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CBC Quality Management Plan General Requirements

Introduction

The Family Support Services of North Florida strategic plan covers the period from 2011 through 2015. The strategic plan compliments FSSNF’s mission statement which “is to be the leader in providing safety, stability, and quality of life for all children by working with the community to strengthen the family unit.” FSSNF is committed to ensuring high-quality, community-based care for abused and neglected children in North Florida.

In order to receive federal funding, each state must submit a five-year Child and Family Services Plan (CFSP) to the Children’s Bureau, Administration for Children and Families, U.S. Department of Health and Human Services. The CFSP is a comprehensive strategic plan that sets forth the vision and goals to be accomplished by the State to strengthen the overall child welfare system. A primary purpose of the Child and Family Services Plan is the integration of the programs that serve children and families. These include Title IV-B, Subpart 1 (Child Welfare Services) and Subpart 2 (Promoting Safe and Stable Families); the Child Abuse Prevention and Treatment Act (CAPTA); the Chafee Independent Living Program and Educational Training Voucher (ETV) Program; and the Title IV-B/IV-E Training Plan.

The DCF Office of Child Welfare staff developed the 2015-2019 Florida Child and Families Services Plan with a description of the measures of progress, objectives, interventions, and milestones laid out in the Plan for Improvement section of the CFSP, based in a high-level statewide performance assessment, include a comprehensive approach to these three primary goals:

Goal 1. Children involved in child welfare will have increased safety and expanded protection.

Goal 2. Children involved in child welfare will live with permanent and stable families, avoiding disruption and return to out of home placement.

Goal 3. Children involved in child welfare will have improved well-being (education, physical health, and behavioral health) and live with nurturing families.

Achievement of the primary goals will be accomplished by substantial conformity with title IV-B and IV-E child welfare requirements which consists of six safety, permanency, and well-being outcomes and seven systemic factors. Conformity will be assessed during the 2016 Child and Family Services Reviews (CFSRs) statewide review process.
Section 1: QA Process

FSSNF implements a complete DCF-approved quality management process consistent with the DCF contract and service delivery model, and in compliance with state and federal law, administrative rule, and DCF operating procedures. The FSSNF quality management process employs a comprehensive approach to ensure quality case management services are provided to the children and families served. One of the guiding principles behind accomplishing this is involving FSSNF staff at all levels, to include the Case Management Organizations (CMO) and community stakeholders. This comprehensive approach is accomplished by holding the Case Management Organizations (CMO) accountable for leadership, direction, and compliance through an external quality assurance process, as well as the infusion of continuous quality improvement through an internal process focused on service delivery.

The quality assurance approach is designed as an external process that validates internal practices through the application of sound evaluation principles that ensure data is collected accurately, analyzed appropriately, and reported and acted upon effectively. FSSNF staff in collaboration with DCF provides external reviews, and coordinates all outside reviews of case management service delivery. While the quality assurance approach focuses on the external process, the quality improvement approach is an internal process driven and conducted by the Case Management Organizations (CMO) with the guidance and support of the FSSNF Quality Management team.

FSSNF utilizes the PDCA Cycle of Continuous Quality Improvement to facilitate the performance and quality improvement process. The PDCA Cycle is a checklist of the four stages that allow a performance and quality improvement (PQI) process starting from identifying the problem through making necessary revisions or changes to resolve the issue. The four stages are Plan-Do-Check-Act, and the cycle is illustrated below.

- PLAN: Analyze the current areas needing improvement, gather data, and identify possible actions to make improvements. Specify desired outcomes. Create a corrective action plan.
- DO: Implement planned actions for improvements.
- CHECK: Determine if the actions taken worked as intended and resulted in the desired outcomes; revise as needed.
- ACT: Standardize the actions for improvement that resulted in the desired outcomes.
Section 2: Data Collection and Analysis

A. Florida Safe Families Network

The FSSNF Data Department pulls reports weekly and/or monthly and assists the Case Management Organizations (CMO) regarding FSFN data integrity. These reports are sent to the Case Management Organizations (CMO) for timely and appropriate corrections. Data/performance meetings are also held frequently to discuss FSFN data integrity.

