Children’s Network of Southwest Florida, LLC Quality Assurance Plan
Fiscal 2008/2009

Submitted 6/4/2008
Revised 6/30/2008
Children’s Network of Southwest Florida 2008-2009 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 selected 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. The model includes a newly developed standardized tool.

- **Training:** A one-day training program is being developed by the State for all CMO Supervisors. All Network CMO supervisors will be trained during the first quarter on the use of “Discussion Guide” and the documentation necessary to assure communication regarding supervisory guidance is taking place in a systematic format.
- **QM and QA Review:** Documentation of Supervisory Reviews will be monitored at three levels:
  - CMO Quality Assurance staff will sample each supervisor’s Reviews on a monthly basis. The results of this sampling will be shared with the CMO Management and Network’s designated Quality Assurance CMO Liaison;
  - Presentation of Supervisory Reviews will be a designated requirement of Quarterly Permanency Staffings coordinated by the Network’s Quality Management Staff;
  - 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:** An initial sample of case that meet specific demographic criteria for each quarter will be selected by the State. From this sample, the Children’s Network will choose twenty-five children for the quarterly monitoring final sample using a “Random Number Generator”. Once these cases are selected they will be reviewed to determine if they meet State designated requirements for discard criteria. If cases are discarded they will be replaced by additional cases from the original sample chosen by Random Number criteria.

- **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:** 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.

- **Side-by-Side reviews:** This is a peer review by the CBC QA Team and regional QA staff supplemented by Family Safety Program 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.

- **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. Again, this is based on the approach used by Chapin Hall.

- **Side-by side tool:** This tool will be provided by the State and refined with field input.

- **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.
- **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 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.

- **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 2008-2009, the Children’s Network will conduct case reviews following the schedule noted below. Following an entrance interview with CMO Management and QM Staff, the reviewers will monitor seventeen cases selected from the random sample of twenty-five cases from the Legacy Sample supplied by the DCF. The Region expects to conduct Exit Interviews with the CBC on the Friday of the week after the week of reviews.
  
  - **Side-by-side reviews:** During this time Regional QM staff supplemented with family safety office 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 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 will be scheduled for the first three days of the review week.

• Events that affect quality tasks:
  ▪ The availability of sufficient number of Regional QM staff to complete the side-by-side and In-depth reviews in one week.
  ▪ The 2008-2009 First Quarter Monitoring is scheduled to begin September 22, 2008 could conflict with the major FSFN Release 2. CMO QA Specialists and QM Specialists may have training responsibilities during this time.
  ▪ The Children’s Network QM Team has been conducting in-depth, Quarterly Monitoring of CMO files since 2005 with sample size at least as large as the twenty-five cases that will be required during the proposed monitoring. The Network anticipates no problems with availability of QM Staff.

