FamiliesFirst Network is a division of Lakeview Center Inc., an affiliate of Baptist Health Care and respectfully submits the following Quality Management Plan per contract requirements:

**Focus on Coordination**

**FamiliesFirst Network Unit Supervisory Discussions**

The Qualitative Discussion Supervisory Guide was introduced to FamiliesFirst Network Team Supervisors during this past fiscal year. Training was held with Circuit One Department of Children and Families Child Protective Investigation Supervisors on several dates and co-facilitated by the FamiliesFirst Network Training Manager, Elena Aldridge, and the then-Child Protective Investigations Specialist, Melissa Sidoti.

Use of the Qualitative Discussion guide was implemented upon all Team Supervisors being trained. It is the expectation that, at a minimum, each supervisor will conduct at least one face-to-face discussion per quarter with the primary worker, using the discussion guide, on each case assigned within the unit. These reviews are inputted into FSFN.

The FamiliesFirst Network Training Department has incorporated the Supervisory Discussion Training into the Supervising for Excellence training.

**FamiliesFirst Network Quality Review & Side-by-Side Reviews**

FamiliesFirst Network has two Quality Review Specialists and a Quality Review Manager who conduct reviews; the majority of the base reviews are conducted by the Specialists. One Quality Review Specialist is co-located with case management staff in Santa Rosa County, Milton Service Center, and the other Quality Review Specialist is co-located with case management staff in Fort Walton Beach.

The Quality Review Manager will serve as peer reviewer to the Quality Review Specialists. On base reviews completed by the Quality Review Manager, one of the Specialists will be designated to peer review the Manager’s final work product.

The web based system for the statewide Quality Management program was rolled out in Quarter IV of the last fiscal year. There were some changes in previous practice that had to be modified in completing base and side-by-side reviews.

The FFN Quality Review Manager will pull the sample from the DCF Web Portal; this will be initiated no later than the third week of the month proceeding the new quarter. A sample of 25 cases shall be pulled. The sample will be a total random sample with one
stratification to ensure an accurate sampling that reflects the agency’s actual population of out-of-home case and in-home care cases. The sample will then be forwarded (via email) to the DCF Regional QA Manager or designee. The DCF Regional QA Manager will identify 8 cases for side-by-side reviews and make assignments for the DCF QA staff. The sample will be sent back to the FFN Quality Review Manager. The FFN Quality Review Manager will make case assignments for FFN QA staff, then upload the sample into the DCF Web Portal System. Once the sample is finalized, it is forwarded to the FFN Director of Family Services, Team Managers, Team Supervisors and Contract Manager.

Base reviews are conducted throughout the first two months of the quarter. They are completed by the FFN Quality Review staff. Reviews should be completed in the service center where the case is assigned. After the completion of the review, a meeting is set up between the FFN Quality Reviewer, Team Supervisor and the assigned Family Services Counselor. A “debriefing” discussion is held to talk about strengths and areas needing improvement. When training needs are identified, the FFN Quality Reviewer will assist in arranging for the training.

The Side-by-Side Reviews are scheduled during the first week of the 2nd month of every quarter.

The FFN Quality Review Manager will make arrangements to have review site and case records ready prior to the initiation of the Side-by-Side Reviews. Also, the FFN Quality Review Manager and the DCF Regional QA Manager will discuss roles and responsibilities for the upcoming review.

The Team Supervisor and primary worker will be invited to participate in the side-by-side review process. The FFN Quality Review Specialists will notify the primary worker and his/her supervisor when the case review is tentatively set to begin.

Two cases from Side-by-Side reviews are identified as cases for in-depth reviews. The DCF QA staff takes the lead in completing these in-depth reviews. The FFN QA staff will be available to assist, if needed.

At the completion of all 25 reviews, an exit conference shall be scheduled to review overall performance for the quarter. The exit conference is facilitated by a DCF QA designee and a FFN Quality Review designee. The identified facilitators will schedule the date, time and location for the conference. Both facilitators will meet prior to and prepare for the joint presentation.

At the end of each quarter, the data reports compiled in the DCF Web Portal will be provided to the FFN Management Team, Team Managers and Team Supervisors.

The FFN Quality Review Manager will track trends and analyze data for reporting purposes.
An Annual Report will be completed and submitted prior to the end of the fiscal year. The Quality Improvement Plan will be incorporated into this Annual Report.