B. DCF Contractual Requirements

FSSNF and the Case Management Organizations (CMO) are required to provide case management services in a manner that achieves performance targets outlined in contractual standards. A list of the performance standards and other review areas are as follows:

- Children served in out-of-home care who are not maltreated by their out-of-home caregiver
- Children served in in-home services who are not neglected or abused.
- Children who are not neglected or abused after receiving services.
- Children under supervision who are seen every 30 days.
- Children exiting foster care to a permanent home within 12 months of entering care.
- Children achieving permanency in 12 months for children in foster care 12 to 23 months
- Children who do not re-enter foster care within 12 months of moving to a permanent home.
- Children in out-of-home care who have received medical services in the last 12 months.
- Children in out-of-home care who have received dental services within the last 7 months.
- Sibling groups where all siblings are placed together.
- Children’s placement moves per 1,000 days in foster care.
- Required number of Adoptions Finalized for FY 14-15
- Young adults in foster care at age 18 who have completed or are enrolled in secondary education, vocational training, and/or adult education.
- Client Complaints and Incident Reports

During the ongoing tracking and review process, an opportunity to address performance issues and discuss, plan, and implement improvement strategies is presented. FSSNF accumulates the outcomes and performance indicators from FSFN, the DCF Web Portal, and other related-data sources into a bi-weekly and/or monthly scorecard. The scorecard is distributed in regular scheduled meetings (or email) to the Case Management
Organization (CMO) CEOs and directors to review, identify, and discuss with their staff the performance trends in need of immediate attention. This data is also shared with FSSNF Management and DCF.

C. Case Management Supervisory Reviews

At a minimum, existing policy requires case management supervisors review all open cases in their units on a quarterly basis (ie. every 90 days). The tools for the rapid safety feedback review and FSSNF supplemental reviews include an item that directs review of the quality of supervisory reviews. The supervisory review process for Duval and Nassau Counties will be as follows:

1. A supervisory review is required on all cases open 30 days or more in any 90 day period. The Family Services Counselor Supervisor (FSCS) will be required to review 100% of the cases in their unit every 90 days to ensure child safety, well-being, and permanency are being addressed for every child.

2. The FSCS shall use the Quarterly Universal Supervisory Review Form or similar and approved document to assist in conducting a qualitative supervisory review. The focus of the review will be to address: Child Safety, Permanency, Well-Being, Case Status, Parental Behavior Change, and Next Steps/Follow-up.

   By utilizing the Supervisory Discussion Guide or similar and approved document to focus on the safety, permanency, and well-being of the case, the FSCS and FSC will have the opportunity to identify gaps and resolve them timely. This discussion would assure appropriate safeguards and services are in place and the cases are moving toward successful closure.

3. The FSCS shall input a chronological note in Florida Safe Families Network (FSFN) by selecting “Review-Supervisory” as the note-type to indicate the completion of a supervisory case review and include, at a minimum, the focus of the review listed in #2 above.

4. The FSCS shall complete and enter all chronological notes into FSFN within two working days of the completion of the supervisory case reviews.

   Each child reviewed must be selected as a subject of the note for the review in order to document compliance with the requirement to document a supervisory case review every 90 days.

5. The FSSNF Data Department will continue to report the completion of supervisory case reviews on at least a monthly basis to show compliance by each Case Management Organization (CMO).

6. The FSSNF Quality Management Team will continue to review the quality and completeness of the supervisory reviews and report the findings to the FSSNF’s
Management Team, FSSNF Contracts Department, and FSSNF Board of Directors, and each Case Management Organization (CMO) as required.

7. Case Management Organizations (CMO) with supervisors not meeting expectations will be required to submit corrective action plans for performance improvement, per stipulations of their contract with FSSNF.

