Summary of Case Management Practice Trends

Throughout Fiscal Year (FY) 2009-2010, Hillsborough Kids saw improvements in many areas of case management. Several trends in areas needing improvement were also identified and ways to improve these areas implemented. During each exit interview with the Department of Children and Families (DCF) Regional Staff, each Case Management Organization (CMO) presented their plans for continuing success and ongoing improvements. This allowed not only DCF to learn the Hillsborough Kids CMO’s plans for the upcoming quarter, but allowed each CMO to hear which improvement strategies were or were not successful.

Due to the DCF mandated statewide special review of psychotropic medications, the DCF Side-by-Side and Base 17 file audits were not completed during the first quarter of FY 2009-2010. The Hillsborough Kids Quality Assurance (QA) team completed the requisite eight DCF Side-by-Side and Base 17 file audits during the second, third and fourth quarters of FY 2009-2010. Below is a graph displaying the overall outcomes for these file audits.

Hillsborough Kids saw an overall increase by the fourth quarter in all domains, with safety, well-being, and Children and Family Services Review (CFSR) showing the greatest improvements. Also of note that that the percentage of six month family assessments being completed increased from 16% in the second quarter to 58% in the fourth quarter. The Hillsborough Kids QA team issued a Request for Action (RFA) on all cases where a Family Assessment was not
completed and provided the CMO Program Directors notification if a Family Assessment was due to be updated. Quality Supervisory reviews were found in 7 out of 25 cases, or 28%, during the second quarter. Given this outcome, Hillsborough Kids implemented two performance improvement activities. The Training Department implemented a quarterly training on the modeling and mentoring guide, which was offered to all supervisors within the Hillsborough Kids system of care. Additionally, the QA team attended a ‘Train the Trainer’ session on the modeling and mentoring guide, and began meeting one-on-one with CMO supervisors across the system of care to provide feedback and training on quality supervision. Hillsborough Kids saw a slight increase in quality supervisory reviews in the third quarter with 10 out of 25 cases providing quality supervision and in the 4th quarter 9 of 25 cases providing quality supervision. Due to this only being a slight increase, Hillsborough Kids has continued to focus on this area and has put greater emphasis on supervisory oversight at all levels of management.

Current, not expired Case Plan’s (CP) were found during the 25 files being reviewed 65% of the time in the 2nd quarter, 64% in the 3rd quarter, and 61% of the time during the 4th quarter. The lack of CP’s in the file is also being seen during the additional reviews the Hillsborough Kids QA team completes each quarter. There appears to be a trend in the Judge’s extending CP’s, allowing CP’s to not be re-submitted even if the previous CP is expired. This happened while waiting on a situation to take place, such as a parent release from prison, or a staffing to be scheduled to re-assess the goal.

Hillsborough Kids also saw an increase in contacts with service providers throughout the FY which began with only 47% of the service providers being contacted including 47% for the mother and 50% for the father. Hillsborough Kids improved to 56% in service provider’s contacts, especially focusing on the mother, which increased to 75% of the time care management documented contacts with the mother’s service providers. Contacts with the child’s provider remained consistent throughout the year averaging documenting of contacts about 60% of the time. The frequency of service worker visits with the family saw great progress over the FY. This was greatly due to care management documenting completing 1 in 3 home visits unannounced per Florida Code 65 C- and documenting monthly face to face contact with parents who have a goal of reunification. During the 2nd quarter, the 25 cases reviewed only documented 1 case provided the appropriate frequency of visits to the focus child and family. During the 4th quarter 58% of the cases documented appropriate frequency of visits, with the mother being seen 78% of the time compared to 44% in the 2nd quarter. The quality of visits also saw a significant increase over the three quarters going from 28% in the 2nd quarter to 58% in the 4th quarter. This increase was seen significantly in visits with the child due to the care manager (CM) documenting speaking to the child alone during home visits.

