Child Welfare Performance & Quality Management Plan

Big Bend Community Based Care, Inc.

One of Big Bend Community Based Care’s core values is the belief that all children have the right to grow up safe, healthy and fulfilled in families that love and nurture them. One of the commitments that we make to demonstrate this core value is that we employ an analytic and systemic approach to planning and performance management.

Darci Lolley, M.S.
Quality Management Director
8/31/2015
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1. AGENCY OVERVIEW

A. MISSION

The Mission of Big Bend Community Based Care (BBCBC) is to provide the highest quality child welfare, substance abuse and mental health services for children, adults and their families within their communities through a managed network of accredited providers.

B. NETWORK MANAGEMENT AGENCY

BBCBC is an accredited network management organization that was initially formed in 2002 to develop community based child welfare services and supports for six counties within Florida’s Second Judicial Circuit. The agency assumed responsibility for child welfare services in Judicial Circuit 14’s six counties in 2005, at the request of the Florida Department of Children and Families (DCF). In 2012, BBCBC was awarded the state contract to act as the Managing Entity for Substance Abuse and Mental Health (SAMH) services for the Northwest Region, which encompasses the 18 counties that make up Judicial Circuits 1, 2, 14 and Madison and Taylor Counties from Judicial Circuit 3.

As a network-managing agency, BBCBC’s primary role is to establish and maintain an integrated network of providers with the goal of ensuring optimal access to and the provision of quality services. The agency’s approach is collaborative and inclusive of DCF, subcontracted service agencies, formal and informal providers, key community stakeholders and, the individuals, families and communities served.

Through this collaboration, BBCBC strives to develop and manage a System of Care that demonstrates quality programmatic and financial outcomes through partnerships, transparency, and efficiency. The System of Care is based on a service delivery approach designed to create a broad, integrated process for meeting our service population’s needs. Each partner brings diversity, advocacy, program expertise, experience and community standing to the System of Care.

Figure 1. BBCBC Service Area
C. ROLE AS A NETWORK MANAGER

As a Network Management Agency, Big Bend’s role within the social services system is distinct from that of a service provider. BBCBC provides system-wide operational leadership and professional development, assures quality, compliance and fiscal accountability, and performs administrative functions that link innumerable services throughout our System of Care. These unique functions require a management approach that is specific to the agency’s role and function.

D. PHILOSOPHY OF PERFORMANCE & QUALITY MANAGEMENT

Employing an analytic and systemic approach to planning and performance management is one of BBCBC’s Core Values. The primary purpose of this Plan is to define how the agency will strengthen practice by improving the timeliness, accessibility, quality and effectiveness of Network services.

This Plan is based on the agency’s belief that:

- Improving services is a continuous process.
- Training, assessment and quality improvement activities are ongoing processes focused on strategies that encourage best practice, compliance and accountability for the people we serve.
- Providing cost-effective, quality services and promoting positive outcomes for those we serve are the responsibilities of all staff, providers and licensed caregivers.
- Reliable and objective data are essential to improving services.
- Assuring quality services requires the input and feedback from stakeholders.
- Good outcomes are achieved through consistent monitoring, evaluation and the sharing of best practices.
- There is never an excuse for poor quality service.
- Mistakes should be used as tools for learning.
E. CONTINUOUS QUALITY IMPROVEMENT (CQI)

BBCBC’s Quality Management System is designed on Deming’s Plan–Do–Check–Act model of Continuous Quality Improvement (CQI).

**Plan**  The process of defining and planning a System of Care – its programs, processes, evaluation and remediation – in a manner best suited to meet the needs of the clients to be served. *(Agency Strategic, Operational, Quality Management and Risk Prevention plans)*

**Do**  The process of implementing the planned System of Care throughout the service network. *(The provision of services through subcontracted providers and partners)*

**Check**  The process of systematically monitoring services, collecting data, obtaining feedback; analyzing findings and identifying trends, strengths and opportunities for improvement. *(The system-wide review and analysis of service indicators and outcomes)*