D. Statewide CBC Quality Assurance Rapid Safety Feedback Reviews

FSSNF will conduct ongoing Rapid Safety Feedback reviews focused on child safety in open Family Assessment and Support Team (FAST) and in-home court ordered services cases for children ages 0-4. Samples will always include the youngest children (under 12 months). The tool in the DCF Portal consists of 9 items derived from the Child and Family Services Review Instrument. After each case review is completed, the QM Specialist will schedule and conduct a case consultation with the FSC and FSCS. The rapid safety feedback review process allows limited statewide resources to focus reviews on a targeted population of children who are most impacted by negative outcomes before those unwanted outcomes occur.

The reviews and consultations will assist in improving the quality of day-to-day case work practice provided to the children and families. The process for preparing and conducting the reviews will be as follows:

1. The DCF Office of Family and Community Services-Child Welfare will provide a report in FSFN of all recipients meeting sample criteria in-home services (non-judicial and judicial). Ten cases will be selected for review per quarter. The FSSNF Director of Quality Management or designee will draw and assign the sample of cases from the report for Duval and Nassau counties, ensuring the cases meet the criteria for the review.

2. FSSNF Quality Management Team will provide consultation to the FSC, FSCS, and other CMO management following each review. The goal of the consultation is to assist the FSC in developing critical thinking skills around their casework practice in order to immediately impact and improve their day-to-day practice in the field and subsequently improve child and family functioning and outcomes.

3. FSSNF Quality Management Team will request action from the Case Management Organizations (CMO) if at any time the reviews note significant safety concerns that require follow-up.

4. The FSSNF Director of Quality Management or designee will track, analyze, and report the findings of the review to the FSSNF Management Team, FSSNF Contracts Department, and FSSNF Board of Directors, and to each Case Management Organization (CMO) on a quarterly basis and to the DCF Northeast Region staff and DCF Office of Family and Community Services-Child Welfare when requested and according to the contract due dates.
5. Each Case Management Organization (CMO) will be responsible for addressing any shortcomings noted during the reviews.

E. Florida Child and Family Services Reviews

The Florida Family Services Reviews (CFSR) will be completed for 20 cases per quarter; 2 of the cases will include case participant interviews. The federal CFSR tool in the CFSR portal will be used for the review of the selected cases. The process for organizing, managing, and conducting the Florida CFSR reviews for Duval and Nassau Counties will be as follows:

1. The DCF Office of Family and Community Services-Child Welfare will provide a report of all recipients meeting sample criteria in-home services and out-of-home services. Each quarter, the FSSNF Director of Quality Management will select 20 cases that have not previously been selected for review. Discard criteria defined in the Windows into Practice guideline will be applied in selecting cases.

2. The Florida CFSR review includes reading the case files of the children, reviewing documentation in FSFN and, for two of the cases each quarter, interviewing case participants.

3. FSSNF Quality Management Team will request action from the Case Management Organizations (CMO) if at any time the reviews note significant safety concerns that require follow-up.

4. The FSSNF Director of Quality Management or designee will follow the implementation requirements of the Windows into Practice to track, analyze, and report the findings of the FCFSR Reviews to the FSSNF’s Management, FSSNF Contracts Department, and FSSNF Board of Directors, and to each Case Management Organization (CMO) on a quarterly basis and to the DCF Northeast Region staff and the DCF Office of Family and Community Services-Child Welfare when requested and according to the contract due dates.

F. Federal Child and Family Services Review

The Federal Child and Family Services Review will be conducted April through September 2016. The review process will require collaboration between DCF regional staff and the FSSNF QM Team. DCF and the Children’s Bureau are currently negotiating the sampling process. It is anticipated that FSSNF will be required to review one case per month. Ratings will be entered in the CFSR portal.

G. Description of QA/CQI Activities during Safety Methodology transition
Currently, statewide CBC QM staff and central DCF QA staff have agreed that while the Safety Methodology model is being trained and implemented in various parts of the state, existing QA/CQI protocols will remain in place. As a result, FSSNF will continue to abide by the requirements by utilizing the current protocol and tools to conduct the Rapid Safety Feedback Review, the Florida CFSR, and the required supplemental case reviews.