• Local milestones:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>June 4, 2008</td>
<td>Submission of CNSWF’s proposed QM Plan</td>
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<tr>
<td>July 1, 2008</td>
<td>Acceptance of the QM Plan by the Zone &amp; State</td>
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<tr>
<td>July 1, 2008</td>
<td>CNSWF QM Staff required three-day training on the final approved Monitoring Tool</td>
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<tr>
<td>July 1, 2008</td>
<td>Receipt of Selected Sample from the State (Monitoring Cycle #1)</td>
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<tr>
<td>July 10, 2008</td>
<td>Selection of twenty-five cases for review from Sample (Monitoring Cycle #1)</td>
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<tr>
<td>July 10, 2008</td>
<td>Selection of eight cases for side-by-side reviews (Monitoring Cycle #1)</td>
</tr>
<tr>
<td>September 22, 2008</td>
<td>Entrance Interview and the beginning of Quarterly Monitoring (Monitoring Cycle #1)</td>
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<tr>
<td>October 3, 2008</td>
<td>DCF Exit Conference with the Network (Monitoring Cycle #1)</td>
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<tr>
<td>Date</td>
<td>Event Description</td>
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<tr>
<td>October 1, 2008</td>
<td>Receipt of Selected Sample from the State (Monitoring Cycle #2)</td>
</tr>
<tr>
<td>October 10, 2008</td>
<td>Selection of twenty-five cases for review from Sample (Monitoring Cycle #2)</td>
</tr>
<tr>
<td>October 10, 2008</td>
<td>Selection of eight cases for side-by-side reviews (Monitoring Cycle #2)</td>
</tr>
<tr>
<td>December 1, 2008</td>
<td>Entrance Interview and the beginning of Quarterly Monitoring (Monitoring Cycle #2)</td>
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<tr>
<td>December 12, 2008</td>
<td>DCF Exit Conference (Monitoring Cycle #2)</td>
</tr>
<tr>
<td>January 1, 2009</td>
<td>Receipt of Selected Sample from the State (Monitoring Cycle #3)</td>
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<tr>
<td>January 9, 2009</td>
<td>Selection of twenty-five cases for review from Sample (Monitoring Cycle #3)</td>
</tr>
<tr>
<td>January 9, 2009</td>
<td>Selection of eight cases for side-by-side reviews (Monitoring Cycle #3)</td>
</tr>
<tr>
<td>March 16, 2009</td>
<td>Entrance Interview and the beginning of Quarterly Monitoring (Monitoring Cycle #3)</td>
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<tr>
<td>March 27, 2009</td>
<td>DCF Exit Conference (Results posting &amp; reporting) (Monitoring Cycle #3)</td>
</tr>
<tr>
<td>April 1, 2009</td>
<td>Receipt of Selected Sample from the State (Monitoring Cycle #4)</td>
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<tr>
<td>April 10, 2009</td>
<td>Selection of twenty-five cases for review from Sample (Monitoring Cycle #4)</td>
</tr>
<tr>
<td>April 10, 2009</td>
<td>Selection of eight cases for side-by-side reviews (Monitoring Cycle #4)</td>
</tr>
<tr>
<td>June 1, 2009</td>
<td>Entrance Interview and the beginning of Quarterly Monitoring (Monitoring Cycle #4)</td>
</tr>
<tr>
<td>June 12, 2009</td>
<td>DCF Exit Conference (Results posting &amp; reporting) (Monitoring Cycle #4)</td>
</tr>
</tbody>
</table>

- **Opportunities for coordinating quality processes**
  - Quarterly regional/circuit performance meetings: To be determined by Circuit & Zone
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>
</tr>
</thead>
<tbody>
<tr>
<td>1. PERFORMANCE ON CONTRACT MEASURES:</td>
<td></td>
<td></td>
<td>Chief Operating Officer</td>
<td>Minutes:</td>
<td>Quarterly Goal Status Reports by Data Analyst</td>
</tr>
<tr>
<td>Dashboard</td>
<td>Data Analyst</td>
<td>Monthly Reports</td>
<td>CMO Specific Meeting (Monthly)</td>
<td>CMO Specific Meeting (Monthly)</td>
<td>Circuit Contract Management Review</td>
</tr>
<tr>
<td>• DCF Contract Performance Measures</td>
<td>Designated Network QM Specialist</td>
<td>Ad Hoc Reviews</td>
<td>CMO Meetings (Monthly)</td>
<td>CMO Meetings (Monthly)</td>
<td></td>
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<tr>
<td>• Monthly Reports</td>
<td></td>
<td></td>
<td>Contract Mgmt TEAM Meetings (Monthly)</td>
<td>Contract Mgmt TEAM Meetings (Monthly)</td>
<td></td>
</tr>
<tr>
<td>• Ad Hoc Reviews</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Quarterly Quality Reviews</td>
<td>Network QM Specialist</td>
<td>Quarterly Report</td>
<td>Chief Operating Officer</td>
<td>CMO Corrective Action Plans</td>
<td>Ongoing Revision &amp; Update of Network Annual QM Plan</td>
</tr>
<tr>
<td>• Consolidated results of “base” and “side-by-side” case file review;</td>
<td>Regional &amp; State Reviewers</td>
<td></td>
<td>CMO Specific Meeting</td>
<td>Re-Reviews on identified cases</td>
<td>Specialty Reviews</td>
</tr>
<tr>
<td>• Results of “In-Depth” Review</td>
<td></td>
<td></td>
<td>CMO Meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Contract Mgmt TEAM Meetings (Monthly)</td>
<td></td>
<td></td>
<td>Contract Mgmt TEAM Meetings (Monthly)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• CMO Program Directors</td>
<td></td>
<td></td>
<td>CMO Program Directors</td>
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</tbody>
</table>