Executive Management and Regional Discretionary Reviews

Upon request by Executive Management or the Region for discretionary reviews, the FFN Quality Review Manager will work collaboratively, negotiate and coordinate the specifics of the review with the Regional QA Manager. This includes scheduling, coordination of files and location for reviews. The reviews requested by the Department of Children & Families will be coordinated through the CBC Contract Manager.

Local Review Schedule

**NOTE: THIS IS TENATIVE AND SUBJECT TO CHANGE**

<table>
<thead>
<tr>
<th>QTR 1 FY 09-10 Jul, Aug, Sept</th>
<th>Week of</th>
<th>JULY</th>
<th>AUGUST</th>
<th>SEPTEMBER</th>
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</thead>
<tbody>
<tr>
<td>[Quarterly Reviews are cancelled for quarter due to special review]</td>
<td></td>
<td></td>
<td>Expanded Circuit mtg</td>
<td>9/16 – DCF/FFN Steering Committee</td>
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<td></td>
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<td>8/19 – DCF/FFN Steering Committee</td>
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<tr>
<th>QTR 2 FY 09-10 Oct, Nov, Dec</th>
<th>Week of 9/21/09</th>
<th>OCTOBER</th>
<th>NOVEMBER</th>
<th>DECEMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample pulled and assignments made for Base &amp; SBS</td>
<td>Base Reviews conducted</td>
<td></td>
<td>Analysis of Qtr performance on all 25 reviews.</td>
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<tr>
<td></td>
<td>10/9 – Circuit wide FFN Supvrs mtg</td>
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<td>12/16 - DCF/FFN Steering Committee</td>
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<td></td>
<td>10/21 - DCF/FFN Steering Committee</td>
<td></td>
<td>Exit Conference &amp; Case Debriefs on all 25 cases with staff</td>
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<td></td>
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<td>Internal Review(s) as identified by FFN</td>
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<tr>
<td>QTR 3</td>
<td>JANUARY</td>
<td>FEBRUARY</td>
<td>MARCH</td>
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<tr>
<td>FY 09-10</td>
<td>Week of</td>
<td>Completion of Base Reviews</td>
<td>Analysis of Qtr performance on all 25 reviews</td>
<td></td>
</tr>
<tr>
<td>Jan, Feb, Mar</td>
<td>12/21/10</td>
<td>Base Reviews conducted</td>
<td>3/17 - DCF/FFN Steering Committee</td>
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<tr>
<td></td>
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<td>1/20 - DCF/FFN Steering Committee</td>
<td>Exit Conference &amp; Case Debriefs on all 25 cases with staff</td>
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<td>Internal Review(s) as identified by FFN Review Team.</td>
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<td>QTR 4</td>
<td>APRIL</td>
<td>MAY</td>
<td>JUNE</td>
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<tr>
<td>FY 09-10</td>
<td>Week of</td>
<td>Completion of Base Reviews</td>
<td>Analysis of Qtr performance on all 25 reviews</td>
<td></td>
</tr>
<tr>
<td>Apr, May, Jun</td>
<td>3/22/10</td>
<td>Base Reviews conducted</td>
<td>6/16 - DCF/FFN Steering Committee</td>
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<tr>
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<td></td>
<td>4/21 - DCF/FFN Steering Committee</td>
<td>Exit Conference &amp; Case Debriefs on all 25 cases with staff</td>
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<td>Internal Review(s) as identified by FFN Review Team.</td>
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Quality Improvement Standards and Process

Description of how FamiliesFirst Network will track and report on its performance on contract measures.

FamiliesFirst Network relies primarily on FSFN aggregate data and listing reports, as well as the DCF Web Portal. These reports are reviewed monthly and or quarterly when data is available.

Reporting of the data is made available on the Lakeview Center Inc. Performance and Accountability Report (PAR). Also, the information is communicated at monthly Board meetings, Community Alliance Meetings, DCF/FamiliesFirst Network Steering Committee meetings, DCF Circuit Review meetings and Lakeview Business Plan meetings.

In every Service Center, there is at least one bulletin board, which has information posted such as the contract measures, quality monitoring and specific performance on action plans. Also, best practice information is posted on the board from the DCF training bulletin or other sources.

The Lakeview Center Inc. Annual Report is sent to all staff, stakeholders, board members, and community members. It also outlines the agencies prior year’s performance.

Description of how FamiliesFirst Network will track and report on the strategic objective set by its board.