### Section 3: Internal Reporting of Findings

- **Data and analysis reporting:**
  - FSSNF Director of Quality Management provides quarterly data reports for reviews that have been completed and includes a summary of strengths and areas needing improvement. Recipients of the quarterly reports include: CMO Directors and FSSNF Vice-President of Case Management and Senior Director of Case Management Services.
  - FSSNF Director of Quality Management periodically meets with CMO QA Specialists, Family Services Counselor Supervisors, Associate Directors, and Directors to discuss CMO-specific outcomes from reviews and process improvement strategies.

- **Meetings with Case Management Organization (CMO) staff:**
  - FSSNF staff meets every month with the Case Management Organization (CMO) Executive Directors or Chief Executive Officers, Program Directors, and Associate Directors to share information provide training, and address concerns related to various aspects of the dependency case process.

- **Meetings with the FSSNF Board of Directors:**
  - FSSNF Management staff meets on the second Tuesday of every other month with the FSSNF Board of Directors.
  - One of the purposes of this meeting is to review the current performance for each CMO and overall agency objectives.

- **Meetings with Regional Administrator to Review CBC Performance:**
  - FSSNF Management and DCF Contract Managers, Circuit Administrator and other staff meet at least quarterly to discuss performance measures, current outcomes, resolutions/corrective action plans, DCF Score Card, and other concerns.

- **Risk Committee Meetings:**
  - The Risk Committee Meetings occur at least quarterly. The purpose of this meeting is to review and assess risks as it relates to client incidents, staff accidents, client grievances, building inspections, etc.
• **Quality Management (QM) Department Meetings:**
  - The QM Department Meetings occur weekly.
  - The purpose of this meeting is to review and discuss the findings of current case audits to improve child welfare practice, discuss new policies and procedures, develop and implement strategies for continuous quality improvement system-wide, and share “best practices” of child welfare.

All data input and reports will be completed and/or provided to the DCF Office of Family and Community Services-Child Welfare and other entities per the contract due dates.

**Section 4: Methods to Improve Practices**

FSSNF employs a variety of methods to improve case work practices. The consultation process following the rapid safety feedback review has been acknowledged by the CMO as an effective method reinforcing areas that are strengths and working together to identify potential solutions for areas identified as needing improvement. Also for the rapid safety feedback reviews the QM Specialists monitors deficiencies until they are corrected; this accountability reinforces and ensures appropriate case work practices.

Intense statewide media focus on child deaths during or following involvement with DCF and/or the CBCs resulted in the development and implementation of the Rapid Safety Feedback review for children ages 0-4. The FSSNF QM team reviewed 135 predominantly FAST cases during the fiscal year 2014-2015 and found one immediate safety issue that was addressed by the CMO; compliance issues were addressed by Requests For Action. An important improvement to this review process was the implementation of an immediate consultation between the QM Specialist completing the review and the CMO FSC and FSCS. The intent of the consultation was to develop the FSC and FSCS’ critical thinking and knowledge of casework practices by consulting in real-time.

FSSNF has created key positions focused on improving case management service outcomes that are supported by a strong data team. The process of connecting data/compliance to quality indicators then teaming with CMO staff has been driving improvements in our performance measures. It is our plan to continue this effort.

The Quality Management reports show FSSNF and the Quality Management Team which Case Management Organizations (CMO) are meeting their goals and following procedures and which ones need improvement. FSSNF’s Quality Management Team uses these reports to guide its quality improvement process. After reviewing the results of the reports, the FSSNF Quality Management Team assists the Case Management Organizations (CMO), as needed, in developing an action plan to improve child welfare practice. However, it is ultimately each Case Management Organization’s (CMO) responsibility to address deficiencies and provide a plan of action to eliminate future occurrences of deficiencies. Also, the FSSNF Quality Management Team works collaboratively with the FSSNF Contracts Department to ensure additional oversight and monitoring are in place to assist our Case Management Organization (CMO) partners.
As stated above, the FSSNF Quality Management Department will participate in regularly scheduled meetings with other FSSNF departmental staff, Case Management Organization (CMO) staff, and other community stakeholders to discuss performance, share best practices, and address areas in need of improvement.

