LAKEVIEW CENTER, INC./FAMILIESFIRST NETWORK
QUALITY MANAGEMENT PLAN
Fiscal Year 2011-2012

FamiliesFirst Network (FFn) is a division of Lakeview Center Inc., an affiliate of Baptist Health Care and respectfully submits the following Quality Management Plan per contract requirements:

Focus on Coordination & Processes

FamiliesFirst Network Supervisory Discussions

The use of the Qualitative Discussion guide is a requirement of all Case Management Supervisors. It is the expectation that, at a minimum, each supervisor will conduct at least one face-to-face discussion with the primary worker every 90 days, using the discussion guide, on each case assigned within the unit. These reviews are inputted into FSFN.

The FamiliesFirst Network Training Department continues to devote a segment on supervisory discussion into the Supervising for Excellence training. A new position has been created within FamiliesFirst Network to focus on providing technical support to supervisors.

Review Staff Responsibilities & Service Center Alignment

During the first two quarters of FY10-11, FamiliesFirst Network had two Quality Management Specialists and a Quality Review Manager who conducted reviews. The majority of base reviews were conducted by the Specialists. During the third quarter, the agency realigned staff responsibilities within the Policy & Quality Unit. As a result, there are now four staffs who conduct the majority of file reviews and one staff member who serves as a lead. Additionally, one staff aggregates data.

Two staffs are co-located with family services in Fort Walton Beach and three staffs are based in Pensacola. Each staff member is also responsible for conducting permanency staffings and providing technical assistance in an assigned service center within the circuit.

Quality Service Reviews (QSR)

FamiliesFirst Network will complete seven (7) Quality Service Reviews every quarter per Department of Children and Families (DCF) guidelines. Reviews will be completed in teams of two. A random sample will be pulled from the extract provided by DCF prior to the beginning of each new quarter. The sample will be uploaded into the DCF web portal by the Quality Management Specialist Lead who will also make review assignments. Once the sample is finalized, it will be forwarded to the Director of Family
After the completion of each review, a meeting will be scheduled which will include the FFn Quality Management Specialists who completed the review, the Team Supervisor and the assigned Family Services Counselor. A debriefing will be held to discuss what is going well, challenges, and areas needing improvement. When training needs are identified, FFn Quality Management Specialists will assist in arranging for the training.

The FFn Quality Management Specialist Lead will track trends and analyze data for reporting purposes. This information will also be provided to the FFn Management Team, Policy and Quality Unit staff, Performance Improvement Manager, Team Managers and Team Supervisors. An Annual Report will be completed and submitted within the required timeframe.

**Quantitative Internal Reviews**

In addition to the Quality Services Review (QSR), FamiliesFirst Network will review one additional case per unit or twenty-four additional cases per quarter. The former review tool located in the DCF web portal will be utilized for these reviews. The review will focus on areas related to Family Center Practice and areas needing improvement as identified by FamiliesFirst Network Performance Improvement Council or Management Team. The FFn Quality Management Specialist Lead will track trends, analyze data and disseminate to FFn Management Team, Policy and Quality Unit staff, Performance Improvement Manager, Team Managers and Team Supervisors. The data will also be utilized as one piece of “Unit of Excellence” recognition. This distinction is awarded quarterly to units meeting performance targets established by the FFn Management Team.

**Special Psychotropic Medication Review**

At least one time per fiscal year, an internal special review will be conducted to assess compliance as it relates to children in foster care who are recommended for (or prescribed) psychotropic medications. The goal is to conduct this internal agency review during the 3rd quarter of the fiscal year.

As in any quality review, if it is determined the requirements for psychotropic medications are not being followed; a Request for Action will be initiated and followed-up.

**Florida Safe Families Network**

In order to assess data accuracy, FamiliesFirst Network will continue completing monthly data integrity exercises. Each unit is required to complete a FSFN data review tool on 5 cases per month. The completed review instrument will be completed, signed by the
individual completing the review, and forwarded to the Quality Management Specialist Lead by the 5th of the following month.

The Quality Management Specialist Lead will be responsible for keeping records to verify this activity. Any issues arising with regards to completion of this task will be forwarded to the Director of Family Services.

