Children’s Network of Southwest Florida, LLC Quality Assurance Plan
Fiscal Year 2010 -2011

Submitted 7/30/2010

Italicized underlined entries reflect updates from the previously approved FY 09/10 QM Plan
Children’s Network of Southwest Florida 2010-2011 Quality Management Plan

Overview: History

The Children’s Network of Southwest Florida (CNSF) was created in April, 2003 as the Lead Agency in District 8 (Circuit 20). CNSF’s role in the System of Care is to serve as a System Administrator for a network of Case Management Organizations (CMO’s) and specialty providers with the capacity to provide a continuum of services for children and families. The Network manages services and resources appropriately to result in positive outcomes for children and families; and to coordinate efforts and activities that will result in a comprehensive, quality based system of care.

The Children’s Network Quality Management Team has been conducting in-depth, Quarterly Monitoring of CMO files since 2005.

The system of care is a dynamic process that is adapted when necessary to changing and evolving needs of children in care as driven by local stakeholders and direction by the Department of Children and Families. Other elements are in development and consideration.

The System of Care overview includes:

- Lead agency oversight
- Direct service delivery
- Support to the system from specialty providers

Under the State’s leadership, Children’s Network of Southwest Florida developed a comprehensive quality management system designed to integrate the best practices of both qualitative and quantitative measurements. The systems, and all associated tools, were developed in full partnership with Case Management Organizations and other partner provider agencies.
Significant improvements were achieved in several key performance indicators.

- **Increase in the documentation of Native American Heritage (ICWA):**

- **Decrease in the number of times children are moved during out of home placements (Placement Stability)**
• *Improvement in the documentation and accuracy related to children on psychotropic medication with focus on statutory and policy compliance regarding obtaining expressed informed consent, Court approval, and a medical treatment plan.*

• *Decrease in the number of children reentering out of home care less than 12 months after reunification or closure.*

**FOCUS ON COORDINATION**

How the Children’s Network will coordinate with the circuit/region to accomplish Quality Management activities and requirements.

**Unit Supervisory Discussions:** This review requires case management supervisors to review 100% of the cases in their unit each quarter using appropriate components of the “Child Welfare Quality Assurance Case Management Supervisory Discussion Guide.” The model provides a simple, straightforward guide that supervisors can use to assess the quality of casework, and systematically document their review for QA purposes. This activity may optionally be conducted as a face-to-face discussion between supervisors and case managers.

• Training: All Network CMO Supervisors were *trained during the first quarter FY 2008-2009* on the use of “Discussion Guide” and the documentation necessary to assure communication regarding supervisory guidance in a systematic format.
  - *In first quarter 2010-2011, Specialty supervisor video-taped mentoring sessions will be held with each supervisor completing supervisory reviews. Reviewed by training and management staff to offer feedback and hands on review of the quality of work.*

• QM and QA Review: Documentation of Supervisory Reviews will be monitored at three levels:
  - The Network’s Quality Assurance staff monitors the completion of timely supervisory reviews;
  - A workgroup consisting of the CMOs Management, Quality Assurance staff, a Supervisor and the Network’s Quality Management staff reviews a sample of each supervisor’s reviews on a *bi-monthly basis.* Feedback is presented to the supervisors.
  - The State quarterly monitoring tool contains specific questions relating to the quality and quantity of supervisory discussions and process.
QM Review Components:

**Base reviews:** This review requires the Children’s Network QM staff and CMO QA Specialists to review a sample of fifty case management cases twice a year. Other data, such as that captured in Florida’s Safe Families Network and aggregated in the Department’s Performance Dashboard, will also be analyzed to assess the status of CBC performance.

- **Review Tool:** The review tool will be approved tool that has been adopted by the State. The State’s database of standards will be the primary resource for these reviews.

- **Reviewers:** Reviewers will be selected from the Children’s Network QM Specialists supplemented by Case Management Organization’s QA Specialists. Reviewers will be required to be trained and certified in the use of the tool.

