Big Bend Community Based Care

Quality Practice Standards Data for Case Management

FY 09/10 Annual Report
Section 1: Overview and Review Methodology

Overview
This year-end report was developed to summarize data and analysis of the Quality Practice Standards (QPS) for Case Management Reviews completed in Circuit 2 (Circuit 2) and Circuit 14 (Circuit 14) during Fiscal Year (FY) 09/10. Cases included in this report were selected using the Florida Quality Assurance Model methodology and population data. For 09/10, QPS Reviews were completed in the year’s second, third and fourth quarters. First quarter QPS Reviews were deferred throughout the State due to the ongoing assessment of case practice related to psychotropic medications.

Case Practice Review Methodology
In planning for 09/10 QPS Reviews, data collected in previous fiscal years were first revisited to determine whether changes in our review approach were needed. These data indicated that Big Bend’s previous scores on Base Reviews (completed by certified QA reviewers from sub-contracted Network Providers) were consistently higher than the scores from Side-by-Side Reviews (completed by certified BBCBC Quality Assurance Specialists (QAS) and DCF Region QA staff). The analysis confirmed that concerns regarding inter-rater reliability between the Base and Side-by-Side Reviews continued despite changes in review methodology and additional quality assurance procedures that had been implemented.

As inter-rater reliability is critical to Big Bend’s development of appropriate quality improvement activities, we again modified our review methodology. All Circuit 2 and Circuit 14 Base Reviews in fiscal year 09/10 were completed either two Big Bend QAS, or by one QAS paired with a certified Network reviewer. This changed allowed us to obtain a more accurate baseline from which to plan quality improvement and made our process (and optimally, our data) more closely align with that of the rest of the State.

In implementing this change, we theorized that if prior Base scores were indeed inflated, the change in review methodology would result in an initial decrease in review scores. The data collected this year did support that theory. Scores across the five Focus Areas generally decreased to some extent in the second quarter of the fiscal year, and then increased in subsequent quarters. We anticipate that maintaining this review and quality improvement methodology will result in continued improvements in quality performance in fiscal year 10/11.

Case Practice Data for Fiscal Year 09/10
Data for Base and Side-by-Side reviews was aggregated and arrayed by the five Windows into Practice Focus Areas: Assessment, Family Engagement, Service Planning and Provision, Promoting Case Progress, and Supervision. Results for Circuit 2 & Circuit 14 are presented by quarter in the line graphs below, beginning with the fourth quarter of fiscal year 08/09. This data was included to provide a comparison between our former review methodology and new method initiated in fiscal year 09/10.

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Section 2: Case Practice Trend Data by Focus Area

Circuit 2
Quality Practice Review - Trends by Quarter
Q4 08/09 through Q4 09/10

CFSR Target 95%

<table>
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<tr>
<th>Focus Area</th>
<th>Q4 - 08/09</th>
<th>Q2 - 09/10</th>
<th>Q3 - 09/10</th>
<th>Q4 - 09/10</th>
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<td>81%</td>
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Circuit 14
Quality Practice Review - Trends by Quarter
Q4 08/09 through Q4 09/10

CFSR Target 95%

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<th>Focus Area</th>
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<th>Q2 - 09/10</th>
<th>Q3 - 09/10</th>
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Section 3: Summary of Case Practice Trends

1. Assessment

Assessment scores for both Circuit 2 & Circuit 14 did initially decline this year, and then began to increase by the fourth quarter.

Analysis of the QPS Standards comprising the Assessment focus area found that scores for Standard 5 (Initial Assessments) and Standard 7 (Six-Month Assessments) were the primary contributors to the overall decrease.

The root cause for the declines on Standards 5 & 7 was found to be a change in the review criteria used to determine quality, rather than an actual decline in performance. The State Review Guidance for assessing Standards 5 & 7 were changed in fiscal year 09/10 to require that the assessments must have been completed using the FSFN's automated assessment tools. Reviewers were instructed for the first time to mark these Standards as ‘not met’ if not completed in FSFN, regardless of the quality of the review.

For other Assessment-related Standards
- Circuit 2 showed little change in the completion of safety assessments prior to reunification or unlicensed placements, while Circuit 14 increased its percentage on this Standard by 16%.
- On the ‘Staffings/Assessments Prior to Placement Change’ Standard, both Circuits showed dramatic improvement since the end of fiscal year 08/09. In Circuit 2, staffings prior to placement change increased from 64% to 92% and Circuit 14 improved from 50% to 67%. (Big Bend’s Contract Performance Measure relating to children with two or fewer placements also improved from 81% to 89% over the fiscal year.)

This improvement resulted primarily from a quality improvement activity implemented during the first quarter of the fiscal year. BCBBC staff developed and instituted a new Operating Policy & Procedure to stabilize placements and prevent disruptions. This policy requires a Placement Stabilization Staffing prior to granting a request for a change in placement.

2. Family Engagement

Engaging families activities related to case planning continues to require the concerted efforts of our service providers. Both Circuit 2 & Circuit 14 ended the fiscal year with quality scores of 72% for this focus area.

Preliminary analysis indicates that efforts to support the parents’ engagement in services score high consistently. Additionally, efforts to involve all case participants in case planning and assuring informed consent or court order for children prescribed psychotropic medications are improving steadily.