**APPLA**

At least one time per fiscal year, an internal special review will be conducted to assess compliance as it relates to children in foster care whose permanency goal is APPLA. The goal is to conduct this internal agency review during the 4th quarter of the fiscal year. The agency completed an internal APPLA review during Quarter 4 of FY10-11. Any child whose goal remains APPLA at the time of the next internal special review will be re-reviewed during FY11-12.

**Executive Management and Regional Discretionary Reviews**

Upon request by Executive Management or the Region for discretionary reviews, the FFn Quality Management Specialist Lead will work collaboratively with, negotiate and coordinate the specifics of the review with the Regional QA Manager. This includes scheduling the review date, time and location and ensuring requested files are available. The reviews requested by the Department of Children & Families will be coordinated through the Contract Manager.

**Local Review Schedule**

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# LAKEVIEW CENTER, INC./FAMILIESFIRST NETWORK
## QUALITY MANAGEMENT PLAN
### Fiscal Year 2011-2012

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LAKEVIEW CENTER, INC./FAMILIESFIRST NETWORK
QUALITY MANAGEMENT PLAN
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Focus on Results

Quality Improvement Standards and Process

Description of how FamiliesFirst Network will track and report on its performance on contract measures.

FamiliesFirst Network relies primarily on FSFN aggregate data and listing reports, as well as the DCF Web Portal. These reports are reviewed monthly and or quarterly when data is available.

Reporting of the data is made available on the Lakeview Center, Inc. Performance and Accountability Report (PAR). Also, the information is communicated at monthly Board meetings, Community Alliance Meetings, DCF/FamiliesFirst Network Steering Committee meetings, DCF Circuit Review meetings and Lakeview Business Plan meetings.

In every Service Center, there is at least one bulletin board, which has information posted such as the contract measures, quality monitoring and specific performance on action plans. Also, best practice information is posted on the board from the DCF training bulletin or other sources.

The Lakeview Center Inc. Annual Report is sent to all staff, stakeholders, board members, and community members. It also outlines the agencies prior year’s performance.

Description of how FamiliesFirst Network will track and report on the strategic objective set by its board.

Lakeview and Baptist Health Care have a very formal strategic planning process. Objectives are for the organization as a whole. The divisions design annual plans based on actions that support the strategic plan.

The FamiliesFirst Network Annual Plan is developed around the Lakeview Baptist Health Care Pillars of Excellence: Best People, Best Service, Highest Quality, Financial and Growth. The indicators and measures are collected through staff satisfaction surveys, foster parent surveys, QA monitoring, PAR, workgroup reports and minutes, LMS reports (Lakeview computer based training), Lakeview pulse surveys (employee satisfaction surveys), Listening tour feedback, customer satisfaction scores, customer satisfaction feedback, customer complaints and exit surveys. Listening tours are site visits conducted quarterly by the Vice President of FamiliesFirst Network and the Community Relations Director. All FamiliesFirst Network service centers are visited for question and feedback sessions.
The FamiliesFirst Network Management Team meets weekly. On a monthly basis, the Management Team discusses the status of performance on the annual plan. The FamiliesFirst Network Review team is composed of the Vice President of Child Protective Services, the Director of Resource Development, the Director of Policy & Quality, the Director of Family Services, and the Director of Community Relations. The information is communicated at monthly Board meetings, Community Alliance Meetings, DCF/FamiliesFirst Network Steering Committee meetings, DCF Circuit Review meetings and Lakeview Business Plan meetings.

Description of how FamiliesFirst Network will track and report on the performance of their contract providers.

FamiliesFirst Network does not contract for case review for out of home placements and in home supervision; including adoption; foster home recruitment and licensing; federal funding; or independent living services for youth. FamiliesFirst Network does sub-contract for prevention/diversion, adoption support, foster home development, residential group care and other related system of care service providers.

The tracking of the performance of these sub-contracted providers is conducted two primary ways. First, the providers submit monthly and or quarterly reports outlining their performance on designated measures as well as overall service information statistics. Second, periodic monitoring of the contracts are conducted by a contract monitoring team based on annual risk assessments except for residential care contracts which are monitored on an on-going basis due to the nature of their service.

The contract monitoring encompasses administrative and programmatic expectations to be met by Lakeview’s (LCI.’s) network. Providers are monitored based on the department’s Community Based Care Lead Agency subcontracting guidelines, Lakeview Center Inc. standard contract, performance contract, and all attachments, Florida Statues (F.S.), Florida Administrative Code (F.A.C), Federal regulations and Department of Children and Families policy, if applicable.