- **Choice of Sample:** The Family Safety data unit will provide an extract for each CBC listing all children who are eligible to be sampled on the first day of the month that precedes the beginning of a new quarter. The extract will consist of all children who were service recipients during a defined selection period. All children will be assigned to a CBC’s sampling population based on the CBC of the primary worker as of the sample date or the service recipient end date, whichever is earlier.
  - Each semi-annual review, the Network will draw a random sample of 50 cases from the appropriate extract.
  - If a decision is made to discard a randomly selected case file from the sample list under the allowable discard criteria, the decision must be approved by the Network’s QM Director, who must document the basis for the decision as it relates to the discard criteria. This process of “scrubbing” the random sample from the extract by discard and replacement establishes the master list of 50 for the base, side-by-side, and in-depth quality of practice reviews for the semi-annual monitoring.
  - The Network’s QM Director will track the cases reviewed from prior monitoring, discarding duplicate cases from subsequent samples, and conduct various data analyses.

- **Review Period:** The review period for case file monitoring will always be the last day of the preceding monitoring period back nine months to the first day of that month.
• Reporting:
  o The State’s review tool is web-based. Results of the thirty four base reviews will be reported to the Region upon upload of the completed tools by the reviewer.
  o The Network will submit an annual report to Regional office. This report will address findings and trends related to:
    o Assessments
    o Family Engagement
    o Service Planning and Provision
    o Promoting Case Progress
    o Supervisory Review

• Side-by-Side reviews: This is a peer review by the CBC QA Team and Regional QA staff supplemented by he Office Family Safety staff. The sample for this review will consist of a subsample of sixteen cases from the fifty cases reviewed by the CBC during the Semi-annual monitoring.
  o Facilitator: The approach calls for an objective monitor or facilitator (for example, Region QA staff if Region Program staff are serving as peer reviewers) who guides and coordinates the review of each file, and provides objective reconciliation and arbitration among the reviewers as necessary.
  o Choice of Sample: The sixteen-case Side-by-side sample will be selected from the fifty cases selected for the Base Review by the Network Quality Review Coordinator using the same “Random Number Generator” used in determining the sample of twenty-five.
  o Side-by-Side Process: Since it is expected that each file review will take approximately four hours this will require that four (4) Regional Reviewers be available to complete the side-by-side review in the allotted days. Each Regional Reviewer will be teamed with a Network QM Specialist to complete the side-by-side review. It is anticipated that these reviews will take approximately four hours. In order to allow time for any mediation and interviews necessary to complete In Depth Reviews, side-by-side reviews and debriefings will be scheduled for the first three days of the review week. See attached weekly monitoring schedule.

• In-depth reviews: Regional QA conduct a more in-depth review of a subsample (two cases) of the cases reviewed in the side-by-side process. This review will include gathering quality of practice information in ways not limited to looking at case files. (For example, case specific interviews or observation. These reviews will also include the collection of systematic factor information (information systems, training, service capacity, etc.) that is not case-
specific but that affects quality of practice. Although similar to the Florida CFSR in technique, and continuing to align with the federal outcomes, this review will include additional Florida-specific standards. Children’s Network QM administrative support staff will be available to assist Regional reviewers in setting up appointments for interviews required for “In-Depth” Reviews.

- The Network’s QM Director will identify four (4) cases from the 34 base sample that will include case specific interviews. Similar to the In-Depth reviews conducted by the regions, and Child and Family Services Reviews (CFSR), the Network Reviewers will make arrangements to interview the child, the parents, other caregivers, providers, advocates and Children’s Legal Services (CLS) as applicable, to further assess service delivery. Interviews will be conducted using the guides DCF OFS.

- Documentation of these interviews will be maintained in the software application managed by the Office of Family Safety known as Check Box. If the feedback from the interviewees differs from the findings in the case file reviews, Reviewers will make note of the discrepancy, however, it will not change the rating response to the standard that is based on the documentation in the file.

