75%</td>
<td>Services to family to protect child</td>
<td>Continue to monitor for significant findings in future audits</td>
</tr>
<tr>
<td>Safety</td>
<td>2</td>
<td>4</td>
<td>67%</td>
<td>Risk Assessment</td>
<td>Assessments:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Assessments will be completed in FSFN Treatment Planning;</td>
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<td></td>
<td></td>
<td>• Updates will be entered every six months or more frequently</td>
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<td></td>
<td></td>
<td>when necessary;</td>
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<td></td>
<td>• Focus will be on quality of assessment, and addressing</td>
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<td></td>
<td></td>
<td></td>
<td>necessary interventions.</td>
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<td>• Compliance will be monitored by CMO QA supplemented by CNSWF</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>QM Specialist</td>
</tr>
<tr>
<td>Permanency</td>
<td>1</td>
<td>5</td>
<td>0%</td>
<td>Foster Care Reentries</td>
<td>Question only applied to one child in Base sample:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Continue to monitor for significant findings in future audits</td>
</tr>
<tr>
<td>Permanency</td>
<td>1</td>
<td>6</td>
<td>83%</td>
<td>Stability of Placement</td>
<td>Strength</td>
</tr>
<tr>
<td>Permanency</td>
<td>1</td>
<td>7</td>
<td>71%</td>
<td>Permanency Goal for the Child</td>
<td>Continue to monitor for significant findings in future audits.</td>
</tr>
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<td>-------------------------------------------------------------</td>
</tr>
<tr>
<td>Permanency</td>
<td>1</td>
<td>9</td>
<td>85%</td>
<td>Adoption</td>
<td>Strength</td>
</tr>
<tr>
<td>Permanency</td>
<td>2</td>
<td>16</td>
<td>33%</td>
<td>Relationship of child with parents</td>
<td>Parents notified of placement changes and participating in making decisions about child. “Root Cause”: Lack of Supervisory guidance and direction.</td>
</tr>
</tbody>
</table>
| Permanency | 2 | 14| 57% | Preserving Connections & ICWA | The primary concern is ICWA (Question 32 is 92%)  
- ICWA is being added to Transfer (ITR) staffing requirements to be completed by CPI;  
- CMO will obtain information if it is not complete on transfer. |
| Permanency | 2 | 11| 91% | Proximity of Foster Placement | Strength                                                    |
| Permanency | 2 | 12| 67% | Placement with Siblings       | The Children’s Network initiated Sibling Separation Staffings in May 2008 to review all instances of separation to assure all alternatives are explored. The impact of these staffings would not have been seen during 1st Quarter Monitoring. We will continue to monitor for significant findings in future audits. |
| Permanency | 2 | 13| 63% | Visiting Parents and Siblings | Concerted Efforts are missing from documentation. “Root Cause”: Lack of Supervisory guidance and direction. |
| Permanency | 2 | 15| 100%| Relative Placement ICPC      | Strength                                                    |
| CFSR       |   | 30| 6%  | Supervisory Reviews          | Specialty Training for Case Management Supervisors, program directors and Network QM staff:  
- Scheduled for November 12 & 14, 2008  
- Implementation of supervisory discussion guidelines; utilization of Florida Statutes, Administrative Code, Operating Procedures/Policy to provide guidance and |
- Focus on quality as well as quantity;
- Increased oversight of supervisors by operational administrative staff.

<table>
<thead>
<tr>
<th>CFSR</th>
<th>25</th>
<th>90%</th>
<th>Current and Appropriate Case Plans Strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wellbeing</td>
<td>1</td>
<td>18</td>
<td>81% Involvement in Case Planning Strength</td>
</tr>
<tr>
<td>Wellbeing</td>
<td>1</td>
<td>17</td>
<td>87% Needs and Services for all Strength</td>
</tr>
<tr>
<td>Wellbeing</td>
<td>1</td>
<td>19</td>
<td>42% Case worker visit with child Strength</td>
</tr>
</tbody>
</table>

- Frequency of visit.
  - Visit requirements and ongoing monitoring was implemented at the mid-point of the review period;
  - Continue to monitor for significant findings in future audits.
- Quality of visit and documentation. “Root Cause”: Lack of Supervisory and quality guidance and direction.
- Documentation of conversations with child:
  - “Root Cause”: Lack of Supervisory guidance and direction.
  - Network Training Department will be presenting a class for CMO case managers on documentation.

| Wellbeing | 2  | 21  | 86% Educational Needs Strength |
| Wellbeing | 3  | 22  | 90% Physical Health Strength  |
| Wellbeing | 3  | 23  | 92% Mental Health Strength   |
| Overall Total |   | 75% |
“ROOT CAUSE” ANALYSIS:

Lack of supervisory reviews and supervisory guidance for case managers can be seen in many of the sub-standard quality areas identified in the First Quarter Base Reviews. We expect that improving the quantity, quality and follow-through of these reviews will improve performance in other areas:

- Frequency, quality and documentation of visits;
- Documentation of conversations and assessment of the child;
- Concerted Efforts are missing from documentation;
- Parents notified of placement changes and participating in making decisions about child.

