Eckerd Community Alternatives Quality Management Plan
Background

Secretary Butterworth has given a call to action to increase the focus on quality management through implementation of a quality assurance plan that is driven by six guiding principles: “Integrity, Leadership, Transparency, Accountability, Community Partnerships and an Orientation to Action.” Eckerd Community Alternatives is motivated by Secretary Butterworth’s initiative and has developed a quality assurance plan that not only incorporates the Secretary’s philosophy, but also focuses on results and coordination with DCF, subcontracted agencies, providers/community stakeholders and the citizens of Pinellas and Pasco County.

Mission

ECA’s mission is to develop and share programs that promote the well-being of children and serve at-risk youth and their families. This mission is driven by our vision of ensuring that each child has the opportunity to succeed and our belief that all children have the right to grow up safe, healthy, and fulfilled in families that love and nurture them.

ECA is committed to improving the quality of services administered through the child welfare system. The guiding principle of ECA is to develop a system of care that is family-centered, community-based, integrated, outcome oriented, culturally competent, timely, and accountable for results.

Quality Management Concepts and Definitions

Quality Assurance (QA): an “externally” driven system that validates internal practices and uses sound principles of evaluation to ensure that data is collected accurately, analyzed appropriately, reported, and acted upon. The QA function looks at the entire system. Products of the QA function include reports that validate data at the unit and service center level that evaluate the impact of practice on in-process and end-process measurements, and provide recommendations for actions.

Quality Improvement (QI): is an “internally” driven process that is conducted and initiated by the staff actually providing or supervising the service. QI provides opportunities for all staff to use data and make improvements in their daily work environment. QI is an ongoing process that is dynamic and occurs as a result of action planning that is designed to result in program improvement.

Continuous Quality Improvement (CQI): is the progression toward desired improvements in process, products or outcomes through incremental steps, with periodic review and readjustment of objectives.
Quality Management (QM): is the systematic integrated review of Quality Assurance and Improvement activities.

Purpose of the Quality Management Model

The primary purpose of the ECA Quality Management Model is to increase accountability by strengthening practice and improving the timeliness and quality of the service delivery system. ECA seeks to identify in-process and end-process measurements that align with these goals while ensuring substantial conformity with federal requirements of the Adoptions and Safe Family Act (ASFA) and achievement of the Contract Performance Measures set forth in the Lead Agency contract.

ECA Quality Management Organization Structure

The Quality Management Team reports to the Director of Support Services. The Quality Management Team consists of a Director of Quality Management, two Quality Assurance Specialists, a Missing Persons Specialist (Reports to Operations), a Quality Management Team Lead, a Quality Management System Specialist, two Single Point of Access (SPOA) Coordinators, and two Utilization Review Specialist.

Director of Quality Management - This position oversees all aspects of ECA’s Quality Management program. This position requires at least a bachelor’s degree (master’s degree preferred) and at least three years experience directly related to or inclusive of quality management. A minimum of 12 hours of annual training is required. Specific duties include:

- Develop and implement the ECA Quality Management program to assure continuous quality improvement and ongoing organizational viability
- Recruit, hire, and supervise the Quality Assurance/Quality Improvement staff
- Provide ongoing data analysis
- Develop, implement, and manage the ECA incident reporting/client relations systems
- Prepare monthly, quarterly, and annual reports for DCF and other funders (dependency court, etc)
- Stay current with DCF, ASFA, and other external required outcome measures and reporting requirements
- Prepare for appropriate accreditation and sustain accreditation once achieved
- Develop policies and procedures to assure consistency of practice in keeping with state and federal mandates, accreditation criteria, contract requirements, institutional policy, and organizational philosophy

Missing Children Specialist - This staff member reports to the Director of Operations and serves as the missing children specialist for ECA. Requirements
for this position include at least a bachelor’s degree and at least two years child welfare/case management experience. A minimum of 12 hours of annual training is required. Specific duties include:

- Tracks and coordinates timely reporting of missing children for each CMA
- Enter and tracks reported missing children in an established database. Coordinates appropriate follow-up to reports of missing children to ensure required timelines are adhered
- Supports both the QA Specialist and Client Relations Specialist with administrative requirements and quality improvement activities associated with reported missing children episodes and service delivery

