FamiliesFirst Network 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 Unit 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 per quarter with the primary worker, using the discussion guide, on each case assigned within the unit. These reviews are inputted into FSFN.

The FamiliesFirst Network Training Department has incorporated the Supervisory Discussion Training into the Supervising for Excellence training.

FamiliesFirst Network Quality Base Reviews & Side-by-Side Reviews

FamiliesFirst Network has two Quality Review Specialists and a Quality Review Manager who conduct reviews; the majority of the base reviews are conducted by the Specialists. One Quality Review Specialist is co-located with case management staff in Santa Rosa County, Milton Service Center, and the other Quality Review Specialist is co-located with case management staff in Fort Walton Beach.

The web based system for the statewide Quality Management program was rolled out in Quarter IV of the fiscal year 08-09. There were some changes in previous practice that had to be modified in completing base and side-by-side reviews.

The FFN Quality Review Manager will pull the sample from the DCF Web Portal; this will be initiated no later than the third week of the month proceeding the new quarter. A sample of 25 cases shall be pulled. The sample will be a total random sample with one stratification to ensure an accurate sampling that reflects the agency’s actual population of out-of-home case and in-home care cases. The sample will then be forwarded (via email, password protected) to the DCF Regional QA Manager or designee. The DCF Regional QA Manager will identify 8 cases for side-by-side reviews and make assignments for the DCF QA staff. The sample will be sent back to the FFN Quality Review Manager. The FFN Quality Review Manager will make case assignments for FFN QA staff, then upload the sample into the DCF Web Portal System. Once the sample is finalized, it is forwarded to the FFN Director of Family Services, Team Managers, Team Supervisors and Contract Manager.

It is the goal to complete all base reviews are conducted throughout the first two months of the quarter. They are completed by the FFN Quality Review staff. Reviews should be
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completed in the service center where the case is assigned. After the completion of the review, a meeting is set up between the FFN Quality Reviewer, Team Supervisor and the assigned Family Services Counselor. A “debriefing” discussion is held to talk about strengths and areas needing improvement. When training needs are identified, the FFN Quality Reviewer will assist in arranging for the training.

The Side-by-Side Reviews are scheduled during the first week of the 2nd month of every quarter. In the event there is a scheduling conflict, the Side-by-Side reviews will be negotiated between the DCF Regional QA Manager and the FFN Quality Review Manager and a new week will be identified.

The FFN Quality Review Manager will make arrangements to have review site and case records ready prior to the initiation of the Side-by-Side Reviews. Also, the FFN Quality Review Manager and the DCF Regional QA Manager will discuss roles and responsibilities for the upcoming review.

Two cases from each Side-by-Side Reviews will be identified to have in-depth reviews completed. These cases will have the case record reviewed, as well as interviews with participants in the case. These in-depth reviews will be completed collaboratively with the DCF & FFN QA Reviewers.

At the conclusion of the Side-by-Side Reviews, a debriefing meeting with the case management staff and agency administrators will be scheduled. The results of each case reviewed will be discussed during this meeting. These debriefings are a collaborative discussion and include both assigned reviewers.

At the end of each quarter, the data reports compiled in the DCF Web Portal will be provided to the FFN Management Team, Policy unit staff, Team Managers and Team Supervisors.

The FFN Quality Review Manager will track trends and analyze data for reporting purposes. This information will also be provided to the FFN Management Team, Policy unit staff, Team Managers and Team Supervisors.

An Annual Report will be completed and submitted within required timeframe.

Specific to fiscal year 2010-2011, the agency will be completing semi-annual reviews, rather than the quarterly reviews. This allows for the agency to conduct internal activities in conjunction with being an Innovation Site. For Quarters 3 and 4, FFN will resume normal quarterly quality assurance activities.

Psychotropic Medications for Children in Foster Care

At least one time per fiscal year, an internal special review will be conducted to assess agency 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.

In the event it is determined that during any type of Quality Assurance review that 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 begin completing monthly data integrity exercises initiated by the Quality Assurance unit. Each unit will be required to complete FSFN data reviews on 5 cases per month. A review tool will be developed and disseminated to each unit every month. The tool will serve as a prompt to check the information in FSFN and verify information is accurate. Review instrument will be completed and signed off on by individual completing the review. Review tools will be forwarded to the Quality Review Manager by the 5th day of following month. The Quality Review Manager will be responsible for keeping records to verify this activity. In any issues with regards to completion of this tasks will be forwarded to the Director of Family Services.