**Act**  The process of implementing performance improvement activities to overcome barriers to quality services and remedy deficiencies. This also involves follow-up to assess the effectiveness of the performance improvement activities implemented. If found to be ineffective, or if more improvement is needed or desired, the cycle continues to the Plan phase again and the process repeats. *(Implementing changes to address deficits)*

F. PERFORMANCE & QUALITY MANAGEMENT PLANNING

BBCBC’s Performance & Quality Management Plan (QM Plan) addresses the organizational performance of our Lead Agency and the service delivery and client outcomes of our Network. Based on the agency’s Strategic Plan, the QM Plan outlines our collection, analysis, and use of data related to client outcomes, service quality, statutory compliance, and fiscal accountability. Its primary purpose is to define how BBCBC will work to strengthen practice by improving the timeliness, accessibility, quality, and effectiveness of services that increase natural and enduring community supports for children and families.

While the BBCBC’s performance and quality management philosophy and systemic approach are the same for both its Child Welfare and Substance Abuse and Mental Health components, the Plans for each of the programs are published separately. This separation allows for the delineation of activities specific to each program’s services, populations and contractual requirements.

This document, the *FY 15/16 Child Welfare Performance & Quality Management Plan* addresses quality assurance, continuous quality improvement and quality control activities specific to child welfare services.
2. CHILD WELFARE SYSTEM OF CARE

A. SERVICE PARTNERS

BBCBC’s child welfare contractual partners are non-profit agencies who have long histories of serving families, and reside within the communities they serve. They include Children’s Home Society, DISC Village, Inc., Anchorage Children’s Home, Boys Town of North Florida, Florida Baptist Children’s Home, Habilitative Services, Life Management Center, Capital City Youth Services, as well as numerous individual professionals. BBCBC also engages community advocates, faith based and grassroots organizations and local service providers such as the Brehon Institute, Florida State University, Florida A & M University, Tallahassee Community College, Chipola College, Tri-County Community Council, One Church One Child, and The Ounce of Prevention Fund of Florida.

B. SERVICE POPULATION DEMOGRAPHICS

The two largest population centers in BBCBC’s child welfare service area are found in Tallahassee (Leon County) and in Panama City (Bay County). Approximately 140,000 children reside in Circuits 2 & 14. Children represent about 20% of the total population in each of the 12 counties. The percentage of persons living in poverty ranges from a low of 14% in Bay County to a high of 26% in Holmes. (For comparison purposes, Florida has a statewide poverty rate of 17%.)

The population of the two Circuits are significantly different from a racial/ethnic perspective. In Circuit 2, 52% of the children are white; 39% are black; 9% are other races. In Circuit 14, 75% of the children are white; 15% are black; 9% are of other races. In addition, Tallahassee is noted for being a “government” town, while Panama City is known for tourism. The remaining 10 counties are primarily rural and have significantly fewer local service providers and resources than Tallahassee and Panama City.

Managing child welfare services across 12 diverse counties demands that community differences be recognized and addressed in a manner best suited to the local population. Services, training and quality management strategies are thus customized to meet communities’ individual needs, while maintaining quality and performance expectations that are consistent across the service area.

3. NETWORK PERFORMANCE & QUALITY MANAGEMENT STAFFING

A. QUALITY MANAGEMENT DIRECTOR

The responsibility for BBCBC’s child welfare-related performance and quality management efforts ultimately resides with the Quality Management Director (QMD). The QMD reports to BBCBC’s Chief Executive Officer and is responsible for planning, implementing and reporting agency performance, quality assurance, quality improvement, the programmatic component of
subcontractor monitoring, and coordinating activities related to recognized accreditation and performance excellence standards.

B. QUALITY MANAGEMENT TEAM

BBCBC’s QM Team consists of five full-time professional staff positions supervised by the QMD. These five positions include four Quality Assurance Specialists (QAS) and one Quality Assurance Analyst (QAA). These positions are specifically dedicated to performance management, quality assurance, control, reporting, and improvement activities. BBCBC’s QAS each have extensive experience in child welfare services including case management and supervision, foster home management, investigations, and adoptions. The QAA has experience in child welfare performance reporting, analysis, data systems management and software. All Team members are certified in Green Belt data analysis and all QAS maintain Child Welfare Professional certification conferred by the Florida Certification Board.