Quality Assurance Specialists - These staff members assist with the implementation of the ECA’s Quality Management Plan. These positions require at least a bachelor’s degree and at least two years’ experience in child welfare or a related field. A minimum of 12 hours of annual training is required. Specific duties include:

- Establish and maintain positive working relationship with ECA customers.
- Conduct case file reviews
- Aid with continuous quality improvement activities
- Use statistical software to collect data, track trends, conduct analyses, develop reports etc.
- Research best practices and pursue opportunities to replicate within the district
- Perform analysis on data collected in monitoring, to include the preparation of reports and a briefing on the results.
- Provide technical assistance to providers regarding issues of quality assurance and continuous quality improvement
- Assist with the development of new Quality Assurance /Quality Improvement tools and instruments
- Handle client relations communications through the system to an appropriate resolution
- Serve as liaison with the Department for client relations inquiries that come through their system
- Track all incident reports and client relations issues

Utilization Review Specialist- These staff members work with the quality assurance specialist to carry out the duties as outlined in the ECA’s Quality Management Plan. These positions require at least a bachelor’s degree and at least two years experience in child welfare or a related field. A minimum of 12 hours of annual training is required. Specific duties include:

- Case file reviews to determine the adequacy and appropriateness of the delivery of services (ensuring right services, at the right time, in the right amounts).
• Prospective, concurrent and retrospective reviews to determine the appropriateness of the requested service, ensure pre-authorization of the requested service and to collect and analyze data related to patterns that include over/under utilization of services and gaps/barriers.

• Provide support to case management agencies so that there is immediate access to appropriate services for children and families, in addition to identification of new services or programs needed to ensure appropriate service intervention are available within the community.

A Quality Management Team Lead: This staff member provides supervision in guidance to the quality management team in the absence of the Director of Quality Management. This position requires a Minimum of a bachelor’s degree from an accredited university in the areas of psychology, social work, or related human service field, plus a minimum of three years experience working with quality assurance/ quality improvement issues and/or education. Experience in a supervisory or team lead capacity. Staff development and training and/or curriculum development experience is desirable. A minimum of 12 hours of annual training is required. Specific duties include:

• Serves as a member of the Quality Management Services leadership team to design and implement a quality management system that oversees sampling, data collection, systems analysis, evaluation, and redesign, in responding to the requirements of the CBC Quality Management Plan.

• Provides effective direction, support, and supervision to the Professional Development team to meet performance objectives of the CBC Quality Management Plan.

• Contributes as a member of the Quality Management Services team to perform all functions, as necessary, through cross training and joint support, i.e., quantitative analysis and compliance review processes, qualitative analysis of programs and systems, and professional development initiatives through curriculum development, training and retention activities.

• Creates reports and recommendations based on analytical findings, performance outcomes, DCF and CBC reporting requirements, etc., provides leadership to the team in implementing recommendations and then evaluating their effectiveness.

• Participates in reviews and analyses as a subject area expert, serving as a resource to other team members.

• Assumes a primary leadership role and oversight of training activities for staff, linking with training systems for foster parents, and linkage with the Training Contractors.

• As a contributing member of the Quality Management Services team, researches current best practice, regulatory, and accreditation compliance standards, as well as CBC policy and procedures, and
integrates them into the CBC Quality Management Plan.

- Provides up to date information regarding current federal and state rules, contract requirements, procedures, and policies affecting CBC to all participants.
- Provides support to other Quality Management Services team members, as well as technical assistance to CBC operations staff related to quality assurance, compliance, and quality improvement initiatives.

- A Quality Management System Specialist – This team member provides quality management services through quantitative (statistical/outcome) and qualitative (professional/best practice) data gathering and analysis, developing and implementing associated quality improvement strategies to strengthen child welfare services. This position requires a minimum of a bachelor’s degree from an accredited university in the areas of psychology, social work, or related human service field, plus a minimum of three years experience working with quality assurance/quality improvement issues. A minimum of 12 hours of annual training is required. Specific duties include:

