Children’s Network of Southwest Florida, LLC Quality Assurance Plan
Fiscal Year 2009 -2010

Submitted 8/12/2009

*Italicized underlined entries reflect updates from the previously approved FY 08/09 QM Plan*
Children’s Network of Southwest Florida 2009-2010 Quality Management Plan

Overview: History

The Children’s Network of Southwest Florida (CNSF) was created in April, 2003 as the Lead Agency in District 8 (Circuit 20). CNSF’s role in the System of Care is to serve as a System Administrator for a network of Case Management Organizations (CMO’s) and specialty providers with the capacity to provide a continuum of services for children and families. The Network manages services and resources appropriately to result in positive outcomes for children and families; and to coordinate efforts and activities that will result in a comprehensive, quality based system of care.

The system of care is a dynamic process that is adapted when necessary to changing and evolving needs of children in care as driven by local stakeholders and direction by the Department of Children and Families. Other elements are in development and consideration.

The System of Care overview includes:

- Lead agency oversight
- Direct service delivery
- Support to the system from specialty providers

Under the State’s leadership, Children’s Network of Southwest Florida developed a comprehensive quality management system designed to integrate the best practices of both qualitative and quantitative measurements. The systems, and all associated tools, were developed in full partnership with Case Management Organizations and other partner provider agencies.

Significant improvements were achieved in several key performance indicators.

- Reduction in the length of time children are in Out of Home Care;
- Increase in the number of Finalized Adoptions;
- Increases in the timeliness of visitation with children in care;
- Decreases in the number of missing child episodes.
The Children’s Network Quality Management Team has been conducting in-depth, Quarterly Monitoring of CMO files since 2005 with sample size at least as large as will be required during the suggested monitoring schedule.

FOCUS ON COORDINATION

How the Children’s Network will coordinate with the circuit/region to accomplish Quality Management activities and requirements.

Unit Supervisory Discussions: This review requires case management supervisors to review 100% of the cases in their unit each quarter using appropriate components of the “Child Welfare Quality Assurance Case Management Supervisory Discussion Guide.” The model provides a simple, straightforward guide that supervisors can use to assess the quality of casework, and systematically document their review for QA purposes. This activity may optionally be conducted as a face-to-face discussion between supervisors and case managers.

- Training: All Network CMO Supervisors were trained during the first quarter FY 2008-2009 on the use of “Discussion Guide” and the documentation necessary to assure communication regarding supervisory guidance in a systematic format.
  - In July 2009 all Network QA staff and CMO Supervisors participated in a Supervisory Review Workshop developed by the Suncoast Region.
- QM and QA Review: Documentation of Supervisory Reviews will be monitored at three levels:
  - The Network’s Quality Assurance staff monitors the completion of timely supervisory reviews;
  - A workgroup consisting of the CMOs Management, Quality Assurance staff, a Supervisor and the Network’s Quality Management staff reviews a sample of each supervisor’s reviews on a monthly basis. Feedback is presented to the supervisors.
  - The State quarterly monitoring tool contains specific questions relating to the quality and quantity of supervisory discussions and process.

QM Review Components:

Base reviews: This review requires the Children’s Network QM staff and CMO QA Specialists to review a sample of twenty-five case management cases each quarter. Other data, such as that captured in Florida’s Safe Families Network and aggregated in the Department’s Performance Dashboard, will also be analyzed to assess the status of CBC performance.
• **Review Tool:** The review tool will be approved tool that has been adopted by the State. The State’s database of standards will be the primary resource for these reviews.

• **Reviewers:** Reviewers will be selected from the Children’s Network QM Specialists supplemented by Case Management Organization’s QA Specialists. Reviewers will be required to be trained and certified in the use of the tool.

• **Choice of Sample:** The Family Safety data unit will provide an extract for each CBC listing all children who are eligible to be sampled on the first day of the month that precedes the beginning of a new quarter. The extract will consist of all children who were service recipients during a defined selection period. All children will be assigned to a CBC’s sampling population based on the CBC of the primary worker as of the sample date or the service recipient end date, whichever is earlier.

  o Each quarter, the Network will draw a random sample of 25 cases from the appropriate extract.

  o If the random sample as first identified is deemed to be extremely skewed on the critical placement type dimension (in-home and out-of-home), then the QM Director may elect to continue to draw a stratified sample that is proportional to the CBC’s current caseload balance on this dimension. For example, if the CBC’s current caseload is roughly 50/50, and the first random sample includes none or very few of one type, the QM Director may choose to discard the last 12 randomly drawn cases and continue to substitute until the sample is at the proportional 50/50 ratio.

  o If a decision is made to discard a randomly selected case file from the sample list under the allowable discard criteria, the decision must be approved by the Network’s QM Director, who must document the basis for the decision as it relates to the discard criteria. This process of “scrubbing” the random sample from the extract by discard and replacement establishes the master list of 25 for the base, side-by-side, and in-depth quality of practice reviews for the quarter.

  o The Network’s QM Director will track the cases reviewed from quarter to quarter, discarding duplicate cases from subsequent samples, and conduct various data analyses.