QM TEAM PERFORMANCE & QUALITY FUNCTIONS

1. Collecting, monitoring and analyzing data regarding critical incidents, quality of service, child safety, permanency and well-being outcomes, stakeholder input and complaints, service utilization, and system performance measures;

2. Assuring the provision of quality services through ongoing monitoring activities including onsite review of subcontractor services, quality service and performance standards reviews, and monitoring data integrity and reporting timeliness;

3. Improving service provision by 1) analyzing data and identifying gaps in services, special service and training needs and 2) by developing, implementing and monitoring performance improvement plans and projects to assure accountability; and

4. Reporting and communicating outcome data and performance trends to Big Bend’s Board of Directors, Executive Leadership and Management Teams, Network subcontractors, providers and partners, including the Department of Children and Families and stakeholders throughout the community.

C. BBCBC DATA UNIT STAFF

In addition to QM staff, BBCBC has a three-person Data Unit within the agency’s Operations hierarchy. Data Unit Staff report to the Circuit 2 Operations Manager and work collaboratively with QM Staff. The Unit focuses on data integrity and management reporting issues with the Network’s subcontracted frontline staff.
DATA UNIT PRACTICE MANAGEMENT FUNCTIONS

1. Generating weekly and daily reports to identify casework status issues, upcoming time-sensitive casework activities and data integrity concerns
2. Notifying supervisors and case managers of issues identified
3. Assisting frontline staff in correcting data errors and discrepancies
4. Providing training and support for frontline staff on new FSFN functionality
5. Troubleshooting FSFN functionality issues
6. Assuring data system security

D. NETWORK SUBCONTRACTOR QUALITY STAFF

Network subcontractor agencies also have staff assigned to QA/CQI activities for their programs. Some are positions specifically dedicated to QA/CQI, while others have responsibility for QA/CQI activities as part of operational leadership roles. These staff implement subcontractors’ internal quality assurance plans, review and analyze performance and practice data, complete their agency’s internal quality assurance/peer review assessments, and develop and implement quality assurance activities.

Figure 2. BBCBC QM Team and Data Unit Staffing
4. PERFORMANCE MANAGEMENT

Management activities included in this plan address key indicators related to system utilization and performance, practice management, process indicators and outcome indicators. BBCBC collaborates with the Department’s Headquarters and Region staff, the Florida Coalition for Children, Florida’s other CBCs and our subcontractors to collect, analyze and disseminate data on an ongoing basis. This collaboration in reporting and analyzing data is a key part of strategic and performance improvement planning for the Network.

Lead Agency and subcontract-level data is submitted to all appropriate State oversight units as required, is disseminated throughout the Network and posted to the agency website. BBCBC’s Community Report Card and Performance Reports are key tools used to share performance information with our communities and stakeholders.

A. UTILIZATION INDICATORS

System of Care utilization and any associated risk-related data is reviewed monthly by BBCBC’s CEO, COO, CFO and Directors and includes such topics as budget forecasts, system in-home, out-of-home and intervention services utilization data and costs.

Each Community Report Card includes the following utilization data for the most recent three months:

1. The number of abuse reports received by DCF
2. The number of children sheltered by DCF
3. The number of children receiving In-Home services
4. The number of children receiving Out-of-Home services
5. The number of children in foster homes
6. The number of children available for adoption
7. The total number of Dependent children receiving services
8. The number of children served through prevention, intervention, diversion or substance abuse programs
9. The total number of children receiving services

B. PRACTICE MANAGEMENT INDICATORS

Practice management indicators are also reviewed monthly by BBCBC’s CEO, COO, CFO and Directors. Indicators included on the Community Report Card include:

1. The number of foster homes within BBCBC’s System of Care
2. The number of adoptions finalized
3. The number of children missing
4. The number of child deaths due to abuse or neglect
5. The percentage of Supervisory Reviews completed every 60 days
6. The turnover percentage for case manager positions
7. The turnover percentage for case manager supervisor positions
8. The percentage of Home Visits completed every 30-days
9. The primary caseload ratio for active Network case managers
10. The full caseload ratio (primary and out-of-county supervision) for active case managers
11. The rate children in care longer than 12 months (per 1,000 children in the community).

