In Broward County every year, several hundred children enter the child welfare system due to abuse, abandonment or neglect. As the local Community Based Care lead agency, ChildNet manages the local system of services and supports for Broward's most vulnerable children. Our mission is to protect Broward's abused, abandoned and neglected children.
# QUALITY ASSURANCE PLAN 2010/2011

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background</td>
<td>2</td>
</tr>
<tr>
<td>The Purpose of Quality and Performance Improvement</td>
<td>2</td>
</tr>
<tr>
<td>Focus on Coordination and Process</td>
<td>2</td>
</tr>
<tr>
<td>Unit Supervisory Discussions</td>
<td>2</td>
</tr>
<tr>
<td>CBC QA and Side-by-Side Reviews</td>
<td>4</td>
</tr>
<tr>
<td>Psychotropic Medications</td>
<td>6</td>
</tr>
<tr>
<td>Florida Safe Families Network (FSFN)</td>
<td>7</td>
</tr>
<tr>
<td>Executive Management and Regional Discretionary Reviews</td>
<td>9</td>
</tr>
<tr>
<td>Local Review Schedule</td>
<td>9</td>
</tr>
<tr>
<td>Focus on Results</td>
<td>10</td>
</tr>
<tr>
<td>1. Performance Tracking and Reporting</td>
<td>10</td>
</tr>
<tr>
<td>2. Strategic Objectives Tracking and Reporting</td>
<td>11</td>
</tr>
<tr>
<td>3. Contract Provider Performance Tracking and Reporting</td>
<td>12</td>
</tr>
<tr>
<td>4. Ongoing Improvement Efforts Tracking and Reporting</td>
<td>12</td>
</tr>
<tr>
<td>5. Evaluation of New Information</td>
<td>13</td>
</tr>
<tr>
<td>6. Safety Issues During Reviews</td>
<td>13</td>
</tr>
<tr>
<td>7. Accreditation</td>
<td>13</td>
</tr>
</tbody>
</table>
Background

ChildNet promotes a culture of excellence and continuous improvement through a broad-based, organizational-wide Quality and Performance Improvement process inclusive of all staff members and stakeholders, as a vital and necessary management tool. The leadership of ChildNet values service quality and ongoing efforts by the agency as well as our community partners and contractors to achieve strong performance, program goals, and positive results for the children and families we serve. ChildNet is a state-wide leader in the use of data to highlight success and positive outcomes to service recipients as well as areas needing improvement.

The purpose of Quality and Performance Improvement

- Assign responsibility for implementation and coordination of Continuous Quality Improvement (CQI) activities and technical assistance.
- Set forth the purpose and scope of CQI activities.
- Establish periodic review of service delivery process in accordance with the DCF Quality Management Plan with both quarterly and semi-annual case file reviews.
- Establish periodic review of organizational and management processes including the effectiveness of policies and procedures, typically quarterly.
- Outline the methods and timeframes for quarterly as well as ongoing monitoring.
- Define the methods for reporting findings of the monitoring.
- Review progress for all services provided by ChildNet as well as our contracted providers.
- Support progress toward achieving short term and long range goals related to contract performance measures, internal targets, and service recipient outcomes.

ChildNet is one of the few Community Based Care Lead Agencies in Florida that does not sub-contract out Case Management Services. ChildNet performs case management; however, contracts out for the provision of foster homes, group care, shelters, Family Reunification and Strengthening, and Placement Preservation, and other ancillary services.

A. Focus on Coordination and Process

- **Unit Supervisory Discussions:** The supervision of cases at ChildNet currently consists of two approaches. The first approach is a supervisory conference between the Supervisor and Child Advocate on a quarterly basis to review each case. ChildNet has trained each supervisor on the Department’s “Mentoring and Modeling: A discussion for Case Management Supervisors” protocol. The
guidelines organize the qualitative discussion around the family being served and their specific, individualized service needs and progress toward stabilization and self sufficiency.