FSSNF will continue to complete bi-weekly and/or monthly data reports to address performance issues, and continue to work with the Case Management Organizations (CMO) to make improvements.

As in previous fiscal years, FSSNF worked and will continue to work with the DCF and other CBC representatives to address findings and share best practices. FSSNF expects to utilize the results from the Targeted Reviews, CFSR, and Supplemental Reviews and the performance scorecard to gauge growth and current performance.

FSSNF has been accredited by the Council on Accreditation (COA) since 2008. Current accreditation is as for Network Administration and for the direct provision of Foster Care/Kinship Care and for Adoption Services.

Section 5: Description of QA/CQI staff resources

FSSNF’s Director of Quality Management supervises staff dedicated to quality operations, assurance and improvement activities. The staff currently includes one (1) Quality Management Specialist Supervisor, five (5) Quality Management Specialists, and one (1) Court Liaison. One of the Quality Management Specialists has been designated to focus on children 0-3 years old. The Director of Quality Management and staff, when appropriate, will attend all DCF and Region trainings pertaining to quality assurance and quality improvement issues, as well as other state and national conferences on best practices in service delivery and quality management.

The Director of Quality Management reports to the FSSNF Vice President- Case Management; the FSSNF Vice President- Case Management reports to the FSSNF Executive Operating Officer; the FSSNF Executive Operating Officer reports to the FSSNF Chief Executive Officer; and the FSSNF Chief Executive Officer reports to the Board of Directors.
The Director of Quality Management and the Quality Management Specialist Supervisor are responsible for planning, implementing and reporting on case management quality improvement and DCF-required processes. It is also their responsibility to identify trends from all reviews and seek solutions for improvement while working with the FSSNF Training staff and Case Management Organizations (CMO) to address findings in future trainings.

The Quality Management Specialist Supervisor supervises staff dedicated to quality assurance and improvement activities.

The Court Liaison is responsible for working cooperatively with the Duval County Court system, FSSNF provider agencies and other service providing entities; identify deficiencies in the provision of placement services and work with provider agencies to find appropriate solutions.
Other responsibilities of the Quality Management Specialist Supervisor, the Quality Management Specialists, and/or the Court Liaison include, but are not limited to:

**Quality Management Specialist Supervisor and the Quality Management Specialists:**

- In collaboration with FSSNF service delivery staff and Case Management Organizations (CMO), complete all DCF-required quality assurance reviews and interviews. For FY 15-16 this will be Rapid Safety Feedback; Florida Child and Family Services Reviews (FCFSR); and federal Child and Family Services Reviews (CFRS).
- Complete DCF-required supplemental reviews as directed.
- Analyze completed reviews to identify case practices that contributed to ratings of area needing improvement.
- Assist the Case Management Organizations (CMO) in quality improvement planning by ensuring compliance with statute, rule, and policy.
- Process incident reports and enter into IRAS as required by FSSOP.
- Review client complaints, work on resolutions and track results.
- Conduct permanency and other out-of-home care staffings on a monthly and/or quarterly basis at the Case Management Organizations’ (CMO) sites.

**Court Liaison:**

- Attend designated hearings to ensure parents or caregivers are given information on the dependency and/or delinquency process and link them to needed services.
- Work closely with the DCF Child Protective Investigations, CMO staff, and/or Kids Central Service Center Placement Specialist to identify alternative placements to traditional foster or group home placements and to help facilitate service referrals when appropriate and necessary.
- Notify the appropriate parties of upcoming crossover case hearings. Track the children in both an open dependency case and an open delinquency case ensuring that appropriate resources are being put in place for the child.

**Section 6: Description of QA/CQI Infrastructure**

**A. Lead agency and sub-contracted provider agencies**

FSSNF implements and supports a continuous quality improvement system that includes input by all levels of FSSNF staff and partners across departmental and community lines. FSSNF currently directly provides court-ordered dependency services in Nassau County and contracts with the following Case Management Organizations (CMO) to provide in-home and out-of-home services:

- Children’s Home Society
- daniel
- Jewish Family & Community Services
- Mental Health Resource Center
- Neighbor-To-Family

**B. Involvement of the contract manager**

Reports of Quality Management activities include the results of performance measures outlined in the contract with DCF and will be shared with the FSSNF’s Management Team, FSSNF Board of Directors, the FSSNF and DCF Contract Management staff, the DCF Northeast Region staff, the DCF Office of Family and Community Services-Child Welfare, and each Case Management Organization (CMO). The benefit of sharing these results is to encourage individuals to work across departmental and community lines to improve quality of services and to realize the importance of customer satisfaction and services provided to the children and families served.