C. OUTCOME INDICATORS

Performance outcome measures associated with BBCBC’s FY 15/16 DCF child welfare contract are proposed to replicate the CBC Scorecard measures with two additions (numbers 3 and 11) below.

1. Rate of abuse or neglect per day while in foster care.
2. Percent of children not abused or neglected while receiving in-home services.
3. Number of children with finalized adoptions between July 1, 2015 and June 30, 2016.
4. Percent of children with no verified maltreatment within six (6) months of termination of supervision.
5. Placement moves per 1,000 days in care.
6. Percentage of children under supervision who are required to be seen a minimum of once every thirty (30) days, who were seen a minimum of once every thirty (30) days.
7. Percentage of children in out-of-home care who received medical service in the last 12 months.
8. Percentage of children in out-of-home care who received dental services within the last 7 months.
9. Percent of children exiting foster care to a permanent home within twelve (12) months of entering care.
10. Percent of children exiting foster care to a permanent home in twelve (12) months for children in foster care twelve (12) to twenty-three (23) months.
11. Percent of children exiting foster care to a permanent home in twelve (12) months for children in foster care twenty-four (24) months or longer.
12. Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home.
13. Percent of sibling groups where all siblings are placed together.
14. Percentage of young adults in foster care at age 18 who have earned a high school diploma or GED or are enrolled in a secondary education program.

BBCBC addresses performance on these measures at the Network, Circuit and subcontractor level. In turn, subcontractors address the measures at the unit and case manager levels. Performance outcome reports and data are shared with BBCBC’s Management Team, subcontracted providers, partner agencies and stakeholders electronically, via the agency website and at a variety of meetings and CQI activities.
5. QUALITY ASSURANCE

BBCBC’s quality assurance (QA) activities are developed to meet agency-specific needs and in accordance with the Council on Accreditation’s (COA) Standards for Network Administrators and the Florida Sterling Council’s Standards of Excellence. They are designed to incorporate requirements included in BBCBC’s DCF contract for child welfare services, including those delineated in the Department’s Windows into Practice: Guidelines for Quality Assurance Reviews, FY 15/16. BBCBC’s QA activities are structured, yet fluid, to allow ongoing input from stakeholders to be incorporated.

A. NETWORK MANAGEMENT AGENCY QUALITY ASSURANCE

1. INTERNAL QUALITY ASSURANCE

Review of Operating Policies – BBCBC’s (internal and external) operating policies are reviewed and updated on an ongoing basis to adapt to changes in Federal and State requirements, updates to best practices and in response to identified needs for quality improvement.

Financial Monitoring and Audits - Agency fiscal/financial processes undergo annual monitoring by an independent, certified public accounting agency. Any findings are addressed by the unit with primary responsibility for the identified activity. Corrective actions are approved by the appropriate supervisor and leadership. Copies of the monitoring reports and any corrective actions are provided to the Board of Directors and DCF.

2. EXTERNAL QUALITY ASSURANCE

External monitoring and quality assessments of BBCBC’s network administration and services include:

a. Annual Contract Review (DCF Contract Oversight Unit)
b. Annual Child Placing Agency Re-Licensure (DCF Licensing)
c. Inspector General Reviews (DCF)
d. Auditor General Reviews (State of Florida)
e. Federal Reviews (IV-E, Adoptions, etc.)
f. Council on Accreditation Review (COA)
g. Sterling Award of Excellence Review
B. SUBCONTRACTOR AGENCY QUALITY ASSURANCE

1. WINDOWS INTO PRACTICE REVIEWS

BBCBC conducts ongoing quality reviews of child welfare practice related to safety, permanency, and child well-being as required by the Department’s Windows into Practice guidance for the fiscal year. Sampling, review guidance, approvals, consultations and reporting occur as defined there. FY 15/16 reviews will include:

a. Rapid Safety Feedback Reviews for open, in-home services cases for children ages 0-4
b. Florida Child and Family Service Review (FCFSR) case file reviews
c. Federal Child & Family Services Review (CFSR) case reviews, stakeholder interviews and systemic factor reviews (in cooperation with Department staff)
d. Special/Discretionary Reviews will be completed as requested by the Department, BBCBC’s Executive Leadership and Management Team. BBCBC special/discretionary reviews are completed as needs are identified, due to practice-related complaints or concerns and in any transition of services from one contracted provider to another.