- Each case (100%) is required to be reviewed by the unit supervisor at least quarterly. A qualitative discussion is required and is assessed using the following criteria:
  - Reviews completed quarterly
  - Supervisor considered all aspects of the child’s safety, well-being, and permanency
  - Supervisor ensured follow through on guidance and direction or documented the reasons the guidance and direction were no longer necessary
  - A discussion of any psychotropic medications
- ChildNet created dashboard portfolios to assist with reporting data and tracking process and outcome measures. The dashboard now has a Supervisor Workbench to track the completion of the supervisory reviews for each supervisor at the Child Advocate and case level. See Screen Print below for an example.
CHILDNET, INC.

QUALITY ASSURANCE PLAN 2010/2011

- The completion of the quarterly supervisory reviews during monthly supervision with supervisors, Assistant Directors, and Directors.
- The completion and quality of these reviews is additionally monitored as part of the quarterly reviews completed in collaboration with DCF. This is done using the monitoring instrument developed by DCF based on the Quality of Practice Standards for Case Management during both the base and side-by-side reviews.
- Furthermore, in addition to the quarterly reviews using the Department’s Mentoring and Modeling guidelines, if the unit supervisors review cases more frequently on an informal basis, the Supervisory Consult feature in FSFN is used to differentiate the review types.
- The Client Services Division of ChildNet is undergoing reorganization to assign cases based on the permanency goal of the children. This reorganization also includes more supervisors and Child Advocates to reduce the respective caseloads.

- The second approach is to review child specific activities in a case utilizing the monthly Visitation Report form which is completed by the Child Advocate during the face-to-face visit with the child and caregiver. The visit is documented on a cell-phone device that captures the required signatures, takes the photograph of the child, and records the global positioning of the visit and up-loads a short chronological note of the visit into the Statewide Automated Child Welfare Information System (SACWIS). As the SACWIS has a visitation form, guidelines were created as the SACWIS form is largely narrative.
- ChildNet continues to use daily email listing all of the children with visits due in the next ten days for each Child Advocate. The supervisors and directors are also copied. In addition a dashboard was developed that very succinctly demonstrates which Child Advocates have visits due or past due. This is an excellent tool for the Child Advocates, Supervisors, directors, and executives.
- The ChildNet CQI staff sends out a listing of children not seen in 40 days each Tuesday for the units to report on the progress to ensure the children are seen. DCF requires this report biweekly.

- **CBC QA and Side-by-Side Reviews:** Three types of case record reviews are utilized as part of the DCF Quality Management Program. A total of 100 cases are reviewed each year based on specific random selection criterion. The number of cases to be reviewed was determined by the department during the development of the statewide Quality Management process which was based on the Chapin Hall pilot project process. DCF created an electronic review instrument and data aggregation system to measure compliance with the standards developed. ChildNet is able to pull down the sample from DCF as
soon as it is posted on the DCF Portal follows the statewide sample selection methodology finalized by DCF.

- **Base Reviews:** ChildNet will continue to review seventeen (17) youth each quarter for the base reviews. ChildNet reviewers include the CQI team and Child Advocate Supervisors who have completed the Quality Assurance Reviewer training through DCF.

- **Side-by-side reviews (S-B-S):** ChildNet will participate with DCF to review sixteen (16) children, twice per year.
  - The sixteen (16) cases for the Side-by-Side reviews are randomly selected by DCF Regional Quality Assurance Staff from the base population of children selected for review.
  - From the sixteen (16) cases, three (3) are designated for ‘In-Depth’ reviews which means that, in addition to the file review, case specific interviews are conducted with children, parents, foster parents, Child Advocates, and other professionals involved with the child and family. Specific issues related to the child and family’s case experiences as well as systemic factors are addressed. ChildNet will participate with DCF in completing the In-Depth reviews from the Side-by-Side sample.
  - In preparation for the Side-by-Side and Base Reviews, the ChildNet Quality Advisors contact each Supervisor and Child Advocate with a case selected for review (Base and Side-by-Side) and work with the Child Advocate to ensure the files are tabbed, chronological notes are printed from FSFN, and all information is filed and up-to-date as possible, including preparation materials needed for the review.
  - The Quality Advisors work with the Child Advocates for youth selected for the in-depth reviews to obtain the review schedule.