Lakeview and Baptist Health Care have a very formal strategic planning process. Objectives are for the organization as a whole. The divisions design annual plans based on actions that support the strategic plan.

The FamiliesFirst Network Annual Plan is developed around the Lakeview Baptist Health Care Pillars of Excellence: Best People, Best Service, Highest Quality, Financial and Growth. The indicators and measures are collected through staff satisfaction surveys, foster parent surveys, QA monitoring, PAR, workgroup reports and minutes, LMS reports (Lakeview computer based training), Lakeview pulse surveys (employee satisfaction surveys), Listening tour feedback, customer satisfaction scores, customer satisfaction feedback, customer complaints and exit surveys. Listening tours are site visits conducted quarterly by the FamiliesFirst Network Division Director and Community Relations Director. All FamiliesFirst Network service centers are visited for question and feedback sessions.
The FamiliesFirst Network Review team meets monthly, and discusses the status of the performance on the annual plan. The FamiliesFirst Network Review team is composed of the Division Director, Foster Home Development Director, Case Review Director, Policy and Quality Director, and the Director of Community Relations. The information is communicated at monthly Board meetings, Community Alliance Meetings, DCF/FamiliesFirst Network Steering Committee meetings, DCF Circuit Review meetings and Lakeview Business Plan meetings.

Description of how FamiliesFirst Network will track and report on the performance of their contract providers.

FamiliesFirst Network does not contract for case Review for out of home placements and in home supervision; including adoption; foster home recruitment and licensing; federal funding; or independent living services for youth. FamiliesFirst Network does subcontract for prevention/diversion, adoption support, foster home development and other related system of care service providers.

The tracking of the performance of these sub-contracted providers is conducted two primary ways. First, the providers submit monthly and or quarterly reports outlining their performance on designated measures as well as overall service information statistics. Second, annual monitoring of the contracts are conducted by a contract monitoring team.

The contract monitoring encompasses administrative and programmatic expectations to be met by Lakeview’s (LCI.'s) network. Providers are monitored based on the department’s Community Based Care Lead Agency subcontracting guidelines, Lakeview Center Inc. standard contract, performance contract, and all attachments, Florida Statues (F.S.), Florida Administrative Code (F.A.C), Federal regulations and Department of Children and Families policy, if applicable.

Every contract executed by Lakeview Center Inc. is monitored annually. All new network providers who have executed contracts with Lakeview Center Inc. are monitored within the first twelve months of initiating services.

The quality and adequacy of services delivered by each contract provider is monitored through review of records, interviews of clients and staff and observations during site visits. The provider is also required to complete an annual self evaluation.

The contract monitoring team maintains all providers’ performance reports and validates the information reported by the provider.

Information regarding contract providers is communicated through monthly Board meetings, Community Alliance Meetings, FamiliesFirst Review meetings and Lakeview Business Plan meetings. All executed subcontracts, subcontracting monitoring reports, and corrective action plans are provided to the department’s contract manager.
Description of how FamiliesFirst Network will track and report on ongoing improvement initiatives that will still be occurring during the upcoming fiscal year.

Lakeview FamiliesFirst Network has several on-going improvement initiatives.

Lakeview continues its “Journey to Excellence” initiative based on the Sterling/Baldrige criteria for performance excellence. The Performance Excellence Journey is a way of demonstrating a commitment to employees, stakeholders and communities that Lakeview/ FamiliesFirst Network has a never-ending focus on best service and continuous overall organizational improvement. Workgroups were created around each of the seven standards, and the long-term intent is to use these standards as a framework for review philosophy and implementation across all business lines of the agency. It is managed through data driven decision-making, Plan, Do, Check, Act (PDCA) cycle and continuous quality improvement systems. The impact of the Sterling/Baldridge initiative has resulted in the Lakeview Center Strategic Plan. The combined strategies and tactics were division consolidated, and are in direct alignment with developing in-process measures that will improve quality and performance on FamiliesFirst Network contract measures.

FamiliesFirst Network, in partnership with the Department of Children & Families continues its collaborative work with the National Resource Centers in areas of placement stability, foster home recruitment and retention and family centered practice initiatives. This work has been on-going since 2006. Most recently, NRC for Judicial Improvement has begun work to assist in working with Circuit One courts. There have been several site visits in the past fiscal year by NRC representatives with plans for future meetings to continue in the implementation of family centered practice in Circuit One.