  - Responsible for assuring compliance regarding current federal, state, and local laws, contracts, accreditation standards, and policies and procedures.
  - Promotes and advocates for improvements to the child welfare system as related to the primary purpose of the CBC Quality Management Plan, i.e., to strengthen practice, improvement of the timeliness, accessibility, quality and effectiveness of services and increase the natural and enduring community supports for children and families.
  - As a contributing member of the Quality Management Services team, engages in data collection, systems analysis, evaluation, and redesign that respond to the requirements of the CBC Quality Management Plan.
  - Supports quantitative analysis of outcomes and compliance through participating in the monitoring of all sub-contracts by providing on-going review of files and documentation throughout the Three-Tier Quality Management Structure, providing associated recommendations to improve compliance.
  - Supports qualitative analysis of program design and improvement through participation in staffings, interviews with staff and consumers, staff and consumer surveys, theoretical basis/best practice research and application, and documentation analysis.

Single Point of Access (SPOA) Coordinator – These team members Serve as liaison to/central point of contact for provider staff, community residential and mental health providers, in addition to the and Department of Children and Families to ensure accurate and timely performance of mandated functions required to access mental health services for children in the custody of the Department. These positions require a minimum of a Bachelor’s degree in the
area of psychology, social work, or related human service field. Minimum of three years’ experience working with troubled youth and their families and/or mental health services, including administrative responsibility for compliance. Administrative experience providing/overseeing delivery of Medicaid services preferred. A minimum of 12 hours of annual training is required. Specific duties include:

- For children in the Department's custody, provides consultation to CBC project staff in assessing mental health screening, professional assessment and timely, quality treatment at levels appropriate to the severity of children's conditions.
- Monitors the level of care for children in out-of-home placement, serving as a resource for transition of levels. Serves as a member of the team to assess levels of care.
- Provides technical assistance to CBC project staff to ensure quality of services (i.e., timeliness, appropriate and effective referrals to mental health services in the community).
- Maintains DCF and ECA databases to track timeliness and completeness of service provision.
- Meets all DCF requirements for reporting and service coordination, including required monthly reports on demographics, units of service, status and timeliness, assuring that reports meet quality standards and that all reporting is completed in a timely and accurate manner as required by policy and contract.
- Assists the management team in continuously evaluating the services being provided through this Mental Health Services for Children in the Custody of the Department process, as well as serving as a member of the quality assurance/quality improvement initiatives team to continually evaluate effectiveness.

Utilization Review Specialist – These positions performs behavioral health managed care service authorizations, reviews, evaluative processes, and other activities associated with Community-Based Care (CBC). These positions require minimum of a Bachelor’s degree in a related human service field preferred; three years direct experience in the delivery of services to families and children as well as an understanding/knowledge of Medicaid services and requirements. A minimum of 12 hours of annual training is required. Specific duties include:

- Performs full range of specific authorization related activities for child welfare children in the Medicaid authorization system
- As needed, attends meetings staffings on child welfare cases or meets with Single Point of Access staff for purposes of providing technical assistance
- Receives service pre-authorization requests from behavioral health providers
- Reviews requests to determine if criteria for medical necessity is met related to services that require pre-authorization approval from
Magellan
- Shares information and provides customer service related to service authorizations
- Serves as liaison by interacting with Magellan and providers related to authorization and re-authorization for behavioral health services to child welfare clients
- Collects, organizes, monitors and maintains data and information related to assigned duties through use of electronic and/or manual systems
- Provides oversight for monitoring the length of stay in a high end level of care through information from Medicaid review meetings, staffings and meetings
- Interacts with community behavioral health provider agencies to ensure system continuity and responsiveness
- Provides input and observations to CBC management staff and the Utilizations Management unit regarding behavioral health provider performance

Contracted Providers:

ECA will require that all contracted providers develop their own quality management program that incorporates initial and ongoing assessment procedures that will allow a continual focus on child safety, child well-being, permanency, normalcy and independent living skills.

The goals of case management for children served in the Eckerd Community Alternatives System of Care are to enhance child safety, to prevent unnecessary placement in out-of-home care, to provide supports and services to enhance family functioning, to ensure appropriate and stable placements and appropriate services for children in out of home care, their families, and their caregivers, and to achieve timely permanency.