All new network providers who have executed contracts with Lakeview Center Inc. are monitored within the first twelve months of initiating services.

The quality and adequacy of services delivered by each contract provider is monitored through review of records, interviews of clients and staff and observations during site visits. The provider is also required to complete an annual self evaluation.

The contract monitoring team maintains all providers’ performance reports and validates the information reported by the provider.

Information regarding contract providers is communicated through monthly Board meetings, Community Alliance Meetings, FamiliesFirst Review meetings and Lakeview Business Plan meetings.
LAKEVIEW CENTER, INC./FAMILIESFIRST NETWORK
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Business Plan meetings. All executed subcontracts, subcontracting monitoring reports, and corrective action plans are provided to the department’s contract manager.

Description of how FamiliesFirst Network will track and report on ongoing improvement initiatives that will still be occurring during the upcoming fiscal year.

Lakeview FamiliesFirst Network has several on-going improvement initiatives.

FamiliesFirst Network, in partnership with the Department of Children & Families continues its collaborative work with the National Resource Centers in the area of concurrent placement planning. This work began during the 2010-2011 fiscal year. During the prior fiscal year, the NRC for Permanency and Family Connections did provide coaching for staff and that assistance ended December 2010.

The agency is working with the Model Courts in Escambia and Walton counties with plans for improvement which are still in the early stages. The plans will include focus on early identification and study of relative families of removed children with emphasis on getting the child in the right placement based on needs identification. The initiative would result in more children being placed at removal, or shortly thereafter, with families who could adopt them should termination of parental rights occur.

As an area Innovation Site, Circuit 1 has engaged subject matter experts from several known entities throughout the country to serve as coaches, primarily to supervisors, on family centered practice initiatives. This began in early 2010 and was completed in December 2010. FamiliesFirst Network has created a position and is in the process of hiring a specialist to support and coach supervisors as well as provide in-service training as needed. The initiative is Support Our Supervisors, SOS, and will begin during August 2011 in partnership with DCF. A consulting team from USF will work with both DCF and FamiliesFirst Network to develop the Family Centered Practice sustainability model which will utilize learning groups and supervisory support teams.

Last year, only supervisors certified as Quality Management Reviewers participated in quarterly peer reviews of CFSR items 12-20. During FY11-12, all supervisors and staff will complete peer reviews on a monthly basis. A review tool will be provided which will include some quality management questions as well as questions related to the agency’s national accreditation with the Commission on Accreditation of Rehabilitation Facilities (CARF). This process will provide support to the TEAMING initiative which results in refining the current Family Team Conference process to be consistent with the CARF and QSR standards.

FamiliesFirst Network and Lakeview Center Inc. staff participate in the Local Promotion of Adoption, and Prevention of Abuse and Neglect Circuit 1 team comprised of numerous community agencies developing strategies to address improvements in the prevention of abuse and the promotion and support of Adoptive Families.
FamiliesFirst Network staff are members of the Integrated Substance Abuse and Mental Health SA/MH workgroups in each county who are working on to improve and coordinate the utilization of resources, strengthen relationships, and address barriers to services.

FamiliesFirst Network, in partnership with our Department of Children & Families colleagues, will continue to conduct CFSR Practice Surveys or other similar Federal performance measuring activities throughout each county of the circuit. The plan is to complete a practice survey activity annually in preparation for the CFSR.

The Families First Network training department implemented its expansion of all training needed for DCF, FFn, and CLS to meet the implementation needs for Family Centered Practice, Trauma Informed Care, Domestic Violence, Family Team Conferencing, etc by bringing together a team to establish mandatory training for staff. This integrated model has worked well. It further results in all supervisors in the aforementioned areas as well as Guardian Ad Litem’s and provider programs to participate in the Supervising for Excellence program.

**Description of new performance improvement initiatives that FamiliesFirst Network is going to undertake in the upcoming year.**

The Management Team identified the need to pull information together from numerous sources, to analyze the information, and to develop a means to sustain successes and improve upon deficiencies. After much research and training, the Management Team concurred the development of a quality council would be the best way to develop a means with which to pull together all the qualitative information and to utilize it to develop performance improvements in the system of care.