FamiliesFirst Network and Lakeview Center Inc. staff participate in the Local Promotion of Adoption, and Prevention of Abuse and Neglect Circuit 1 team comprised of numerous community agencies developing strategies to address improvements in the prevention of abuse and the promotion and support of Adoptive Families.

FamiliesFirst Network staff are members of the Integrated Substance Abuse and Mental Health SA/MH workgroups in each county who are working on to improve and coordinate the utilization of resources, strengthen relationships, and address barriers to services.

The Families First Network training department implemented its expansion of Leadership training for Child Welfare Supervisors and other leadership staff. The first session was held in December, 2008. This initiative is a combined effort between the Families First Network training department, Lakeview Human Resources and Baptist University. The LEAD training is provided quarterly and is available for most interested staff.
Description of new performance improvement initiatives that FamiliesFirst Network is going to undertake in the upcoming year.

The FFN Quality Review team plans to continue the goal of having all 25 quarterly reviews completed within the first two months of the quarter. During month three, the FFN Management Team will have identified one to two special review areas for the QA Review team to complete during the month. Review will be completed and a complete report of findings and recommendations will be provided to the FFN Management Team at the conclusion of the review.

There has been an interest in providing case management staff, specifically Team Supervisors, with Quality Management Review training. It is the plan that once case management staff complete the training, the trained staff will complete a case file review on at least one case per quarter, using the current Quality Management review tool or a tool in comparison.

For the upcoming fiscal year, the Quality Review staff will begin to invite the case management staff to attend and participate in the Side-by-Side review process. Participation by both the case management staff and the Quality Review staff in this process together allows for case management staff to learn about the Quality Management process as well as ensure the Quality Review staff maintain a realistic approach in day-to-day activities of case management.

Description of how FamiliesFirst will evaluate and react as new information becomes available.

As results become available from on-going reports on contract performance measures, employee satisfaction surveys, Lakeview Center Inc. pulse surveys, and other indicators the data will be used to modify existing ongoing improvement initiatives and or start new ones.

Positive outcomes regarding performance are shared with all employees.

Negative outcomes regarding performance are assessed and disseminated based upon its overall impact.

At some point in time, as deemed necessary, the agency, service center, contract providers, unit(s) or individual(s) may warrant the development and implementation of an Action Plan to ensure quality improvements. The creation of these Action Plans will be made in conjunction with the parties it pertains to. Assessment and status reviews of Action Plans will be discussed and negotiated during the development of the plans.
Specific to the Quality Management process for quarterly file reviews, the Quality Review Specialists provide feedback through exit interviews with all nineteen units. These Exits are used as a time to teach and coach not only supervisors but staff as well.

*If a critical life, health, or safety threat to a child is identified during any quality assurance or other review actively, description of how FamiliesFirst will assure that the situation is immediately addressed a corrected.*

When a critical life, health, or safety threat to a child is identified during the course of any review process, it is immediately reported by the Quality Review Specialist to the FamiliesFirst Network Supervisor/Team Manager and the FFN Quality Review Manager for immediate action. Also, under mandated reporting laws Quality Reviewers are required to call in an Abuse Registry Hotline report. If a hotline report is called in then the Child Protective Investigator is the lead on timeframe resolution of the issue. Lakeview FamiliesFirst Network has an internal policy that requires incident reporting categorized by significant events. If the incident is a direct action by FamiliesFirst Network then the timeframes that drive incident reporting is utilized. The Quality Review Specialist is also required to complete a “Request for Action” form that was created during the 08-09 fiscal year quality assurance process. The Request for Action will be forwarded to the FFN Quality Review Manager and routed to the appropriate parties (to include the FFN Director of Family Services). The FFN Quality Review Manager will monitor and track progress of any recommendations as a result of the Request for Action until the issues are resolved.

**Description of any national accreditation.**

Lakeview Center, Inc. maintains accreditation through The Commission on Accreditation of Rehabilitation Facilities (CARF). Current accreditation began in January 2007, and will be through December 2009. The mission of CARF is to promote the quality, value, and optimal outcomes of services through a consultative accreditation process that centers on enhancing the lives of the persons served.

CARF Standards for Child and Youth Services were added in 2006, and under the standard of Quality Records Review there were no recommendations.

FamiliesFirst Network is in process of preparing for the accreditation process slated at the end of this year.