- **The third review component is the monitoring of the seven (7) systemic factors including:**
  - Statewide information system (FSFN)
  - Case review system
  - Quality Assurance system
  - Staff and provider training
  - Service Array and resource development
  - ChildNet’s responsiveness to the community
  - Foster and adoptive home licensing, approval, and recruitment

In order to assess these systemic factors throughout the year, regional QA managers and specialists will attend and/or participate in various workgroups, alliance meetings, community partnership meetings,
advocacy councils, advisory board meetings, and other group meetings that impact or drive the system of care.

In addition, regional QA managers will meet with each ChildNet director, DCF circuit administrator or operations manager and the ChildNet contract manager annually to discuss which of the systemic factors, if any, is recommended for further review during the In-Depth process.

- If Performance Improvement is needed, a plan is developed by CQI and Client Services and submitted to the department as required, which may be a part of the circuit’s Quality Improvement Plan (QIP).
- ChildNet conducts additional reviews using the DCF Quarterly Quality Assurance Review instrument and/or special tools created by ChildNet as part of the Accreditation process. The four (4) services for which ChildNet seeks accreditation are: foster care, kinship care, adoptions, and independent living. A sample of at least 90/10 significance for the year will be used for each service.

- **Psychotropic Medication**
  - The ChildNet policy and procedures related to Psychotropic Medication were rewritten with specific attention paid to Informed consent and the safe and effective use of the medications.
  - A form was developed in collaboration with DCF and the Office of the Attorney General to document the expressed and informed consent of the parents.
  - The Director’s monthly supervisory consult form was improved to include a discussion on supervisory reviews of psychotropic medications.
  - The Vice President of Client Services will continue to review the compliance of the supervisors with the supervisory reviews at the monthly conferences with the Site Directors.
  - A central ChildNet e-mail address was created for Child Advocates to send all of the Physician Reports for pre-consent reviews for children under age seven (7). The Service Coordination division of ChildNet developed a tracking system for all pre-consent reviews submitted for children under age seven (7).
  - A separate central ChildNet e-mail address was created to receive any concerns regarding children on psychotropic medications (from any party interested in the case. The Service Coordination division of ChildNet will address and track any concern submitted.
The Thirty-Day Action Plan form has been updated to include a review of the psychotropic medications of each child at thirty (30) days from admission into the ChildNet System of care.

A weekly listing of the youth on psychotropic medications is reviewed for consent, court orders, and errors with corrections requested immediately.

CQI staff is responsible to follow-up with supervisors to ensure the corrections are made and forwards this information to the regional QA manager prior to the weekly validation data being sent to Central Office.

The list is sent to all Client Services Directors and Assistant Directors for their review.

ChildNet will continue to coordinate Multidisciplinary and other staffings for children including those on psychotropic medications. These include but are not limited to:
- Legal Sufficiency staffings
- Thirty Day Action Plans
- Permanency Staffings at four (4), eight (8), and eleven (11) months from entry
- Family Service Planning Team (FSPT) staffings
- Alert Review Staffings

Quality Assurance Reviews include the standards related to psychotropic medications, the Physician’s Report, and Expressed and Informed consent.

**Florida Safe Families Network**

The accuracy and completeness of the data entered into the Florida Safe Families Network (FSFN) is monitored in a variety of ways.
- During the quarterly reviews. There is an item in the DCF Quality Management tool that measures compliance with FSFN data entry regarding psychotropic medications.
- ChildNet developed the dashboard portfolios to show the contract measures, the Supervisor Workbench, and the Child Advocate Workbench. These are used to track performance on the daily activities of staff members, such as visits with children, supervisory reviews, and validate FSFN data.
The Child Advocate Workbench shows an overview of the caseload and a listing of key FSFN indicators at a glance for each case.

A review of the Adoption and Foster Care and Adoption Related Services (AFCARS) reporting regarding data entry as well as the compliance with the timeliness of the entry.
EXECUTIVE MANAGEMENT AND REGION DISCRETIONARY REVIEWS: ChildNet will work in collaboration with local, Region and Headquarters requests for discretionary reviews. The Director of Continuous Quality Improvement is the point of contact for additional reviews who will delegate to the appropriate party and track for the completion of the project. The Director of CQI will report back to the Region as appropriate.