Responsibilities of Case Management Agencies:
- Collecting assessment information from records and providers and working to secure necessary assessments.
- Assessing and monitoring of child and family safety.
- Providing appropriate intervention services and developing safety plans to ensure the safety and well-being of children.
- Coordinating with providers of health care services, mental health services, the schools and others that are part of the child's life.
- Ensuring that children are able to have quality visits with their parents, their siblings, extended family and others important to the children.
- Monitoring the quality of care provided to children in out of home settings.
- Partnering with the Utilization Management staff to provide prospective, concurrent, and retrospective utilization review and monitor all cases from intake to permanency.

QM Plan:

I. Focus on Coordination

1. Unit Supervisory Discussions:

   The Department of Children and Families designed a Case Management Supervisory discussion guide to help improve practice and outcomes for children and families served by the child welfare system. ECA will require the monthly use of this tool by case management agencies as another mechanism for assessing risk, evaluating case activities, and providing directional feedback to the case manager. ECA believes that ongoing use of this tool will assist in increasing competence and improved decision making on behalf of the supervisor and case manager and will have a direct impact on the quality of casework practice.

   ECA will track compliance and monitor the effectiveness of the supervisory discussion guide by implementing a quarterly sampling validation process. ECA QA staff will be required to pull a sample of cases from each case management agency quarterly and verify the completion and quality of the supervisory discussion guide. Results of this review process will be summarized on a quarterly basis and a copy made available to the Department of Children and Families and community stakeholders and providers upon request.

   Supervisory review completion is also tracked on a monthly basis in the Florida Safe Families Network (FSFN) to determine compliance. ECA will retrieve reports from FSFN on a weekly basis and monitor compliance via a weekly data call.

2. CBC QA and Side by Side Reviews:

   Front line case practice reviews are designed to evaluate the quality of case management service and identify systemic issues related to the system of care. ECA will conduct front line case practice reviews on a quarterly basis for each respective CMA. This process allows microanalysis while using cumulative data to evaluate our agency and System of Care design.
The outcome of the front line case practice reviews will allow ECA an opportunity to compare performance against our contract, state and federal performance measures. If performance is determined to be deficient in any area, ECA will convene a QIC story team in an effort to identify root causes and implement effective countermeasures. The outcome of the QIC story will be incorporated into the ECA crosswalk that is used as an evaluation tool for the ECA system of care model.

In addition to quarterly case practice reviews completed by ECA, our quality management department will also work with DCF to complete a quarterly comprehensive compliance and quality review. As stipulated in the Florida Child Welfare Quality Assurance Model, ECA will review 25 cases per quarter as selected by DCF (the sample size is predetermined by DCF, Office of Quality Management). ECA will partner with DCF to complete a side by side review of 8 of the 25 cases selected. ECA will work with the local DCF office to develop a side by side process that will promote inter rater reliability and ensure a collaborative approach to the identification of systemic issues. ECA will use the results of the comprehensive compliance and quality review process to ensure accountability for quality of services for families and to evaluate the need for policy changes and implementation of best practice standards.

3. Executive Management and Region Discretionary Reviews:

The purpose of quality improvement is to serve as an ongoing system to monitor and evaluate the quality and appropriateness of service delivery and identify opportunities for improvement and resolution of noted problems. If an area is determined to be deficient in quality or compliance, the ECA Quality Management Department will assume the lead role in working with the Department to complete a special case review. Once the cause for non-compliance or poor performance is identified, the ECA Quality Management Department, in conjunction with associated staff, will identify safety & performance issues related to the review and recommend the best course of action to resolve the concerns identified. The QM Department will work with DCF to address systemic issues and to recommend an appropriate course of corrective action.

4. Local Review Schedule:

ECA will conduct an array of quality improvement activities on a daily, monthly, and quarterly basis. Information gained from these activities will be collected via various tools and methods, and will be used to evaluate effectiveness and drive production. The resulting reports will be shared with ECA management on a weekly / monthly / quarterly basis. Reports will also be shared with the Department on a monthly/quarterly basis or
per negotiated timeline. The following is a comprehensive list of continuous quality improvement activities:

Chart of Specific Quality Assurance Activities

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>DESCRIPTION</th>
<th>REPORTING</th>
<th>FREQUENCY</th>
<th>IMPLEMENTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Track Performance</td>
<td>Monday Morning Data Call tracks performance on weekly basis</td>
<td>Data report prepared and disseminated to the CMAs, ECA staff, DCF, Sheriff's Department, State Attorney's Office and other key players. Data will be discussed on Mondays at 9:00 am via conference call.</td>
<td>Weekly</td>
<td>July 2008</td>
</tr>
<tr>
<td>ECA Front Line Case Reviews</td>
<td>A random selection of cases are reviewed using an ECA Quality Review Tool</td>
<td>Results are reported to DCF, CMAs and key stakeholders.</td>
<td>Quarterly</td>
<td>August 2008</td>
</tr>
<tr>
<td>Comprehensive Compliance &amp; Quality Review</td>
<td>A random selection of 25 cases per quarter as identified by DCF</td>
<td>Results are summarized and reported to DCF, CMA's and key stakeholders.</td>
<td>Quarterly</td>
<td>August 2008</td>
</tr>
<tr>
<td>CBC Side by Side Review</td>
<td>Random selections of 8 cases per quarter are reviewed concurrently by Lead Agency and DCF QM staff.</td>
<td>Results are summarized and reported to DCF, CMA's and key stakeholders</td>
<td>Quarterly</td>
<td>October 2008</td>
</tr>
<tr>
<td>Provider Decision Matrix</td>
<td>Assessment of factors to determine frequency of contract monitoring</td>
<td>Decision Matrix</td>
<td>Yearly</td>
<td>July 2008</td>
</tr>
<tr>
<td>Contract Monitoring</td>
<td>Includes records, interviews, and observations</td>
<td>As Defined in the Decision Matrix (Every one to three years)</td>
<td>As Defined</td>
<td>July 2008</td>
</tr>
<tr>
<td>Critical Incident Tracking</td>
<td>Aggregate information is tracked, and reported as relevant and important to the quality of services being provided. It is the intent of ECA to enter directly into the DCF incident reporting system.</td>
<td>Incident Database; A summary report will be provided to DCF monthly.</td>
<td>Monthly</td>
<td>October 2008</td>
</tr>
<tr>
<td>Client Complaint Tracking</td>
<td>Aggregate information is tracked, and reported as relevant and important to the quality of services being provided.</td>
<td>Client Concern Database; A summary report will be provided to DCF quarterly.</td>
<td>Quarterly</td>
<td>October 2008</td>
</tr>
<tr>
<td>FSFN Validation</td>
<td>This activity is designed to ensure accurate data is entered into the official system of record, Florida Safe Families Network.</td>
<td>Various reports</td>
<td>Varies</td>
<td>July 2008</td>
</tr>
<tr>
<td>Foster Care Exit Interviews</td>
<td>This activity is designed to meet regulatory requirements and gain feedback from clients regarding each placement they experience.</td>
<td>Results are analyzed by the Lead Agency and reported to DCF, CMA's and providers on a</td>
<td>Quarterly</td>
<td>October 2008</td>
</tr>
<tr>
<td>Instrument</td>
<td>Description</td>
<td>Frequency</td>
<td>Date</td>
<td></td>
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<tr>
<td>Contract Management Survey</td>
<td>The instrument is designed to solicit information from providers regarding their satisfaction with ECA Contract Management.</td>
<td>Yearly</td>
<td>June 2009</td>
<td></td>
</tr>
<tr>
<td>Provider Satisfaction Survey</td>
<td>The instrument is designed to solicit information from providers regarding their satisfaction with case management agencies.</td>
<td>Yearly</td>
<td>June 2009</td>
<td></td>
</tr>
<tr>
<td>Case Management Satisfaction Survey</td>
<td>The instrument is designed to solicit information from Case Managers regarding their satisfaction with providers.</td>
<td>Yearly</td>
<td>June 2009</td>
<td></td>
</tr>
<tr>
<td>Foster Parent Satisfaction Survey</td>
<td>The instrument is designed to solicit information from foster parents surrounding their satisfaction with case management and licensing staff.</td>
<td>Yearly</td>
<td>June 2009</td>
<td></td>
</tr>
<tr>
<td>Out-of-home care Database</td>
<td>The data base is designed to track the number and cost associated with children in out-of-home care placements. Placement data is tracked in an access data base.</td>
<td>Daily</td>
<td>July 2008</td>
<td></td>
</tr>
<tr>
<td>Intake and Placement Tracking Log</td>
<td>This activity tracks those children who have been diverted from licensed care.</td>
<td>Monthly</td>
<td>July 2008</td>
<td></td>
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II. **Focus on Results**