Part of the Hillsborough Kids QA plan is to review additional cases per quarter, which was completed each Monday during the QA team CMO audits. During the 2nd and 3rd quarter an additional 51 cases were reviewed and during the 4th quarter an additional 47 cases were reviewed. Below is a graph of the outcomes from the Hillsborough Kids additional cases reviewed for each quarter.
Hillsborough Kids additional reviews showed similar trends to those identified in the 25 cases reviewed for DCF. There were significant improvements in the six month family assessments being completed timely and thoroughly over the FY being as low as 16% of family assessments were completed to 53% by the end of the 4th quarter. This finding is very similar to the finding from the 25 cases reviewed each quarter for the DCF sample, showing increase over time and averaging 55% for both the DCF sample and the additional cases reviewed. Supervisory reviews were also an area identified as needing significant improvement in the 2nd quarter DCF sample and in the additional reviews, showing only 36% of reviews as being qualitative. The additional reviews showed a slight improvement to 38% in the 4th quarter, but this area continues to be an area of focus by Hillsborough Kids and its CMO’s into the 2010-2011 FY.

Hillsborough Kids additional reviews completed by Hillsborough Kids identified current CP’s as being an area needing improvement. During the 2009-2010 there were only 69% current CP’s found in the additional files reviewed. As mentioned above, this trend appears to be due to several issues within the court system, which have been brought to the attention of DCF.

During the 2009-2010 FY Hillsborough Kids identified and located potential relatives 88% of the time by the 4th quarter. This is partially attributed to the active role Hillsborough Kids and its CMO’s are playing in the Family Finders process. The additional reviews showed Hillsborough Kids CMO continue to lack documentation of engaging parents in activities related to their children. During the 2nd quarter the reviews showed documentation of 44% of mothers and 52% of father’s being engaged in their child’s needs and activities, while in the 4th quarter this number improved to 54% as to mother’s and 41% as to the father. Hillsborough Kids continues to focus on ensuring CM’s document all interactions with parents including inviting them to school events, medical appointments, sporting events, birthday parties, and other important activities in which their children are involved. Hillsborough Kids consistently has performed well in assessing the needs of the children. This number averaged 89% over the FY. The CMO’s assess children’s needs ongoing during home visits, staffings, conversations with providers and caregivers, as well as speaking with the child themselves. Hillsborough Kids additional reviews also saw significant increase in the area of mental/behavioral health assessments. During the 2nd quarter only 76% of the children reviewed were having their need assessed and by the 4th quarter 98% were identified has having appropriate assessments.
Summary:

Over the 2010-2011 FY, the Hillsborough Kids QA team has made several updates to its QA Plan. This plan includes the ability to complete follow up reviews, in-depth reviews, specialized population reviews, as well as special reviews of the CMO’s. In the past, the QA team has been required to review a minimum of 75 cases per quarter, however due to the significant decrease in the number of children in out of home care, the number cases needed to be reviewed to ensure statistical significance has decreased. By lowering the number of additional reviews the QA team completes, more time will be allowed for the follow up activities. There have been several of these reviews already started, such as reviews of entire CM caseloads, in-depth reviews of cases receiving trackers and/or complaints, and missing children reviews. These reviews will continue into the 2010-2011 FY and begin to allow for analysis and enhancements to case practice.

The QA team will also begin to follow up on previously reviewed cases to ensure feedback was completed. Each case reviewed in quarter 1 will have a feedback form completed by the QA specialist who reviewed the case. This form is then sent to the director to address as they see fit. During the 3rd quarter, or 90 days after that feedback form was submitted to the CMO director, the QA Specialist from that care center will review the feedback form and audit the case for the recommendations discussed when the file was initially reviewed. The findings from these follow up reviews will be presented to each agency during their quarterly QA/data meeting.

Hillsborough Kids is putting a greater focus on safety and risk assessing. Both the Training and QA team received training on the safety threshold and an in-service is being created to work with care management and supervisors on identifying risk and safety factors, assessing these factors, and incorporating them into a family assessment and safety plan. The supervisors will be required to take an additional assessment training geared directly towards supervisory oversight in this matter.

Supervisory oversight is also being focused on over the next FY. The Training team will continue to offer quarterly modeling and mentoring trainings and the QA team remains available at each care center for each CMO to ask for questions and/or feedback. There is also a greater focus on supervisory oversight at the operations level during staffings to ensure the supervisors are receiving proper supervision from their supervisors.

The QA team attends monthly unit meetings with the CMO’s. During these meetings an activity regarding a QA standard, new Florida Code, new CM practice, new policy or procedure, or to practice a forgotten CM job function. This allows the QA staff to build relationships with the CMO’s and to also have time to ensure the CM’s are receiving pertinent information and have time to ask questions.

Regional Input – Optional

Management staff from CBCs and the regions will determine if they wish to collaborate in writing the summary.
Signatures (deemed pertinent by the CBC and region if collaborating)  Date