Summary of Case Management Practice Trends

The primary purpose of the Sarasota Family YMCA, Safe Children Coalition (SCC), Quality Management System is to strengthen practice, improve the timeliness, accessibility, quality and effectiveness of services, and increase natural and enduring community supports for children and families. During Fiscal Year 2009-2010, SCC demonstrated significant progress in several key quality case practice indicators. There were also opportunities identified to improve the quality of services provided to the children and families we serve.

There were several areas of positive performance identified through the Quality Assurance file review process during the past fiscal year. A key strength of the SCC is the diligent effort made to ensure Placement Stability for children who must be removed from their home and placed in an out-of-home care setting. SCC exceeded the state target of 86% on performance measure FS306 – the percentage of children with no more than two placements within 12 months of removal during the first three quarters of FY 09-10. SCC performance was 88.77% in the first quarter, 86.90% in the second quarter, and 87.10% in the third quarter, with all three quarters exceeding statewide performance on this key performance measure. The data collected during the quality assurance file reviews on placement stability demonstrate high performance on this measure in the second and fourth quarter reviews for both the base reviews (86% and 93%) and side-by-side reviews (100% in both quarters), with a decline in performance noted in the third quarter of 54% on the base reviews and 75% in the side-by-side reviews.

Ongoing efforts to ensure children maintain family connections and potential relative placements are continually explored for youth currently placed in licensed care. The SCC has recently implemented a Family Finders program with the intent to foster connections for children placed in out-of-home settings. The Safe Children Coalition has had success in maintaining sibling groups together in out-of-home placements, and if they are not able to maintain all siblings there are concerted efforts made to ensure visitation (or other forms of contact if visitation was not possible) between the child and his or her siblings. These visits are of sufficient frequency to maintain or promote the continuity of sibling relationships. The data collected during the quality assurance file reviews on maintaining connections demonstrates high performance on this measure in all three quarterly reviews for both the base reviews (100%, 92% and 100%), with less consistent performance noted in the side-by-side reviews (88%, 71% and 75%).
The Safe Children Coalition places significant emphasis on ensuring the well-being of children served by our agency. Necessary services are arranged for those children with identified physical health needs through the Westcoast Access to Children’s Health (WATCH) program. The WATCH program is coordinated through Children’s Medical Services and provides two nurse specialists who are co-located with the case management staff to ensure children’s physical health needs are addressed. Completed service referrals are consistent with the needs identified through assessments for physical and mental health needs; and those children with identified needs receive appropriate treatment. Documentation is present to reflect communication with service providers occurs and the information is utilized to ensure the appropriate services are provided to children and family members to promote successful outcomes. Overall the data collected during the quality assurance file reviews on well-being demonstrates a positive trend in performance on this measure. The base review data reflects high performance in the second and fourth quarters (87% and 88%) with a slight decline in performance noted in the third quarter (71%). The side-by-side reviews showed a positive improvement from the second quarter results of 66% to the fourth quarter results of 77%.

The Safe Children Coalition continues to achieve success in children attaining permanency through reunification with family members and adoption. The Safe Children Coalition has exceeded the target for adoptions for several years, and in FY2009-2010 successfully completed 120 adoptions, which is 27 more than its contractual target for the year. The SCC achieved the performance outcome measure for the goal of reunification for children within 12 months of the latest removal in the second and third quarters of the past fiscal year. Quality assurance file reviews validated that documentation reflects that case managers provide needed support to the parents in an effort to prevent re-entry into out of home care when children are reunified. Overall, the data collected during the quality assurance file reviews on permanency demonstrates a positive trend in performance on this measure. The base review data reflects high performance in all quarters (80%, 76% and 88%). The side-by-side reviews showed a positive improvement from the first quarter results of 73% to the fourth quarter results of 81%.

An area that has been identified as an opportunity for improvement is the Quality of Supervision. Routine qualitative discussion with case managers that focuses on child and family specific outcomes is critical in order to assure needed safeguards and services are in place and that casework activity is moving the child to permanency. Supervisors must conduct qualitative supervisory reviews to assure that there is a thorough assessment of cases, and that follow through on tasks and recommendations are completed. The Safe Children Coalition requires monthly supervisions which are being conducted on a consistent basis. The Sarasota Family YMCA QA team provides job coaching for supervisors, mentoring for new supervisors and ensures all supervisors have completed the
Supervision for Excellence training to improve outcomes in the area of qualitative supervisory oversight.

Safe Children Coalition staff have completed Family Centered Services Training and have also provided training to several key partners including representatives from the Foster Parent Associations, the Guardian ad Litem office, Children's Legal Services, and the Office of the Attorney General. We continue to develop and implement strategies to ensure the deployment of family centered practice principles throughout the system of care in order to positively impact outcomes in the critical area of ongoing engagement of families. Concerted efforts are required to promote, support, and maintain positive relationships between the child in care and his or her mother and father. A focus of the upcoming fiscal year will be to provide opportunities for families to actively participate in the decision making for their children while they are in care. A family team meeting will be held at key critical junctures to ensure supports and services are in place to support successful outcomes for children and their families. The SCC will focus on building a solid foundation for quality case practice as families enter the system of care. Supervisions will be conducted within 4 – 6 days of the Early Services Intervention staffing to ensure a clear understanding of the safety, permanency and well-being factors for each child and their family. A family team meeting will be held within 30 – 45 days of ESI to provide support to the family. The Comprehensive Behavioral Health Assessment will be shared with the family to answer questions and encourage their participation in decision-making for the child. The quality of the Initial Family Assessment and the ongoing Family Assessments at critical junctures will be a focus of the SCC this fiscal year as outlined in the attached Quality Assurance Action Plan.

An inquiry must be made in all out-of-home and court ordered supervision cases to determine if the child was of Native American or Alaskan Native Heritage. SCC has demonstrated a positive trend in the completion of an ICWA form during FY 09-10. The data collected during the quality assurance file reviews on completion of the ICWA form demonstrates a positive trend in performance on this measure, but there remains a need to close the loop to reach overall compliance with this standard. The base review data (18%, 18%, to 50%) and side-by-side data (25%, 0%, and 63%) reflects improved performance during the fiscal year. In collaboration with the Circuit 12 DCF CPI staff, a review of all open case files was conducted in March 2010 to determine if an ICWA form was completed for each case in Sarasota and DeSoto counties. Child Protective Investigations are performed by the Sheriff's Office in Manatee County. They were not completing ICWA forms prior to March 2010, but have initiated the process to complete ICWA forms on all new cases as they conduct the investigation. Additionally, the ESI packets on all cases are reviewed by the SCC Child Welfare Specialist prior to acceptance to ensure all necessary documentation is present, including a completed ICWA form, prior to acceptance of the case for services. The lead agency conducted an "ICWA Month" to focus
on ensuring that every case file contains an ICWA form, which resulted in improved performance in the fourth quarter.

**Addressing Findings**

To ensure excellence and continual improvement, the Safe Children Coalition addresses each area through a team approach. Once an area is identified as an area for improvement, based on performance data and quality assurance reviews, the Quality Management department and members of the Continuous Quality Improvement Committee (CQIC) review the data and determine the improvement strategies needed to achieve compliance. All SCC staff must understand each person has a role in quality assurance. Utilizing this approach, several key indicators were identified as a focus for the upcoming 2010-2011 fiscal year, and the CQIC developed an action plan to address these issues.

Please see the attached matrix.

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Lead Agency CBC QA Manager

7/16/2010

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**L. McDermott - VP**

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7/21/10