• **Review Period:** The review period for case file monitoring will always be the last day of the preceding monitoring quarter back twelve months to the first day of that month.
• Reporting:
  o The State’s review tool is web-based. Results of the seventeen base reviews will be reported to the Region upon upload of the completed tools by the reviewer.
  o *The Network will submit annual report to Regional office. This report will address findings and trends related to:*
    - Assessments
    - Family Engagement
    - Service Planning and Provision
    - Promoting Case Progress
    - Supervisory Review

• Side-by-Side reviews: This is a peer review by the CBC QA Team and Regional QA staff supplemented by he Office Family Safety staff. The sample for this review will consist of a subsample of eight cases from the twenty-five cases reviewed by the CBC during the Quarter.
  o **Facilitator:** (Direction as to the specific role and assignment of the facilitator has not yet been determined by the Department.) The approach calls for an objective monitor or facilitator (for example, Region QA staff if Region Program staff are serving as peer reviewers) who guides and coordinates the review of each file, and provides objective reconciliation and arbitration among the reviewers as necessary.
  o **Side-by-side tool:** This tool will be provided by the State and refined with field input.
  o **Choice of Sample:** The eight-case sample will be selected from the twenty-five cases selected for the Base Review by the Network Quality Review Coordinator using the same “Random Number Generator” used in determining the sample of twenty-five.
  o **Side-by-Side Process:** Since it is expected that each file review will take approximately eight hours this will require that four (4) Regional Reviewers be available to complete the side-by-side review in the allotted days. Each Regional Reviewer will be teamed with a Network QM Specialist to complete the side-by-side review. It is anticipated that these reviews will take approximately eight hours. In order to allow time for any mediation and interviews necessary to complete In Depth Reviews, side-by-side reviews and debriefings will be scheduled for the first three days of the review week. See attached weekly monitoring schedule.

• In-depth reviews: Regional QA conduct a more in-depth review of a subsample (two cases) of the cases reviewed in the side-by-side process. This review will include gathering quality of practice information in ways not limited to
looking at case files. (For example, case specific interviews or observation. These reviews will also include the collection of systematic factor information (information systems, training, service capacity, etc.) that is not case-specific but that affects quality of practice. Although similar to the Florida CFSR in technique, and continuing to align with the federal outcomes, this review will include additional Florida-specific standards. A modified sampling approach continues to be studied by the State. Children’s Network QM administrative support staff will be available to assist Regional reviewers in setting up appointments for interviews required for “In-Depth” Reviews.

- **The Network’s QM Director will identify two (2) cases from the 17 base sample that will include case specific interviews.** Similar to the In-Depth reviews conducted by the regions, and Child and Family Services Reviews (CFSR), the Network Reviewers will make arrangements to interview the child, the parents, other caregivers, providers, advocates and Children’s Legal Services (CLS) as applicable, to further assess service delivery. Interviews will be conducted using the guides DCF OFS.

- **Documentation of these interviews will be maintained in the software application managed by the Office of Family Safety known as Check Box.** If the feedback from the interviewees differs from the findings in the case file reviews, Reviewers will make note of the discrepancy, however, it will not change the rating response to the standard that is based on the documentation in the file.

**Monitoring Psychotropic Medication for Children in Out-of-Home Care:**

The Network will monitor if expressed and informed consent or Court approval has been obtained for children in out-of-home care who are prescribed psychotropic medication and whether a valid medical plan is maintained in the child’s record by:

- **During the first and second quarters of FY 2009-2010, all children identified in FSFN as being in out-of-home care, who are prescribed psychotropic medication, have or will undergo a targeted quality assurance file review to determine compliance with statutory requirements for children on psychotropic medication.** Identified deficiencies will be communicated to the CMO through the Request for Assistance Form with specified requirements for correction. The Network’s Quality Management Department will receive weekly updates regarding each generated RFA. This information will be communicated to the Suncoast Region QA staff.