Monitoring Psychotropic Medication for Children in Out-of-Home Care:

*The Case Management monitoring tool contains questions related to children on psychotropic medication with focus on statutory and policy compliance regarding obtaining expressed informed consent, Court approval, and a medical treatment plan.*

**Executive Management and Region Discretionary Reviews:** The Secretary or other executive staff may determine a review of a particular process or topic is needed, or may require a statewide or localized special project be conducted throughout the year. This activity will likely require specially designed review tools and other protocols depending on subject matter. Discretionary reviews may also be assigned by regional directors for local purposes. These reviews will include high profile cases.

Request for special review will be directed to the Children’s Network’s Chief Operating Officer who will direct the request to the appropriate member of the Network’s QM Specialist staff. From that point the review will be completed consistent with the Network’s QM Review procedure.
• **Local Review Schedule.**

• **Base Reviews:** Quarterly Base Reviews: during fiscal year 2010-2011, the Children’s Network will conduct case reviews following the schedule noted below. ATTACHMENT

• **Side-by-side reviews:** During this time Regional QM staff supplemented with Office of Family Safety staff will team one-on-one with CBC Reviewers to monitor an additional sixteen case files from the sample selected by the State. Since it is expected that each file review with associated debriefing will take approximately **four** hours this will require that four (4) Regional Reviewers be available to complete the side-by-side review in the allotted days. Side-by-Side reviews will be scheduled for the first three days of the review week. The Region is not expected to conduct Entrance or Exit Interviews with the CBC on semi-annual reviews.

• **Opportunities for coordinating quality processes**
  
  o Monthly regional/circuit performance meetings: Conducted the third Thursday of every month.

  o Children’s Network Board of Directors performance reports: See “Improvement Standards and Process Matrix” on the following page:
FOCUS ON RESULTS:

Children’s Network Quality Improvement Standards and Process Matrix

*** Indicates Children’s Network QM Staff Involvement

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<th>DATA REVIEWED</th>
<th>REVIEWER</th>
<th>DOCUMENTATION</th>
<th>OVERSIGHT</th>
<th>ACTION PLAN DOCUMENTED IN…</th>
<th>EXPECTATION (PERIODIC REVIEW)</th>
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<td>• Monthly Reports</td>
<td>Chief Operating Officer</td>
<td>Minutes:</td>
<td>• Quarterly Goal Status Reports by Data Analyst</td>
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<td>• Designated Network QM Specialist</td>
<td>• Ad Hoc Reviews</td>
<td>CMO Specific Meeting (Monthly)</td>
<td>• Circuit Contract Management Review</td>
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<td>Semi-Annual Quality Reviews</td>
<td>• Network QM Specialist</td>
<td>Semi-annual Report</td>
<td>Chief Operating Officer</td>
<td>• CMO Corrective Action Plans</td>
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<td>• Regional &amp; State Reviewers</td>
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<td>CMO Specific Meeting</td>
<td>• Re-Reviews on identified cases</td>
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<td>CMO Meetings</td>
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<td>Contract Mgmt TEAM Meetings (Monthly)</td>
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<td>• Ongoing Revision &amp; Update of Network Annual QM Plan</td>
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<td>• Specialty Reviews</td>
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<td>Specialty Reviews (Executive Management and Region Discretionary Reviews)</td>
<td><strong>Designated Network QM Specialist</strong></td>
<td>Report w/ Recommendations</td>
<td>Chief Operating Officer Network’s QM Director QM Management Team</td>
<td>• Action Response from Appropriate Provider/Partner</td>
<td>Review Status Until Closure of Review • Implementation of corrective measures</td>
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<td>CM Supervisory Reviews</td>
<td>• CMO Mgmt • CMO QM Specialist</td>
<td>Semi-annual Report</td>
<td>Chief Operating Officer Network QM Director QM Management Team</td>
<td>• Quarterly One-on-One Meetings (Supervisors &amp; Directors) • Annual Supervisor Performance Reviews</td>
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<td><strong>2. GOVERNING BOARD CORPORATE STRATEGIC OBJECTIVES:</strong></td>
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<td>• Network Board’s Program Committee</td>
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<td>Network Board • Network CEO</td>
<td>CEO’s Annual Report to the Board</td>
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<td>Network Contract Monitoring</td>
<td>• Network’s UM Department • Network Development/Provider Relations • Network QM input in establishing performance measures</td>
<td>• Annual Performance Monitoring • Monthly Provider TEAM Meetings</td>
<td>UM Director • Network Executive Team • DCF Contract Oversight Unit</td>
<td>• TEAM Meeting Minutes • Annual Contract Negotiations</td>
<td>• Contract Updates &amp; Revisions • DCF Contract Oversight Unit Corrective Action</td>
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**Children’s Network Ongoing Improvement Initiatives:** Initiatives that will still be occurring during the upcoming fiscal year.