2. SUBCONTRACTOR MONITORING REVIEWS

BBCBC monitors subcontractors’ administrative, management, financial and programmatic performance on quality and compliance indicators based upon an annual risk assessment as defined by BBCBC Operating Policy 713, Quality Monitoring of Subcontractor Services. The review schedule is developed to meet agency monitoring needs and Windows into Practice requirements.

a. Administration, Management and Financial Reviews

Contract monitoring of administrative, management and financial functions are completed by the agency’s Contracts Administration and Fiscal Staff and include on-site visits to assure contractual compliance and reviews of administrative processes, human resources requirements and financial practices.

b. Programmatic Performance Reviews

1. Schedule – Quality and compliance reviews of subcontractors’ programmatic services are scheduled concurrent to Windows into Practice quality reviews and in conjunction with Administration, Management and Financial Reviews, when feasible. The proposed schedule for FY 15/16 is presented in Figure 3, but will be adjusted if necessary.
### Figure 3. Review Schedule for FY 15/16

<table>
<thead>
<tr>
<th>Quarter 1</th>
<th>Review Type</th>
<th>Review Begin Date</th>
<th>Review End Date</th>
<th>DCF Due Date</th>
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<tbody>
<tr>
<td></td>
<td>Rapid Safety Feedback Reviews</td>
<td>8/1/15</td>
<td>8/21/15</td>
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<tr>
<td></td>
<td>Florida (In-Depth) CFSR Reviews</td>
<td>7/15/15</td>
<td>8/7/15</td>
<td>10/10/15</td>
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<tr>
<td></td>
<td>Florida CFSR Case Reviews (Anchorage)</td>
<td>9/9/15</td>
<td>9/18/15</td>
<td>10/10/15</td>
</tr>
<tr>
<td></td>
<td>Case Management Programmatic Review (Anchorage)</td>
<td>9/21/15</td>
<td>9/29/15</td>
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<tr>
<td></td>
<td>Residential Group Care Programmatic Review (Anchorage)</td>
<td>9/21/15</td>
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<thead>
<tr>
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<th>DCF Due Date</th>
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<tr>
<td></td>
<td>Florida CFSR Case Reviews (CHS East)</td>
<td>10/1/15</td>
<td>10/9/15</td>
<td>1/10/16</td>
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<tr>
<td></td>
<td>Case Management Programmatic Review (CHS East)</td>
<td>10/12/15</td>
<td>10/23/15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Adoption Case Management, Residential Group Care &amp; Foster Home Management Programmatic Reviews (CHS East)</td>
<td>10/12/15</td>
<td>10/23/15</td>
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<tr>
<td></td>
<td>Florida (In-Depth) CFSR Reviews</td>
<td>11/1/15</td>
<td>11/20/15</td>
<td>1/10/16</td>
</tr>
<tr>
<td></td>
<td>Rapid Safety Feedback Reviews</td>
<td>12/1/15</td>
<td>12/18/15</td>
<td>1/10/16</td>
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<td></td>
<td>Adoption Case Management &amp; Visitation Services Programmatic Reviews (Life Management Center)</td>
<td>12/7/15</td>
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<td></td>
<td>Intervention Services Programmatic Reviews (Boys Town)</td>
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<thead>
<tr>
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<td>Florida CFSR Case Reviews (CHS West)</td>
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<td>1/12/16</td>
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<tr>
<td></td>
<td>Case Management Programmatic Review (CHS West)</td>
<td>1/13/16</td>
<td>1/21/16</td>
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<td></td>
<td>Florida (In-Depth) CFSR Reviews</td>
<td>2/1/16</td>
<td>2/9/16</td>
<td>4/10/16</td>
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<tr>
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<td>Rapid Safety Feedback Reviews</td>
<td>3/1/16</td>
<td>3/9/16</td>
<td>4/10/16</td>
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<td>Residential Group Care Programmatic Review (Inspire)</td>
<td>3/15/16</td>
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<td>Residential Group Care Programmatic Review (A Turning Point)</td>
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<th>Review End Date</th>
<th>DCF Due Date</th>
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<td></td>
<td>Rapid Safety Feedback Reviews</td>
<td>4/4/16</td>
<td>4/6/16</td>
<td></td>
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<tr>
<td></td>
<td>Federal CFSR – OHC</td>
<td>5/2/16</td>
<td>5/4/16</td>
<td></td>
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<tr>
<td></td>
<td>Federal CFSR – HIS</td>
<td>5/2/16</td>
<td>5/4/16</td>
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</table>