8
| Specialty Reviews (Executive Management and Region Discretionary Reviews) | **Designated Network QM Specialist** | Report w/ Recommendations | Chief Operating Officer, Network’s QM Director, QM Management Team | • Action Response from Appropriate Provider/Partner | Review Status Until Closure of Review  
• Implementation of corrective measures |
|---|---|---|---|---|---|
| CM Supervisory Reviews | • CMO Mgmt  
• CMO QM Specialist | Quarterly Report | Chief Operating Officer, Network QM Director, QM Management Team | • Monthly 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 | CEO’s Annual Report to the Board | 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 | Network Board Minutes | 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>Improve Timeliness of Finalized Adoptions (Adoptions Finalized within 24 Months)</td>
<td>Network Performance of 17% last quarter is below Contract Target of 32%</td>
<td>DCF Contract Performance Measures, FSFN Reports</td>
<td>Network QM Adoption Specialist, CMO Adoption Unit Supervisor, CW Legal Services, Circuit 20 Judiciary</td>
<td>Permanency Staffing Minutes, Review of TPR Initiation, Review of TPR Hearing Dates, Timeliness of Appellate Decisions</td>
</tr>
<tr>
<td>Reduce Out of Home (OOH) Placements Over Twelve Months</td>
<td>Number of OOH placements is steadily increasing during fiscal 2007-2008.</td>
<td>DCF Contract Performance Measures, FSFN Monthly Reports</td>
<td>Network Data Analyst, Network QM Technical Assistance, CMO QA Specialist, CMO Supervisors, CPI Supervisors, CW Legal Services</td>
<td>Detail reports by CMO Units, Permanency and Reunification Staffings, Shelter Hearings, Relative Placement Monthly Review</td>
</tr>
<tr>
<td>Face-to-Face (FTF) Visits With the Child Every Thirty Days</td>
<td>Number of FTF visits exceeding 30 days identified 11/2007.</td>
<td>DCF Contract Performance Measures, FSFN Daily Reports</td>
<td>Network Operations, CMO Management Intervention after 24 days</td>
<td>Daily Visits Report, Monthly Visits Report, CMO Contract Oversight</td>
</tr>
</tbody>
</table>
**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.

<table>
<thead>
<tr>
<th>Performance Initiative</th>
<th>Performance Gap</th>
<th>Evidence</th>
<th>Oversight</th>
<th>Feedback</th>
</tr>
</thead>
</table>
| 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 |

**Responding to New Information:**

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

<table>
<thead>
<tr>
<th>STEP 1: Source of New Information</th>
<th>Data Analysis</th>
<th>Community Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>STEP 2: Analysis of New Information</td>
<td>Quality Management Staff</td>
<td>Contract Agencies</td>
</tr>
</tbody>
</table>
| 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 Safety Technical Assistance Form (STA Form) and submits it to the QM Review Coordinator. (*In incidents where a safety concern is identified outside a quarterly STA Form will be submitted to the Network’s QM Director)

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

The identified contractor must respond to the concern in writing via the STA 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 STA Forms will be retained in the child’s case file and an electronic record will be stored with the 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;
  - Photo Uploads
  - Resolving Duplicates, etc.)
• Coordinating Staffings required by statute:
  o Permanency;
  o Reunification;
  o Missing Children;
  o Sibling Separation;
  o Transfer from Services to Adoptions
  o Expedited TPR Staffings
  o Goal Change Staffings

• Adoptions:
  o Approve Adoption Packets
  o Adoption Review Committees
  o Quarterly Adoption Staffings;
  o Match Staffings

• Foster Care:
  o Review Licensing Packets
  o Yearly Recruitment Plan;
  o Create and update forms as needed;
  o Conduct Training for Licensing Staff
  o Orientation Schedules and MAPP Schedules

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

The Council on Accreditation (COA) has approved the accreditation of the Children’s Network of Southwest Florida, LLC, a subsidiary of Camelot Community Care, Florida Corporation. This recognition of Camelot Community Care, Florida as a provider of high quality is effective through March 31, 2009.

REVISED 6/30/2008