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<thead>
<tr>
<th>Performance Initiative</th>
<th>Performance Gap</th>
<th>Evidence</th>
<th>Oversight</th>
<th>Feedback</th>
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</table>
| **Respond to the Florida CFSR Quality Improvement Plan** | Results of Federal CFSR Audit January 2008 | 2008 CFSR Report | • CFSR QIP Workgroup  
• Network Chief Operating Officer  
• Network QM Staff  
• CMO Management | • Quarterly QIP updates (latest 3/18/2010)  
• Monitoring reports |
| **Reduce Out of Home (OOH) Placements Over Twelve Months** | Number of OOH placements | • DCF Contract Performance Measures  
• FSFN Monthly Reports | • Network Data Analyst  
• Network QM Technical Assistance  
• CMO QA Specialist  
• CMO Supervisors  
• CPI Supervisors  
• CW Legal Services | • Detail reports by CMO Units  
• Permanency and Reunification Staffings  
• Shelter Hearings  
• Relative Placement Monthly Review |
| **Face-to-Face (FTF) Visits With the Child Every Thirty Days** | Number of FTF visits exceeding 30 days identified 11/2007. | • DCF Contract Performance Measures  
• FSFN Daily Reports | • Network Operations  
• CMO Management Intervention after 24 days | • Daily Visits Report  
• Monthly Visits Report  
• CMO Contract Oversight |
| **Increase the Quality and Quantity of Supervisory Reviews** | Percentage of cases with documented supervisory reviews significantly below standard. | Quarterly Network QM Monitoring (File Review) | • Network Chief Operating Officer  
• Network QM Director  
• QM Management Team  
• CMO Management | • Monthly One-on-One Meetings (Supervisors & Directors)  
• Annual Supervisor Performance Reviews  
• CMO Mgmt. Corrective Action Review |
| **Family Assessment: improving the quality and quantity of FSFN documentation** | Percentage of cases with documented initial and ongoing assessments is below standard. | Semi-annual Network QM Monitoring (File Review) | • Network QM Director  
• QM Management Team  
• CMO Management | • ITR Logs  
• CMO Mgmt. Corrective Action Review |
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<th>Performance Initiative</th>
<th>Performance Gap</th>
<th>Evidence</th>
<th>Oversight</th>
<th>Feedback</th>
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<tr>
<td><strong>Managing Risk in Services</strong></td>
<td>Lack if coordinated response and assessment for new cases determined to be High Risk</td>
<td>ITR Staffing Reviews FSFN Case Notes</td>
<td>• Network QM Department</td>
<td>• Reduction in number of children abused during services;</td>
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<td>• Network ITR Coordinator</td>
<td>• Decrease in the time between ITR and initial risk assessment by case manager;</td>
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<td>• CMO Management</td>
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<td><strong>Family Centered Practice</strong></td>
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<td>• CMO Management</td>
<td>• Decrease in times achieving permanency</td>
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<td>• CMO Supervisors</td>
<td>• Increase in parents</td>
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**Note:** Network Board will communicate status of ongoing Improvement Initiatives through news releases, reports to County Alliances, and posting on the Network Web site.