2. Samples – Sample size and parameters for Rapid Safety Feedback, Florida CFSR and Federal CFSR Reviews are determined by DCF and delineated in the *Windows into Practice* guidance document. The targeted sample size for programmatic reviews is approximately 10% of the sub-contractor’s service population or a minimum of 10 cases. Programmatic sample sizes may be adjusted based upon the Annual Risk Assessment results, performance data, or other identified concerns. Each subcontractor sample is randomly selected and stratified by relevant service categories to assure a diverse mix of records for review. Individual records are randomly selected for review within each stratum (if applicable).
3. Review Tools – Programmatic reviews are completed by the QM Team using quality and compliance tools designed to address components specific to the service type under review. Review components and tools are identified in Figure 4.

**Figure 4. Programmatic Performance Review Components and Tools**

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Component / Focus Area</th>
<th>Review Instrument</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Welfare and Adoptions Case Management Contracts</td>
<td>Service Quality</td>
<td>Florida CFSR Tool</td>
</tr>
<tr>
<td></td>
<td>Psychotropic Medication Management</td>
<td>BBCBC Compliance Review Tool</td>
</tr>
<tr>
<td></td>
<td>Home Studies for children in kinship care</td>
<td>BBCBC Compliance Review Tool</td>
</tr>
<tr>
<td></td>
<td>Case management activities related to Client Trust accounts</td>
<td>BBCBC Compliance Review Tool</td>
</tr>
<tr>
<td>Foster Home Management</td>
<td>Foster home licensing requirements</td>
<td>BBCBC Review Tool</td>
</tr>
<tr>
<td>Intervention services</td>
<td>Intervention/family support services requirements and standards</td>
<td>BBCBC Review Tool</td>
</tr>
<tr>
<td>Residential Group Care</td>
<td>Residential Care and Normalcy standards</td>
<td>BBCBC Review Tool</td>
</tr>
<tr>
<td>Supervised Visitation</td>
<td>Supervised visitation and therapeutic visitation standards</td>
<td>BBCBC Review Tool</td>
</tr>
</tbody>
</table>

4. Feedback – Exit meetings are held with subcontractor staff to provide preliminary findings and gather additional information.

5. Reporting – Data are analyzed by provider and in aggregate to assess quality of practice and compliance with state and contractual requirements. Final monitoring reports for Administration, Management and Financial Reviews and Programmatic Performance Reviews are provided to each subcontractor to document review findings and include both summary and detailed data. Subcontractor monitoring reports are also provided to BBCBC’s Chief Executive Officer (CEO), Chief Operations Officer (COO), Chief Financial Officer (CFO), and Circuit Operations Managers (COM).

6. Continuous Quality Improvement – When indicated, subcontractors are required to submit a Performance Improvement Plan (PIP) to address specific findings. PIPs must document how the subcontractor will address deficiencies and items that warrant quality improvement activities. PIPs and resulting status updates are a key component of BBCBC’s CQI activities. *Any corrective action items identified by external (state level) monitoring reviews are incorporated into subcontractors PIPs and monitored as defined by the PIP/CAP.* Subcontractors required to complete Performance Improvement Plans may be revisited by Big Bend to verify evidence of implementation and effectiveness of corrective actions.