Quality Improvement Standards and Process

1. Performance on Contract Measures:

Effective July 1, 2008, ECA will implement a weekly data packet designed to drive production, ensure accountability and provide constant, on-going data information to all case management agencies within the Pinellas and Pasco County system of care. The Florida Safe Families Network (FSFN) is the primary data source that will be used to develop the weekly data packet. Other data (obtained from hardcopy file reviews) will be incorporated into the data packet on an as needed basis. ECA’s goal is to place performance issues as a priority in our day-to-day operations and
use them as a benchmark to gauge the success of our activities in meeting our contract measures and the service needs of our families.

If data suggests that our compliance is not satisfactory or declines, daily reports are often developed to provide an on-going baseline for monitoring.

It is ECA’s commitment to share performance results with each agency and throughout the community. ECA will ensure performance data is shared with key stakeholders to include the Department, ECA Board of Directors, Community Alliance, case management agencies, network providers, contract providers and the community at large. ECA will continually provide information and solicit reciprocal input and feedback from the community. ECA recognizes that an informed, integrated, and participatory community affords the best opportunity to maximize resources and produces the best outcomes for children and families.

ECA will ensure performance results are posted on the ECA website and incorporated into an ECA quarterly newsletter.

2. Track and Report Strategic Objectives Set by the Board

Strategic Objectives set by the ECA Board of Directors will be incorporated into our ECA Business Plan and tracked utilizing our ECA weekly data packet and ECA System of Care Cross Walk Evaluation Tool.

3. Track and Report Performance of Contract Providers

Effective July 2008, ECA will assume responsibility for 21 provider contracts and 62 out-of-home care agreements. ECA has developed a Decision Matrix methodology for determining the frequency of monitoring for the provider network.

The assessment criteria of the Decision Matrix includes, but is not limited to, the value of the contract, number of children served by the contract, type of services provided through the contract, change in provider management, and any critical/safety issues identified during the past 12 months. Contracts will be reviewed using the Decision Matrix within 60 days of the execution date of the contract or earlier, if possible.

Process for contract monitoring

- An annual contract monitoring schedule or calendar will be developed.
• The schedule or calendar will be based upon the Decision Matrix scores assigned to each contract.
• The schedule shall be completed within the first 60 days of the fiscal year. Providers can be scheduled for monitoring at any time during the fiscal year.
• The monitoring team may conduct unscheduled site visits to the provider.
• At any time during the contract term, the Director of Support Services may modify a Provider’s monitoring frequency level if additional factors become known which justify the need for the change. Such factors shall be documented in writing and retained in the contract monitoring file with other work papers.

After each contract monitoring, a final written report is due to the provider within (30) calendar days from the completion of the exit review. The final report will be distributed to the provider’s representatives. This written report will be compiled with both summary and detailed data. This report will then be provided to the DCF Circuit Administrator, DCF Contract Manager assigned to Circuit 6, ECA’s Vice President and ECA’s management team. Performance data will also be shared, as appropriate, with the community, network providers and case management agencies for the purposes of planning (program improvement, contracting, policy and procedural changes), identifying training needs, and reallocating or enhancing funding sources. The CMA Program Director/Manager will be responsible for providing the data to the respective supervisor for discussions on deficiencies and items that warrant Quality activities.

4. Track and Report on Ongoing Improvement Initiatives

Effective July 2008, ECA will develop a system of care crosswalk that aligns ECA’s core documents (system of care narrative, quality management plan, cost allocation plan and risk management plan) with State contract and Federal measures outlined in the Children and Family Services Review (CFSR) Tool. The system of care crosswalk is a management tool used to identify leading indicators that drive performance as outlined in our system of care design. The ECA crosswalk allows lead agency staff an opportunity to evaluate system effectiveness and the quality of services provided to the children and families served. Each ECA department is required to adhere to ECA driven performance targets and report on progress quarterly. If a quarterly analysis determines that the identified driver is not impacting the desired outcome, ECA’s management staff will implement a Quality Improve and Control (QIC) story to identify root causes and appropriate countermeasures. The ECA System of Care crosswalk will be modified accordingly based on the results of the QIC story. At the end of each quarter, feedback is presented to case management during the bimonthly CMO Program Director and Supervisor Meetings.
CFSR Outcomes:

| Outcome S1 – Children are first and foremost protected from abuse and neglect |
| Outcome S2 – Children are safely maintained in their homes whenever possible and appropriate |
| Outcome P1 – Children have permanency and stability in their living situations |
| Outcome P2 – The continuity of family relationships and connections is preserved for children |
| Well Being 1 – Families have enhanced capacity to provide for their children’s needs |
| Well Being 2 – Children receive appropriate services to meet their educational needs |
| Well Being 3 – Children receive adequate services to meet their physical and mental health needs |

State Performance Measures

| FS101- percent of children not abused or neglected during services |
| FS302- percent of children removed within 12 months of a prior reunification |
| FS106- percent of children who were subjects of reports of verified or indicated maltreatment |
| FS107- Percent of children in active cases (both in home and out of home) required to be seen who are seen monthly |
| FS108- number of missing children per 1000 in In-home and Out of Home care |
| FS301- percent of children reunified within 12 months of the latest removal |
| FS 304- percent of adoption goal met |

5. New Performance Improvement Initiatives for FY 08-09

During FY 08-09, ECA will focus on reducing the number of inappropriate referrals from entering the formal system of care through development of prevention and expansion of early diversion programs. Other performance initiatives that will be tackled by ECA during FY 08-09 are the following:

1. Retention of Qualified Work Force
2. Placement Stability for Children in Out of Home Care
3. Improved timeliness of adoption finalization
4. Reduction of children in out-of-home care
5. Increasing the Effectiveness of Independent Living Program
6. Improving Overall Performance on Child Well-Being Needs to include child well being checks being completed within 72 hours of removal.

The performance initiatives outlined above were identified as a result of a review of current performance data for Pinellas and Pasco County, as well as information obtained from attendance at community forums and feedback provided by key stakeholders.

6. Evaluating New Performance Information

ECA will provide ongoing and regularly scheduled opportunities for collecting, reporting and analyzing data. As part of our continuous quality improvement initiatives, ECA is always looking for opportunities to improve
our system of care so that children and families are provided with a quality delivery service system. When data analysis reveals new information regarding performance, ECA will immediately implement a total quality management process. ECA will identify key stakeholders that can assist in evaluating the performance and will utilize the principles of the Total Quality Management model to develop QIC story projects. ECA senior management will serve as team leads and will involve team members from DCF, the Sheriff’s Department, Case Management, the Judiciary, Guardian Ad Litem Program, Foster Parent Association and/or other stakeholders as determined appropriate for the particular project.

ECA will utilize various tracking logs and TQM tools such as Pareto charts and Histograms, countermeasure matrix and fishbone analysis to display the results of the QIC story process. Countermeasures will be implemented and monitored quarterly utilizing our system of care cross walk.

7. Handling Critical life, health or safety threats identified during QA reviews

If a critical life, health, or safety threat to a child is identified during any quality assurance or other review activity, ECA will provide immediate feedback to the case management agency through the use of a Request for Action form. Copies of the Request for Action forms will be hand delivered and/or emailed to the attention of the CMA Program Director/Manager, case management supervisor and case manager. If the Request for Action Form is emailed, a follow up phone call must be made to ensure receipt of the safety concern. Specific timeframes for response will be included on the form, along with recommendations to address the presenting issue. Technical assistance and training will be arranged for each respective CMA, based on the deficiencies noted in review. Training activities will be coordinated in a collaborative effort between the ECA QM Department and the USF Training Program.

8. National Accreditation

EYA understands the importance of obtaining national accreditation as an additional quality assurance measure. EYA is accredited through the Council on Accreditation (COA) and has a quality management program that is designed to strengthen, measure, and validate our organizational effectiveness. In accordance with COA standards and the vision set forth by the Department of Children and Families, our quality management program exemplifies a focus on coordination and results through a
Continuous Quality Improvement (CQI) process that involves consumers and stakeholders in program planning, case review and monitoring of system effectiveness, as well as convening teams to provide assistance and support in the activation of improvement initiatives.