- **The CMO Quality Assurance staff will review the medication plan, and documentation of parental expressed informed consent for children prescribed psychotropic medication.** Upon assuring accuracy, the QA staff will update the child’s medical page in FSFN.
• *FSFN applications will provide real time reports on changes in medication status according to information entered by Case Management Staff.*
• *Weekly FSFN reports will be reviewed by the CMO QA staff to determine accuracy, completeness and appropriate follow up.*

- **The Network Quality Management Staff will generate monthly FSFN reports and identify samples for targeted review. Identified deficiencies will be communicated to the CMO through the Request for Assistance Form with specified requirements for correction.**

- **The Case Management monitoring tool contains questions related to children on psychotropic medication with focus on statutory and policy compliance regarding obtaining expressed informed consent, Court approval, and a medical treatment plan.**

**Executive Management and Region Discretionary Reviews:** The Secretary or other executive staff may determine a review of a particular process or topic is needed, or may require a statewide or localized special project be conducted throughout the year. This activity will likely require specially designed review tools and other protocols depending on subject matter. Discretionary reviews may also be assigned by regional directors for local purposes. These reviews will include high profile cases.

Request for special review will be directed to the Children’s Network’s Chief Operating Officer who will direct the request to the appropriate member of the Network’s QM Specialist staff. From that point the review will be completed consistent with the Network’s QM Review procedure.

- **Local Review Schedule.**

  - **Base Reviews:** Quarterly Base Reviews: during fiscal year 2009-2010, the Children’s Network will conduct case reviews following the schedule noted below.

  - **Side-by-side reviews:** During this time Regional QM staff supplemented with Office of Family Safety staff will team one-on-one with CBC Reviewers to monitor an additional eight case files from the sample selected by the State. Since it is expected that each file review with associated debriefing will take approximately eight hours this will require that four (4) Regional Reviewers be available to complete the side-by-side review in the allotted days. Side-by-Side reviews will be scheduled for the first three days of the review week. *The Region is not expected to conduct Entrance or Exit Interviews with the CBC on quarterly reviews.*
• **Local milestones:** See Attachment 1

• **Opportunities for coordinating quality processes**
  
  o Monthly regional/circuit performance meetings: Conducted the third Thursday of every month.
  
  o Children’s Network Board of Directors performance reports: See “Improvement Standards and Process Matrix” on the following page:
FOCUS ON RESULTS:
Children’s Network Quality Improvement Standards and Process Matrix

*** Indicates Children’s Network QM Staff Involvement

<table>
<thead>
<tr>
<th>DATA REVIEWED</th>
<th>REVIEWER</th>
<th>DOCUMENTATION</th>
<th>OVERSIGHT</th>
<th>ACTION PLAN DOCUMENTED IN…</th>
<th>EXPECTATION (PERIODIC REVIEW)</th>
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<tbody>
<tr>
<td>1. PERFORMANCE ON CONTRACT MEASURES:</td>
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<tr>
<td>Dashboard • DCF Contract Performance Measures</td>
<td>• Data Analyst • Designated Network QM Specialist</td>
<td>• Monthly Reports • Ad Hoc Reviews</td>
<td>Chief Operating Officer • CMO Specific Meeting (Monthly) • CMO Meetings (Monthly) • Contract Mgmt TEAM Meetings (Monthly)</td>
<td>Minutes: • CMO Specific Meeting (Monthly) • CMO Meetings (Monthly) • Contract Mgmt TEAM Meetings (Monthly)</td>
<td>• Quarterly Goal Status Reports by Data Analyst • Circuit Contract Management Review</td>
</tr>
<tr>
<td>Quarterly Quality Reviews • Consolidated results of “base” and “side-by-side” case file review; • Results of “In-Depth” Review</td>
<td>• Network QM Specialist • Regional &amp; State Reviewers</td>
<td>Quarterly Report</td>
<td>Chief Operating Officer • CMO Specific Meeting • CMO Meetings • Contract Mgmt TEAM Meetings (Monthly) • CMO Program Directors</td>
<td>• CMO Corrective Action Plans • Re-Reviews on identified cases</td>
<td>• Ongoing Revision &amp; Update of Network Annual QM Plan • Specialty Reviews</td>
</tr>
<tr>
<td>Specialty Reviews (Executive Management and Region Discretionary Reviews)</td>
<td>Designated Network QM Specialist</td>
<td>Report w/ Recommendations</td>
<td>Chief Operating Officer Network’s QM Director QM Management Team</td>
<td>• Action Response from Appropriate Provider/ Partner</td>
<td>Review Status Until Closure of Review</td>
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</table>
| CM Supervisory Reviews | • CMO Mgmt  
• CMO QM Specialist | Quarterly Report | Chief Operating Officer Network QM Director QM Management Team | • Quarterly One-on-One Meetings (Supervisors & Directors)  
• Annual Supervisor Performance Reviews | CMO Mgmt. Corrective Action Review |