**Schedule of QA/CQI Activities**

- **Rapid Safety Feedback review: Conducted Quarterly**
  - July-Sept. 2015 (at least 10 cases throughout the quarter)
  - Oct-Dec. 2015 (at least 10 cases throughout the quarter)
  - Jan-March 2016 (at least 10 cases throughout the quarter)
  - April-June 2016 (at least 10 cases throughout the quarter)

- **Florida Child and Family Services Review: Conducted Quarterly**
  - July-Sept. 2015 (at least 20 cases throughout the quarter)
  - Oct-Dec. 2015 (at least 20 cases throughout the quarter)
  - Jan-March 2016 (at least 20 cases throughout the quarter)

- **Federal Child and Family Services Review: Conducted Monthly**
  - April-September 2016 (at least 1 case per month)

- **Additional Reviews: Conducted Ongoing**
  - Supplemental Review: Reunification case work for children 0-5
  - Supplemental Review: Relative and Non-Relative placement for children 0-3

**Other**

**A. Special Reviews**
The FSSNF Quality Management Team conducts supplemental reviews as needed to address identified case work deficiencies throughout the year.
B. Discretionary Reviews

The FSSNF Quality Management Team will continue to work with the DCF Circuit/Region to respond to and complete special discretionary review requests (i.e. special case audit requests, child death reviews, etc.) within a mutually agreeable timeframe. This activity will likely require specially designed review tools and other protocols depending on subject matter. The FSSNF Quality Management Team will utilize the DCF approved review tool to complete these reviews.

C. Systemic Factor Reviews

Systemic challenges are identified when agencies that provide ancillary services team to assess and address the needs of children in child welfare. The DCF Regional Administrator and executive staff, FSSNF CEO and executive staff, and service provider agency staff participate in a standing Barrier Breakers team meeting to identify and resolve barriers. An example of a systemic issue that is being resolved through this team is the needs of children in foster care to receive Agency for Persons with Disabilities (APD) services, particularly when a teen in foster care turns age 18.

Systemic challenges that have arisen between DCF Child Protective Investigators and FSSNF case management staff during the implementation of the safety methodology practice model are also addressed by the Barrier Breakers team.

Systemic challenges are also identified and potential solutions are generated during the Duval County Child Death Review Team meetings.

FSSFN participated in the development of the statewide systemic assessment conducted by DCF QA staff that resulted in the Florida Child and Family Services Plan (CFSP). The federal Children’s Bureau will conduct statewide systemic reviews when they conduct stakeholder interviews in conjunction with the 2016 statewide Child and Family Services Review (CFSR).

D. Using the results of all QA/CQI findings

FSSNF will use established means and meetings to use the results of special reviews, discretionary reviews, and systemic factor reviews.

E. Local initiatives and innovations

FSSNF is in the planning stage of addressing two areas in need of improvement-timely reunification and children re-entering out-of-home care following reunification. A re-entry work group was formulated and developed a tool for the CMO to using in reviewing cases where children came back into care following reunification. The function of the tool was to identify causative factors resulting in re-entry. Findings from that review included that the vast majority of re-entries had three factors in common: the reason for re-entry was similar to the reason for original removal; a reunification staffing
had not been held; re-entry occurred during the six months of post-placement supervision. A corrective action plan is in the developmental stage.

FSSNF is employing a second method to analyze the area needing improvement children re-entering out-of-home care following reunification. Data staff are working with the Mindshare predictive analysis report that identifies causative factors for re-entry into care to develop an understanding of the causative factors. An action plan to make improvements around those factors will be developed and implemented.