*Executive Management and Regional Discretionary Reviews*

Upon request by Executive Management or the Region for discretionary reviews, the FFN Quality Review Manager will work collaboratively, negotiate and coordinate the specifics of the review with the Regional QA Manager. This includes scheduling, coordination of files and location for reviews. The reviews requested by the Department of Children & Families will be coordinated through the CBC Contract Manager.

*Local Review Schedule*

**Month 1**

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Fiscal Year 10-11
Specific to fiscal year 2010-2011, FamiliesFirst Network, in partnership with the Regional DCF Quality Assurance unit and Circuit One DCF staff, we will be conducting a CFSR Survey. This will involve conducting reviews in all four counties within Circuit 1 using the CFSR tool and will include interviews with key participants in each case. Additionally, a Client Satisfaction Survey will be completed by the Review Team for each case reviewed. Therefore, base reviews will be completed throughout six months of
semi-annual review period. The Side-by-Side Reviews will be conducted as usually scheduled when conducted on a quarterly basis.

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
Community Relations Director. All FamiliesFirst Network service centers are visited for question and feedback sessions.

The FamiliesFirst Network Review team meets monthly, and discusses the status of the performance on the annual plan. The FamiliesFirst Network Review team is composed of the Division Director, Foster Home Development Director, Case Review Director, Policy and Quality Director, 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 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. 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 areas of placement stability, foster home recruitment and retention and family centered practice initiatives. This work has been on-going since 2006. Most recently, NRC for Judicial Improvement has begun work to assist in working with Circuit One courts. There have been several site visits in the past fiscal year by NRC representatives with plans for future meetings to continue in the implementation of family centered practice in Circuit One.

As an area Innovation Site, Circuit 1 has engaged subject matter experts from several known entities throughout the country to serve as coaches to case management staff on family centered practice initiatives. This began in early 2010 and continues into the new fiscal year. Most recently, there has been a shift to work specifically with supervisory staff.

To date, there are approximately six supervisors that have been attended training and are certified as a DCF Quality Assurance Reviewers. During the last fiscal year, those that were certified, participated in the agency’s internal QA review on supervisory reviews. We will be expanding this peer review process this year. Every quarter, certified staff will complete a review of two cases per quarter on CFSR items 12-20. A review sample and tool will be developed by the Quality Review Manager and forwarded quarterly. Reviews will be completed and forwarded to the FFN Quality Review Manager for 2nd party review and record keeping.

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.

The Families First Network training department implemented its expansion of Leadership training for Child Welfare Supervisors and other leadership staff. The first session was
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held in December, 2008. This initiative is a combined effort between the Families First Network training department, Lakeview Human Resources and Baptist University.

FamiliesFirst Network has a green belt project that encompasses the Well-Being 3 Outcome Measure (physical & mental health of children). This workgroup initiated in 2008. Participants include numerous providers in the community, DCF and FFN staff, and more recently foster parents. Countermeasures and action steps are presented to staff via supervisory meetings.

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

As mentioned previously in the plan, FamiliesFirst Network, in partnership with our Department of Children & Families colleagues, is preparing to conduct a CFSR Practice Survey. This will involve completing case reviews and interviews in each of the four counties, similar to the activities completed during a CFSR. This year’s review will help to establish a baseline and identify areas that the Circuit needs to focus on improving. The plan is to complete this practice survey activity annually in preparation for the CFSR.

**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 parties it pertains to. 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 Review 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 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 assurance 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 Review Specialist to the FamiliesFirst Network Supervisor/Team Manager and the FFN Quality Review Manager for immediate action. Also, under mandated reporting laws Quality Reviewers 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 Review Specialist is also required to complete a “Request for Action” form that was created during the 08-09 fiscal year quality assurance process. The Request for Action will be forwarded to the FFN Quality Review Manager and routed to the appropriate parties (to include the FFN Director of Family Services). The FFN Quality Review Manager will monitor and track progress of any recommendations as a result of the Request for Action until the issues are resolved.

Description of any national accreditation.

Lakeview Center, Inc. maintains accreditation through The Commission on Accreditation of Rehabilitation Facilities (CARF); this past fiscal year, the agency received a re-accreditation. 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.

Completed by: Bobbi Lowe, Quality Review Manager
Reviewed & Approved by: Margaret Taylor, Director of Policy & Quality

7/28/2010