LOCAL REVIEW/QUALITY IMPROVEMENT SCHEDULES: The Quality and Performance Improvement Committee including DCF regional QA staff, meets the third Wednesday of each month to review performance measures, Quarterly reports from the case file reviews, incident reports, progress toward accreditation, etc. The committee has a workgroup that generally meets each Friday in order to prepare for the monthly committee meeting. The Program Quality Committee of the Board of Directors meets generally monthly to review policy and procedure, performance measures, and anything the Board determines to be relevant.

The DCF Regional Quality Assurance manager facilitated a meeting with both Lead Agencies in the Region to construct a schedule for the Quarterly Reviews for contract year 2010/2011. The table below displays the Base, Side-by-Side reviews, Quarterly Performance Measure review, and the reviews related to accreditation by the Council on Accreditation (COA).

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<tr>
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<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
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<td>Oct 11 - 15</td>
<td>Next Quarter</td>
<td>Apr 4-8</td>
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<td>Quarterly Performance Review</td>
<td>July 28, 2010</td>
<td>October 27, 2010</td>
<td>January TBD (see below)</td>
<td>April 27, 2011</td>
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<td>COA Site Visit</td>
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<td>Jan 24 – 28 2011</td>
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<td>COA Reviews</td>
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<td>Foster Care Adoptions</td>
<td>July 2010</td>
<td>October 2010</td>
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<td>Sept. 2010</td>
<td>November 2010</td>
<td>February 2011</td>
<td>April 2011</td>
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B. Focus on Results:

1. ChildNet developed several ways to report on our performance.
   - One of the dashboard portfolios reports progress on our performance measures listed in our contract with DCF. This dashboard portfolio is available internally as well as on our public website.
   - In addition to the dashboard portfolio, ChildNet sends out a monthly report of our progress on these performance measures as well as a few other internal measures such as: the number of children entering the system of care each month; the placements of children; and, the reduction of the number of children in out of home care. This report is distributed to a wide range of stakeholders through electronic mail from the ChildNet Chief Executive Officer.
   - The ChildNet CQI Division reviews each performance measure and gathers the information to drill down to determine the reasons why cases did not meet targets. This information is presented at the Quality and Performance Improvement Committee Meetings.
   - ChildNet has developed a stakeholder packet of information that includes an overview of our Quality and Performance Improvement process and describes what is measured and why. For service recipients, a one page flyer was designed to show the same information on a more basic level. These are due to be sent out in August, 2010.
   - Performance is reviewed monthly in the Quality and Performance Improvement committee that meets the third Wednesday of each month, as noted above.
   - The Program Quality Committee of the Board generally meets monthly to review policy and procedure as well as performance on contracted and internal measures. In addition ChildNet hosts a quarterly performance
measures presentation with the Broward Sheriff’s Office (BSO) for investigations, and the Office of the Attorney General (OAG) on the fourth Wednesday of the month following the end of each quarter. This presentation is attended by ChildNet, BSO, OAG, and DCF management.

Data integrity is ensured as the data used to develop all of the reporting comes from FSFN, the DCF dashboard, the Federal Measures report from DCF, and the Quality assurance Reviews.

2. ChildNet developed a three-year Strategic Plan beginning July 2009. ChildNet senior management set aside one day per month to review progress toward strategic objectives with an annual report due to the Board. In addition to the contract measures, the strategic plan includes long range goals for the agency. Currently the two main endeavors are the reorganization of Client Services and Accreditation.

Progress on each is reported to the Board of Directors and will be included in the stakeholder packets to be distributed with at least semi-annual updates, scheduled after the Accreditation site visit (January 2011). Data comes from FSFN, the DCF dash board, Federal Measures report from DCF, and the results of the quarterly file reviews. The updates to the stakeholder packets will also include the results and actions taken as a result of the satisfaction surveys for providers, parents, caregivers, and youth served.

ChildNet developed ongoing satisfaction surveys for youth, parents, caregivers, and providers in order to further enhance performance on service recipient outcomes as well as ensure ongoing review of service recipient feedback. In addition, a one page stakeholder information page was developed to be provided to service recipients to briefly review ChildNet’s Quality and Performance Improvement process and provide a direct contact person should any questions arise.