The FFN Performance Improvement Council is a continuous performance improvement team that assesses agency wide qualitative information, identifies strengths, as well as opportunities for improvement, and makes recommendations in an effort to sustain and adapt current practice. With concurrence from the Management Team, the Council will initiate steps to strengthen routine operations through the development, modification, reinforcement or implementation of established processes.

The Performance Improvement Council reports directly to the Management Team. The Council is led by the Performance Improvement Manager or designee. The newly created Performance Improvement Manager position was filled during Quarter 3 of FY10-11.
Description of how FamiliesFirst will evaluate and react as new information becomes available.

As results become available from on-going reports on contract performance measures, employee satisfaction surveys, Lakeview Center Inc. pulse surveys, and other indicators, the data will be used to modify existing ongoing improvement initiatives and/or start new ones.

Positive outcomes regarding performance are shared with all employees. Negative outcomes regarding performance are assessed and disseminated based upon its overall impact.

At some point in time, as deemed necessary, the agency, service center, contract providers, unit(s) or individual(s) may warrant the development and implementation of an Action Plan to ensure quality improvements. The creation of these Action Plans will be made in conjunction with the pertinent parties. Assessment and status reviews of Action Plans will be discussed and negotiated during the development of the plans.

Specific to the Quality Management process for quarterly file reviews, the Quality Management Specialists provide feedback through debriefs with each unit supervisor and Family Services Counselor. At the conclusion of a quarter, the data is compiled and broken down by Team Manager/Service Center and provided to the FamiliesFirst Network Management Team, Performance Improvement Manager and Team Managers. Information is shared with the supervisory during the regularly scheduled Quarterly Supervisor’s Meeting.

If a critical life, health, or safety threat to a child is identified during any quality management or other review actively, description of how FamiliesFirst will assure that the situation is immediately addressed a corrected.

When a critical life, health, or safety threat to a child is identified during the course of any review process, it is immediately reported by the Quality Management Specialist to the FamiliesFirst Network Supervisor/Team Manager, the Director of Policy and Quality for immediate action. Also, under mandated reporting laws Quality Management Specialists are required to call in an Abuse Registry Hotline report. If a hotline report is called in then the Child Protective Investigator is the lead on timeframe resolution of the issue. Lakeview FamiliesFirst Network has an internal policy that requires incident reporting categorized by significant events. If the incident is a direct action by FamiliesFirst Network then the timeframes that drive incident reporting is utilized. The Quality Management Specialist is also required to complete a “Request for Action” in FSFN. The Request for Action will be routed to the Team Manager, Team Supervisor, and Family Services Counselor by the FSFN system. The FFn Quality Management Specialist Lead will monitor and track progress of any recommendations made as a result
of the Request for Action. The Request for Action will be tracked until resolution of the issues.

Description of any national accreditation.

Lakeview Center, Inc. maintains accreditation through The Commission on Accreditation of Rehabilitation Facilities (CARF). FamiliesFirst Network was re-accredited during FY09-10. The next CARF review is scheduled for 2012. The mission of CARF is to promote the quality, value, and optimal outcomes of services through a consultative accreditation process that centers on enhancing the lives of the persons served.

Description of external evaluation.

Per the Memorandum of Agreement executed on July 18, 2011, FamiliesFirst Network will contract for an independent annual or multi-year evaluation of child welfare practice and outcomes with third-party evaluators (in-state or out-of-state) from the private sector who have experience in child welfare, national child welfare organizations, or an accredited university. If multi-year evaluations are conducted, an annual evaluation will be prepared that sets a baseline for system improvement activities. As of this writing, FamiliesFirst Network plans to contract with another CBC for this evaluation.

FamiliesFirst Network will ensure the evaluation includes but is not limited to QSR data. Other sources of information may include child welfare data in the Florida Safe Families Network (FSFN) and Commission on Accreditation of Rehabilitation Facilities (CARF) reports.

The annual evaluation will be presented to the CBC Board of Directors and local Community Alliance or structured community forum for the development of a local SIP. The purpose of the SIP is to establish program priorities, define specific action steps to achieve improvement, and establish goals for improvement. The SIP must be approved by the Community Alliance and/or CBC Board of Directors.

Completed by: Carlita Bennett, Quality Management Specialist Lead
Reviewed & Approved by: Margaret Taylor, Director of Policy & Quality

7/29/2011