2. GOVERNING BOARD CORPORATE STRATEGIC OBJECTIVES:

| Monthly Management Report: Program | Network Board’s Program Committee | Program: • Performance Measures  
• Staffing  
• Contracts | Network Board  
Network CEO | • Quarterly Status Review by Network Board  
• Inclusion in Network Strategic Plan |
|---|---|---|---|---|
| Monthly Management Report: Finance | Network Finance Committee | Finance: • Budget  
• Fund Raising | Network Board  
Network CEO | • Quarterly Status Review by Network Board  
• Inclusion in Network Strategic Plan |
### Children’s Network Ongoing Improvement Initiatives:

Initiatives that will still be occurring during the upcoming fiscal year.

<table>
<thead>
<tr>
<th>Performance Initiative</th>
<th>Performance Gap</th>
<th>Evidence</th>
<th>Oversight</th>
<th>Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Respond to the Florida CFSR Quality Improvement Plan</strong></td>
<td>Results of Federal CFSR Audit January 2008</td>
<td>2008 CFSR Report</td>
<td>• CFSR QIP Workgroup</td>
<td>• Quarterly QIP updates</td>
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<td>• Network Chief Operating Officer</td>
<td>• Monitoring reports</td>
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<td>• Network QM Staff</td>
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<td>• CMO Management</td>
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<td><strong>Reduce Out of Home (OOH) Placements Over Twelve Months</strong></td>
<td>Number of OOH placements .</td>
<td>• DCF Contract Performance Measures</td>
<td>• Network Data Analyst</td>
<td>• Detail reports by CMO Units</td>
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<tr>
<td></td>
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<td>• FSFN Monthly Reports</td>
<td>• Network QM Technical Assistance</td>
<td>• Permanency and Reunification Staffings</td>
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<td>• CMO QA Specialist</td>
<td>• Shelter Hearings</td>
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<td>• CMO Supervisors</td>
<td>• Relative Placement Monthly Review</td>
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<td>• CPI Supervisors</td>
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<td>• CW Legal Services</td>
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<td><strong>Face-to-Face (FTF) Visits With the Child Every Thirty Days</strong></td>
<td>Number of FTF visits exceeding 30 days identified 11/2007.</td>
<td>• DCF Contract Performance Measures</td>
<td>• Network Operations</td>
<td>• Daily Visits Report</td>
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<td>• FSFN Daily Reports</td>
<td>• CMO Management Intervention after 24 days</td>
<td>• Monthly Visits Report</td>
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<td>• CMO Contract Oversight</td>
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**Network Contract Monitoring**
- Network’s UM Department
- Network Development /Provider Relations
- **Network QM input in establishing performance measures**

**Performance Initiative**
- Annual Performance Monitoring
- Monthly Provider TEAM Meetings

**Oversight**
- UM Director
- Network Executive Team
- DCF Contract Oversight Unit

**Feedback**
- TEAM Meeting Minutes
- Annual Contract Negotiations
- Contract Updates & Revisions
- DCF Contract Oversight Unit Corrective Action

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3. **PERFORMANCE OF NETWORK CONTRACT PROVIDERS:**

<table>
<thead>
<tr>
<th>Network Contract Monitoring</th>
<th>Performance Gap</th>
<th>Evidence</th>
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<td>DCF Contract Performance Measures</td>
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<td>FSFN Monthly Reports</td>
<td>Network QM Technical Assistance</td>
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<td>FSFN Daily Reports</td>
<td>CMO QA Specialist</td>
<td>Shelter Hearings</td>
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<td>CMO Supervisors</td>
<td>Relative Placement Monthly Review</td>
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<td>CPI Supervisors</td>
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<td>CW Legal Services</td>
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**Increase the Quality and Quantity of Supervisory Reviews**

- Percentage of cases with documented supervisory reviews significantly below standard.

**Quarterly Network QM Monitoring (File Review)**

- Network Chief Operating Officer
- Network QM Director
- QM Management Team
- CMO Management

**Monthly One-on-One Meetings (Supervisors & Directors)**
- Annual Supervisor Performance Reviews
- CMO Mgmt. Corrective Action Review

**Note:** Network Board will communicate status of ongoing Improvement Initiatives through news releases, reports to County Alliances, and posting on the Network Web site.