The reorganization of Client Services allows for focused attention to be directed toward reunification, Independent Living, and adoption. The new structure provides for smaller caseloads for Child Advocates as well as a smaller Child Advocate to Supervisor ratio for improved supervision. The Independent Living and Adoption Advocates are now case carrying rather than specialty overlay positions in order for them to better understand the children and progress toward meeting case plan goals. This is expected to improve services to the youth served as well as ensure that ChildNet meets or exceeds Adoption targets and the new Independent Living outcome measures.
3. ChildNet has a Contract Monitoring Manual which is updated yearly and a copy is provided to the local DCF service contract manager. All processes related to the monitoring of subcontracts are defined in the manual. ChildNet does not sub-contract for case management services. All case management is performed in-house.

- A contract monitoring review schedule is created based on the results of the risk assessment tool. Contracts are reviewed according to risk rating.
  - ‘High risk’ – annually
  - ‘medium risk’ – every two years
  - ‘low risk’ – no less than every three years
- The risk assessment tool is based on the DCF tool with additional items such as performance on outcome measures and accreditation included. If a program is accredited, the programmatic monitoring still occurs as scheduled; however the administrative monitoring may be altered depending on the lead agency contract with DCF.
- Ongoing daily monitoring of invoices, etc. is performed by the ChildNet Contract Specialists. The Contract Specialists also conduct quarterly site visits to each provider.
- Tools are designed from the Attachment I of each contract (the service provision section) and the Core contract.
- Site visits are conducted based on the monitoring schedule and include the review of client and personnel files, review of policy and procedure, and the interviewing of staff members and service recipients. Child Advocates are also surveyed during the monitoring process.
- Ongoing unannounced visits are made to group home and emergency teen respite providers by CQI and Contracts and Licensing staff members from ChildNet. The results of these visits are documented on a shared computer drive and included in the written contract monitoring report.
- A written report is completed after the monitoring site visit.
  The data sources used for the monitoring reports comes from the file reviews, policy and procedure review, and interviews. The data for the annual roll up comes from the monitoring reports completed each year.

4. The ongoing improvement initiatives for the year are tracked through performance on the contract measures and our internal measures. These are reported monthly (although some data is only available quarterly) through the monthly reports and the monthly Quality and Performance Improvement Committee. In addition, as noted above, ChildNet hosts a quarterly performance presentation with BSO, the OAG, and DCF.
In addition, ChildNet developed the dashboard portfolios to show the contract measures, the Supervisor Workbench, and the Child Advocate Workbench. These are used to track performance on the daily activities of staff members, such as visits with children, and supervisory reviews.

5. As new information becomes available, the Quality and Performance Improvement workgroup will review and analyze the information for presentation at the monthly Quality and Performance Improvement Committee meetings. An example of this was the development of the Supervisor Workbench dashboard portfolio. The area of supervisory reviews was noted in Quality Assurance reports as an area needing improvement and this was noted by Senior Management and the Supervisor Workbench was created. This workbench monitors the completion of the supervisory reviews in FSFN. The quality of these reviews is monitored as part of the base, side-by-side, and COA file reviews.

6. During quality assurance and other review activities, a Request for Action (RFA) form is completed when a reviewer is concerned about the safety of any child in the case being reviewed. Any such circumstance is discussed with the Director of CQI for base and COA reviews and the Director of CQI and the Region Quality Manager for side-by-side reviews. The RFA is sent to the supervisor of the unit for a response due within 24 hours. RFA forms created for administrative issues are sent to the supervisor for completion generally within 72 hours. One Quality Advisor each quarter is assigned to track and compile the completion of the RFA forms for that review. Serious concerns are also brought to the attention of the Vice-President of Client Services who may decide with the Director of CQI to conduct additional file reviews.

7. National Accreditation through COA is well underway. The application process began in the fall of 2009 with the site visit scheduled for the last week of January 2011. The following activities have been initiated or completed:
   • Completion of the Agency’s Three Year Strategic Plan
   • Completion of the Quality and Performance Improvement Plan for 2010/2011
   • Incorporating the DCF Region Quality Management team in the Quality and Performance Improvement Committee
   • Development of the Quality and Performance Improvement workgroup
   • A full review and re-drafting of the agency’s policies and procedures
   • Development and administration of satisfaction surveys for youth, parents, caregivers, and provider staff members
   • Beginning the drafting of the COA Self Study Narrative