3. PROGRAM-SPECIFIC REVIEWS

Program reviews required by contract, in response to external monitoring reviews and/or specified within agency performance improvement plans include:
a. Federal Funding Reviews [IV-E Foster Care, IV-E Adoptions and TANF Adoption Subsidy Reviews] — These reviews will be completed quarterly by BBCBC’s Research and Project Specialist with the assistance of the QAA, QMD and Operations Manager. Results will be shared with the BBCBC Director(s) and subcontractors assigned responsibility for the implementation of these programs for appropriate follow-up and quality improvement actions. The final report on these reviews will be submitted as specified in BBCBC’s DCF contract.

b. Independent Living (IL) Program Reviews — Reviews related to IL programs will be completed biannually by BBCBC’s two Well-Being Specialists. Results will be shared with the BBCBC Operations Managers and subcontractors assigned responsibility for IL activities for appropriate follow-up and quality improvement actions.

c. Missing Children Reviews — Missing children are actively tracked and monitored via FSFN reporting and BBCBC’s Incident Reporting system on a daily basis. Quality reviews of case work practice related to services for children on Runaway, Abducted or Absconded status will be completed biannually by the QAS. Results will be shared with the BBCBC Operations Managers and case management subcontractors for appropriate follow-up and quality improvement actions.

d. Interstate Compact for the Placement of Children (ICPC) Reviews — ICPC requirements are monitored and tracked monthly by assigned BBCBC Intake/Placement Specialists. Quality reviews of case work practice related to ICPC will be completed biannually by the QAS. Results will be shared with the BBCBC Operations Managers, BBCBC Intake/Placement and Utilization Management Director and case management subcontractors for appropriate follow-up and quality improvement actions.

C. CRITICAL LIFE, HEALTH, OR SAFETY THREATS

For any critical life, health, or safety threat identified during the course of any review, Big Bend staff are responsible for:

a. Addressing any safety concerns with the assigned case manager and case manager supervisor immediately upon discovery

b. Facilitating and/or providing assistance in assuring child safety

c. Informing the appropriate BBCBC Operations Manager

d. Informing the Quality Management Director

e. Assuring appropriate action and follow-up are initiated to assure safety

f. Documenting the child safety concern and follow-up actions as a formal Request for Action (RFA) in FSFN

g. Confirming that documentation of the identified child safety concern, RFA, follow-up actions and the resolution of the concern are documented in FSFN and in the case file

h. Maintaining a copy of the RFA, documentation of completed follow-up actions and the resolution of the concern with the original review documentation
If a safety concern is identified during a Program-Specific Federal Funding or IL Review, BBCBC’s QAS will assist the reviewer in completing items (e.) through (h.) above.

D. STAKEHOLDER INPUT

BBCBC gathers input from stakeholders using a variety of methods. Input will be gathered via the following avenues:

a. BBCBC staff survey – implemented by the agency’s Human Resources subcontractor
b. Subcontractor staff survey/staff retention reports – submitted to BBCBC monthly
c. Network subcontractor/provider surveys
d. Subcontractor client satisfaction survey reports – submitted to BBCBC biannually
e. Annual service needs and strategic planning meeting, activities and proposals
f. Solicitation of input from community members and organizations, the court system representatives, and DCF partners

Additionally, Stakeholder input is gathered on an ongoing basis via monthly and quarterly management and programmatic meetings, Community Alliance and Partnership meetings, during and as a result of community activities and training from staff, the Court system, foster parents, DCF/CPI staff and leadership, community members, and other provider and service organizations.

BBCBC’s Board of Directors, Executive Leadership and Management Team are responsible for reviewing and incorporating stakeholder input in the development of short and long term planning, policy, training, service development and contracting.

New initiatives, services and activities are developed in cooperation with these stakeholders to address concerns and update practice within our System of Care. Specific initiatives are assigned to the COO, Operations Managers, Directors and their staffs for implementation and follow-up.