**New Performance Improvement Initiatives:** the Children’s Network is going to undertake in the upcoming year.

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<tr>
<td><em>Initial Family Assessment</em>: improving the quality and quantity of FSFN documentation</td>
<td>Percentage of cases with documented initial assessments is below standard.</td>
<td>Quarterly Network QM Monitoring (File Review)</td>
<td>• Network QM Director</td>
<td>• ITR Logs</td>
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<td>• QM Management Team</td>
<td>• CMO Mgmt. Corrective Action Review</td>
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<td>• CMO Management</td>
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<td><em>Subsequent removal after reunification</em></td>
<td>Percentage of re-entry after reunification does not meet the performance standard.</td>
<td>QM Monitoring- case specific of re-entry incidents</td>
<td>• Network QM Director</td>
<td>• Contract Team Meeting</td>
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<td>• QM Management Team</td>
<td>• FS 302 Workgroup</td>
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<td>• CMO Management</td>
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<td><em>Improving the timeliness and consistency of Independent Living Referrals and Assessments</em></td>
<td>Significant deficiency in timely IL Referrals and Assessments</td>
<td>COU Monitoring report</td>
<td>Network QM Department</td>
<td>• Corrective Action Plan quarterly report</td>
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<td>QM quarterly monitoring</td>
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Responding to New Information:

New information that becomes available will be used to either modify ongoing improvement initiatives or if necessary start new ones.

### STEP 1: Source of New Information
- Data Analysis
- Community Feedback

### STEP 2: Analysis of New Information
- Quality Management Staff
- Contract Agencies

### STEP 3: Strategies for Intervention
- Quality Management Staff
- CMO Management
- Finance and Budget

### STEP 4: Costs/Benefits/Effects on Current Priorities
- Network Senior Management
- Network Board Review

### STEP 5: Implementation/Dismissal/Set Aside
- Network Action
- Network Contract Oversight Action
- Community Partner Action

Assuring that situations are immediately addressed and corrected if a critical life, health, or safety threat to a child is identified during any quality assurance or other review activity:

When a critical life, health, or safety threat to a child is identified during any quality assurance or other review activity, the Reviewer who identified the concern completes a Request for Assistance Form (RFA Form) and submits it to the QM Review Coordinator (*In incidents where a safety concern is identified outside a quarterly RFA Form will be submitted to the Network’s QM Director*)

The Quality Review Coordinator or the QM Director will immediately forward the RFA Form to the appropriate CMO, Contractor etc.

The identified contractor must respond to the concern in writing via the RFA Form within 48 hours to document efforts made to decrease safety concerns.

Upon receipt of the response, the QM Review Coordinator will review the response with QM Director and agree that the safety issue has been resolved or return the response with a request for additional action.
Completed RFA Forms will be stored in the Network’s *electronic* Monitoring Record.

**Ongoing Tasks for Children’s Network Quality Management Team Responsibilities in addition to Quarterly Monitoring.**

- **Risk Management Analysis:**
  - Abuse During Services
  - Specialty Reviews
  - I. G. Report Follow-up
  - Incident Reports
  - Policies And Procedures

- **FSFN validation:**
  - Placement Exceptions
  - *Family Assessments*
  - *Timeliness and quality of Supervisory Reviews*

- **Coordinating Staffings required by statute:**
  - Permanency
  - Reunification
  - Missing Children
  - Sibling Separation
  - Transfer from Services to Adoptions
  - Expedited TPR Staffings
  - Goal Change Staffings

- **Adoptions:**
  - Approve Adoption *Homestudy and Subsidy* Packets
  - Adoption Review Committees
  - Quarterly Adoption Staffings
  - Match Staffings
  - *Adoption Exchanges: Photolisting and Updates*
  - *Annual Adoption Plan*
• Foster Care:
  o Review Initial Licensing Packets
  o Yearly Recruitment and Retention Plan
  o Conduct Training for Licensing Staff
  o Orientation Schedules and MAPP Schedules
  o Complaint meetings
  o Foster Care Referrals
  o Side by Side Relicensing review
  o Exit Interviews Tracking
  o Overcapacity Tracking

• Independent Living:
  o Independent Living Staffings
  o Determination of benefit eligibility
  o State and Federal Reporting
  o Contract oversight and monitoring of specialty provider
  o Technical assistance and training

Tasks related to national accreditation, please include a brief description:

Children’s Network of Southwest Florida LLC is accredited as a Child Welfare Lead Agency by the Council on Accreditation (COA). This Accreditation is effective through August 31, 2013.

REVISED: 8/12/2009