**New Performance Improvement Initiatives:** the Children’s Network is going to undertake in the upcoming year.
### Increase Hands-On Mentoring by case management supervisors
- Lack of evidence that CMO Supervisors are accompanying case managers on home visits mentoring assessment skills and providing hands-on support
- Semi-annual monitoring
- Monthly reports from CMO management
- **Network QM Department**
  - CMO Management
  - CMO QA Specialist
- Documentation in home visit notes;
- Improvement in safety & family assessments completed by case managers

### Assure that Adoption is considered prior to Permanent Guardianship if appropriate.
- State Reports indicate Network has a significant bias to Permanent Guardianship over Adoption when closing cases when compared to State and Region
- Permanency Staffings
  - Court Records
  - "Spinner" Reports
  - Focused Review of cases closed to Permanent Guardianship
- **Network QM Director**
  - QM Permanency Specialist
  - CMO Management & Supervisors
  - Child Legal Services
- DCF “Spinner” Reports trend lines comparing Adoption and Permanent guardianship as permanency outcomes

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**Responding to New Information:**

New information that becomes available will be used to either modify ongoing improvement initiatives or if necessary start new ones.

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<td>STEP 2: Analysis of New Information</td>
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<td>STEP 4: Costs/Benefits/Effects on Current Priorities</td>
<td>Network Senior Management</td>
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<td>STEP 5: Implementation/Dismissal/Set Aside</td>
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<td>Community Partner Action</td>
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Assuring that situations are immediately addressed and corrected if a critical life, health, or safety threat to a child is identified during any quality assurance or other review activity:

When a critical life, health, or safety threat to a child is identified during any quality assurance or other review activity, the Reviewer who identified the concern completes a Request for Assistance Form (RFA Form) and submits it to the QM Review Coordinator (* In incidents where a safety concern is identified outside a quarterly RFA Form will be submitted to the Network’s QM Director)

The Quality Review Coordinator or the QM Director will immediately forward the RFA Form to the appropriate CMO, Contractor etc.

The identified contractor must respond to the concern in writing via the RFA Form within 48 hours to document efforts made to decrease safety concerns.

Upon receipt of the response, the QM Review Coordinator will review the response with QM Director and agree that the safety issue has been resolved or return the response with a request for additional action.

Completed RFA Forms will be stored in the Network’s electronic Monitoring Record

**Ongoing Tasks for Children’s Network Quality Management Team Responsibilities in addition to Quarterly Monitoring.**

- Risk Management Analysis:
  - Abuse During Services
  - Specialty Reviews
  - I. G. Report Follow-up
  - Incident Reports
  - Policies And Procedures

- FSFN validation:
  - Placement Exceptions
  - Family Assessments
  - Timeliness and quality of Supervisory Reviews
• Coordinating Staffings required by statute:
  o Permanency
  o Reunification
  o Missing Children
  o Sibling Separation
  o Transfer from Services to Adoptions
  o Expedited TPR Staffings
  o Goal Change Staffings

• Adoptions:
  o Approve Adoption *Homestudy and Subsidy* Packets
  o Adoption Review Committees
  o Quarterly Adoption Staffings
  o Match Staffings
  o *Adoption Exchanges: Photolisting and Updates*
  o *Five Year Adoption Plan*

• Foster Care:
  o Review Initial Licensing and Relicensing Packets
  o Yearly Recruitment and Retention Plan
  o Conduct Training for Licensing Staff
  o Orientation Schedules and MAPP Schedules
  o *Complaint meetings*
  o *Foster Care Referrals*
  o *Side by Side Relicensing review*
  o *Exit Interviews Tracking*
  o *Overcapacity Tracking*

• *Independent Living*:
  o *Independent Living Staffings*
  o *Determination of benefit eligibility*
  o *State and Federal Reporting*
  o *Contract oversight and monitoring of specialty provider*
  o *Technical assistance and training*
Tasks related to national accreditation, please include a brief description:

Children’s Network of Southwest Florida LLC is accredited as a Child Welfare Lead Agency by the Council on Accreditation (COA). This Accreditation was granted following an on-site focused survey in August 2009 and is effective through August 31, 2013.

REVISED: 7/15/2010