Intervention:

Specialty Training for Case Management Supervisors, CMO Program Directors and QA staff, Network QM staff:
- Scheduled for November 12 & 14, 2008
- Implementation of supervisory discussion guidelines; utilization of Florida Statutes, Administrative Code, Operating Procedures/Policy to provide guidance and mentoring.
- Focus on quality as well as quantity;
- Increased oversight of supervisors by operational administrative staff.
Training on documentation for case managers has been developed and is scheduled for early December

Initial Family Assessment and ongoing Assessment updates of family status were not adequate meet requirements of the Administrative Code:

- Initial assessment did not address child safety factors and emerging risk;
- Six month family assessment was missing or incomplete relating to changes and implications in the family’s situation or emerging danger or services needs;
- Limited and inconsistent follow-up on needed interventions to protect the child;
- Documentation of though safety assessment for reunifications or unlicensed out of home placements;
**Intervention:**

**Assessments:**
- Assessments will be completed in FSFN Treatment Planning;
- Updates will be entered at a minimum of every six months or more frequently when necessary;
- Focus will be on quality of assessment, and addressing necessary interventions.
- Compliance will be monitored by CMO QA supplemented by CNSWF QM Specialist

**CMO SUMMARY (BASE REVIEW PLUS SIDE-BY-SIDE):**
- Lutheran Services of Florida (Sixteen cases reviewed): 70% Compliance
- Family Preservation Services (Nine cases reviewed): 62% Compliance

**Sharing Results:**

Following the Children’s Network of Southwest Florida’s Quality Assurance Plan for sharing the results of the monitoring (Page 8) the following presentations have been held or scheduled for discussion of First Quarter findings:

- CMO Supervisor’s Meeting 10/17/2008
- CMO Director’s Meeting 11/6/2008
- CNSWF Board of Directors January 2009

**Summary (Lessons Learned) by the Children’s Network of Southwest Florida’s during our involvement in the first quarterly monitoring conducted with the Department of Children and Families Suncoast Regional QA Program Office.**

What we learned during the first quarter?

- Reviewers were all trained; this was essential to assuring uniformity in assessment and scoring.
- Entrance interview attended by subcontracted Case Management Organization Program Directors, Supervisors and Quality Assurance Staff was necessary to introduce the DCF QA Regional staff, to promote the partnership model and allow for direct exchange amongst all. This was also beneficial to the DCF QA Regional Staff who had not previously visited the Circuit and was unfamiliar with the service area and the services available therein.
- The side by side process provided the opportunity to begin to establish inter rater reliability with our regional partners.
- Monitoring time and schedules were solidified.
- Debriefing process was beneficial
- Identification of systemic improvement and initiatives was a group effort.

What we will do with what we learned?

- We will refine our schedule for the second quarter
- Engage the Region in selection of the In depth cases (see item 4 below).

Where will we be in six months?

- In the next six months we will use data gathered from the 1st and 2nd quarter monitoring to integrate findings into agency goals and strategic planning.
- Information will be shared with the Network’s governing Board to educate of the identified trends, services and improvements needed within our local community.

What can headquarters do to help us get to where we want to be?

- In order for the Regional QA Model to achieve maximum effectiveness, it is imperative that the system and processes in place are provided sufficient time to build the baseline data to establish benchmarks for the future. Minor revisions and adjustments may be incorporated but should do so with adherence to the integrity of the process.
- Continued reinforcement by DCF HQ that the data collected from this baseline year should be viewed from a qualitative perspective without emphasis on scoring outcomes.
We suggest the following critical adjustments need to be explored to improve the model?

- In our limited experience, (two cases in one review), it was learned that the outcomes could be compromised if one or both of those cases encountered a glitch i.e. no show for scheduled appointment, party is not interested in being interviewed, case has been closed etc. Engaging the Network in the selection of in depth cases could be beneficial in assuring that the cases the maximum information from the case participants is available.
- Automated database on-line tool would be extremely helpful.
- Exit Interview can be conducted via video or web conferencing.

CNSWF 11/5/2008