E. COMPLAINTS AND GRIEVANCES

All service-related complaints or grievances, whether submitted directly from the complainant or through the DCF Tracker System, are addressed by Circuit Operations Managers in accordance with BBCBC OP 1502 – Client Grievances and Complaints. Formal complaints addressed through the DCF Tracker System are tracked for satisfactory completion and necessary follow-up actions.

Quality assurance reviews requested due to a case or staff specific complaint are completed in accordance with BBCBC OP 811 – Special Quality Assurance Reviews. Special Quality Assurance Reviews are conducted for all formal grievances according to this policy.
A. ONGOING QUALITY IMPROVEMENT ACTIVITIES

Continuous quality improvement is recognized as the responsibility of each Lead Agency and subcontractor staff member. CQI efforts are embedded throughout BBCBC’s network administration functions and subcontractor network. CQI activities regularly utilized include:

- Utilization management activities
- Green Belt/Six Sigma data analysis processes
- Sterling/Baldrige initiatives
- Assessments of and updates to Network Operating Policies and Procedures
- Discretionary quality, programmatic and administrative reviews
- Customer, Subcontractor, Stakeholder and Employee Feedback
- Status reviews of performance improvement/corrective action activities (developed in response to internal or external monitoring)
- Performance reporting, review, analysis and follow-up cycles
- Integration of areas identified for improvement into training activities
- Integration of emerging areas of need into strategic and operational planning

B. FISCAL YEAR 15/16 CQI INITIATIVES

CQI initiatives identified for FY 15/16 include:

1. GREEN BELT DATA ANALYSIS PROJECTS

   Green Belt/Six Sigma data analysis projects projected for FY 15/16 include:

   1. Determining and Addressing the Root Causes of Recent Increases in Out-of-Home Care
   2. Determining and Addressing the Root Causes for Delays in Services Case Initiation Activities (Case Transfer Staffing Process)
   3. Determining and Addressing the Root Causes of Re-Entries into Crisis Stabilization Unit and Substance Abuse Detox Facilities

2. APPLICATION FOR THE 2016 GOVERNOR’S STERLING AWARD

   BBCBC initially applied for the Governor’s Sterling Award in 2015 and found the process provided excellent structure and methodology for identifying and constructing quality improvement initiatives. The 2016 application process will be used to assess and
implement continuous quality improvement efforts for agency systems and practices related to:

- Network Leadership
- Strategic Planning
- Customer Focused Services
- Measurement, Analysis, and Knowledge Management
- Workforce Focused Practices
- Network Operations
- Systemic Results

3. PERFORMANCE IMPROVEMENT & CORRECTIVE ACTION PLANS

BBCBC will continue to implement and track agency-level performance improvement/corrective action items in response to the February 2015 Contract Oversight Unit (COU) monitoring review.

BBCBC will also continue to track and monitor subcontractor-level performance improvement/corrective action items developed in response to agency and COU monitoring findings. Quarterly updates will be provided to the Department to provide evidence of progress and improvement.

4. INTEGRATION INTO TRAINING

Topics identified for improvement are analyzed to determine the need for additional Network staff training. Should additional training be indicated, it is developed and implemented as in-service training or small group instruction and incorporated into pre-service training as appropriate for the topic.

5. INTEGRATION INTO STRATEGIC PLAN

The strategic planning process at BBCBC includes situational analysis comprised of a needs assessment and ongoing quality assurance and improvement data. The needs assessment for short-term plans may be abbreviated or more informal than that used for the long-term plan. A focus on demographic information, changes in the service population, trends in program performance, survey data and analysis of strengths and weaknesses in relation to these variables form the basis for this analysis. Quality assurance mechanisms are imbedded in the strategic planning process to assure that initiatives can be adequately assessed for success.

6. ACCREDITATION STATUS

BBCBC was originally accredited as a Network Management Agency by the Council on Accreditation (COA) in 2009. The agency was re-accredited in December 2013 effective through December 2016. Annual Maintenance of Accreditation (MOA) reporting is completed during the third quarter of the Fiscal Year and submitted to COA for approval.