The area noted that needs the most improvement is that of encouraging and supporting parents’ participation in decision-making.
3. **Service Planning and Provision**

Overall performance indicators for this focus area were slightly lower this fiscal year, though performance on the established (unchanged) Standards remained high.

In both Circuits, scores for ‘Services to Prevent Entry into Out-of-Home Care’ were exceptional, reaching 100% for the third and fourth quarters in Circuit 2 and maintaining 100% for all three quarters in Circuit 14. Referrals completed to meet identified needs improved in Circuit 2 from 75% to 100% and reached 100% in Circuit 14 by the fourth quarter as well.

Performance on Standards related to assessing physical health care needs and providing needed dental and mental health/behavioral health care services is inconsistent in both Circuits and is identified as areas in which performance can be improved.

The Independent Living Standards were applicable to very few files reviewed this year. Data for older children indicated more thorough follow-up and completion of activities than data for younger children. This is not unexpected for BBCBC, as limitations in funding for the IL program have required that available resources focus first on those youth working on transitioning out of out-of-home care.

4. **Promoting Case Progress**

Performance on promoting case progress showed incremental improvement in both Circuits this year. The most notable progress is seen in ‘Placement Proximity to Parents’ and ‘Placement with Siblings’ in both Circuits.

Areas identified for quality improvement include the currency of case plans, the filing of TPR when federal standards are met and documentation of compelling reasons when TPR is not filed.

5. **Supervisory Review and Oversight**

This Standard is comprised of three components – one measuring timely completion of the supervisory review task and two measuring the quality of the review performed. The overall quality performance scores for Circuit 2 fluctuated between 61% and 69% this fiscal year, ending the year with 4% fewer quality supervisor reviews found in case files. In contrast, Circuit 14 saw an increase in overall quality performance on this Standard, ending the fiscal year with 76% of cases reviewed meeting the quality Standard.

Data indicate that both Circuits have significant opportunities for improvement on the two quality-focused components of this Standard regarding the supervisor’s consideration of all aspects of the child’s safety, permanency and well-being and the supervisor’s follow-up to assure that their guidance and direction was followed.
Section 4: Addressing Findings

Activities planned for fiscal year 09/10 to improve performance on the Quality of Case Practice Standards include the following, by focus area:

1. **Assessment**
   
   Big Bend’s Operating Policies & Procedures that impact the Assessment-related Standards, *OP 410 – Post-Placement Services and Supervision* and *OP 413 – Family Strengths and Risk Assessment* are currently being revised by the Chief Operations Officer. Initial Family Assessments and Six-Month Family Assessments will require entry into FSFN using the system’s automated tools. Further analysis and planning will include Operations, Quality Management and Training staff to determine any further action needed.

2. **Family Engagement**
   
   Big Bend recently implemented Part II Family Centered Practice (FCP) training throughout the Network which focuses exclusively on engaging families in all stages of dependency services. However, open discussions and problem-solving sessions included in this training revealed a potential barrier to family engagement that will require further inquiry. A number of Case Management participants in FCP training indicated that they are encountering increasing numbers of parents who refuse their attempts to engage them in planning and decision-making activities. They reported that parents are stating that their legal counsel has instructed them not to communicate with Case Managers. This subject will require additional follow-up to determine its extent and potential impact on Family Engagement efforts.

3. **Service Provision and Planning**
   
   Big Bend had a quality delivery system tool developed for independent living-related requirements during the fourth quarter of fiscal year 09/10. This system is designed as a management tool to assist independent living services providers in quickly identifying newly eligible youths and that assuring key assessment and case planning milestones are met timely. Use of this system is anticipated to drive improvement in the timely provision of these assessments and services. Quality data for this focus group will be reviewed quarterly to determine whether additional actions are needed.

4. **Promoting Case Progress**
   
   Preliminary analysis of the increasing numbers of expired case plans identified during reviews finds that there are differences of interpretation regarding the necessity of updating case plans between the two Circuits and between stakeholders. Big Bend will work to bring CLS, QA and Operations representation together to seek a course of action that will assure current case plans are filed for all open dependency cases.

   Further analysis is also needed to determine root causes for low performance on the TPR-related Standards – and whether these root causes are within the CBC’s responsibility.
5. **Quality Supervisor Review and Oversight**

Though data indicate that the quality of performance on this Standard is improving, they continue to indicate significantly substandard performance on a critical supervisory task. Big Bend considers the quality of supervision to be of vital importance in the provision of quality services for children and their families and has taken a number of steps to emphasize its importance. For example:

All Big Bend subcontracts for case management services since fiscal year 06/07 have included a contract performance measure requiring that 100% of cases be reviewed by a supervisor each quarter. (As the first component of the quality Standard replicates this subcontract measure, it is a good validation measure for reported quarterly contract measure achievement.)

Big Bend’s Quality Management and Training teams have established quarterly planning meetings focused on reviewing the Quality of Case Practice Standards data and planning training and/or coaching activities to address deficiencies. This activity is anticipated to produce improvements on a variety of measures; however, countermeasures to address this focus area are considered a priority.

Big Bend’s Quality Management team will also re-instituted quarterly assessments of supervisory review documentation in fiscal year 10/11, including immediate follow-up and feedback with each supervisor.

Prepared by:

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**July 30, 2010**

Date