### Introduction

Kids First of Florida (KFF) utilizes a Continuous Quality Improvement (CQI) model to identify, describe, and analyze areas of strengths and problems, and then test, implement, learn from and revise solutions. KFF’s Quality Assurance (QA) staff resources consist of a QA Manager and 2 QA Coordinators. The QA Manager and Coordinators coordinate and complete reviews, collect and analyze data, and coordinate quality improvement activities.

KFF’s CQI infrastructure includes the KFF QA Department and other agency management and staff, the Department of Children and Families (DCF) (including the contract manager), sub-contracted providers and other stakeholders. Members of KFF management and staff, DCF, sub-contracted service providers and other stakeholders meet as necessary to address emerging issues. These meetings are used to set goals and develop plans to improve the quality of services. In addition, risk identification and management is a key component of KFF’s CQI process.

### Continuous Quality Improvement Process

Integral to the CQI approach is an atmosphere that is proactive and supports continuous learning. Through the early identification of areas in need of improvement, KFF can more efficiently and effectively develop corrective steps to increase compliance. Data collected from QA and CQI activities is utilized to develop improvement plans in support of achieving performance targets, program goals, client satisfaction, and positive client outcomes through a broad-based, community-wide process.

The KFF CQI process builds on the components of:

- a) Quality Control – narrow focus; the actual measurement and assessment of output to determine whether specifications are being met.
- b) QA – broader focus; any activity that impacts the maintenance of quality at the desired level. Refers to entire system of policies, procedures, and guidelines the project has established to achieve and maintain quality; extends from the design of services and processes through to the quality assessment of system outputs.
- c) CQI – broadest focus; integrative management concept directed at continuous improvement in the quality of services by involving all levels and functions of the organization. Goal is to build in quality from the beginning by making quality everyone’s concern and responsibility.

KFF focuses on quality control, QA, and CQI in a comprehensive and continual systems evaluation process. Essential to the implementation and success of the CQI process is the participation of all KFF management, DCF, sub-contracted providers and other stakeholders. All activities are equal in importance. Each manager, staff member, and other stakeholder have an equal responsibility in the quality improvement process. Successes are shared and celebrated among management, staff members and other stakeholders.

Quality Improvement (QI) meetings are scheduled independently, along with, or in place of, a regularly scheduled staff/unit meeting. Meetings are scheduled at a time when all stakeholders
have the opportunity to participate. Each meeting may consist of several members with varying roles within the agency and community who provide alternative perspectives on an issue. Each meeting may be attended by a member of the QA Department to provide support and guidance to the meeting participants. Meeting participants are encouraged to identify relevant issues, and may also be asked to address an issue identified through QA case reviews, incident reports, client grievances or satisfaction surveys. Allowing meeting participants to address issues ensures ownership of the action plan developed and the efforts required to achieve the desired outcome.

QI teams have decision-making authority. Meetings result in:
   a) The identification of needs, goals and available resources.
   b) Discovery and utilization of strengths throughout the program.
   c) Development of action plans to implement identified improvements.
   d) Identification of unresolved issues to present to the next level.

An agenda for QI meetings may include, but is not limited to:
   ▪ Review and celebration of successes
   ▪ Review of incident reports—client, staff involved reports as well as service complaints
   ▪ Participant and other stakeholder satisfaction and input data
   ▪ Case review findings
   ▪ Program improvement data and barriers to achieving outcomes addressed
   ▪ QI projects/updates and new proposals
   ▪ Action planning

KFF’s CQI process includes the following elements:
   • QA Reviews (including Rapid Safety Feedback; Florida and Federal Child and Family Services; and KFF executive management and DCF regional or circuit administration discretionary reviews)
   • Collaboration with DCF Quality Management
   • Monitoring of Psychotropic Medication
   • Review, Maintenance and Analysis of FSFN Data
   • Local Collaboration and Meetings
   • Performance and Contract Measures
   • Subcontract Monitoring
   • Strategic Planning
   • Accreditation
   • Risk Identification and Management
   • Use of CQI Results
   • QI Activities

Quality Assurance Reviews

Case reviews provide an understanding of what is "behind" the safety, permanency and well-being numbers in terms of day-to-day practice in the field and how that practice is impacting child and family functioning and outcomes. At the frequency and sample size outlined below,
KFF will conduct on-going Rapid Safety Feedback Reviews and Florida Child and Family Services Reviews (FCFSR) of cases to determine the quality of child welfare practice related to safety, permanency, and well-being. The KFF QA Manager or designee will be responsible for assigning cases for review.

QA Review Schedule:
- July – September: 8 Rapid Feedback Reviews, 6 FCFSR and 2 FCFSR In-Depth Reviews
- October – December: 8 Rapid Feedback Reviews, 6 FCFSR and 2 FCFSR In-Depth Reviews
- January – March: 8 Rapid Feedback Reviews, 6 FCFSR and 2 FCFSR In-Depth Reviews
- April – June: 8 Rapid Feedback Reviews, 6 FCFSR and 2 FCFSR In-Depth Reviews

<table>
<thead>
<tr>
<th></th>
<th>FSFN Jan 2015</th>
<th>FCFSR Case Reviews*</th>
<th>FCFSR In Depth Reviews*</th>
<th>Rapid Safety Feedback Reviews* In-Home Cases</th>
<th>Total Quarterly Reviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-Home Children</td>
<td>66</td>
<td>6</td>
<td>2</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Out-of-Home Children</td>
<td>187</td>
<td>No Interviews</td>
<td>With Case Specific Interviews</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total In-Home and Out-of-Home Children</td>
<td>253</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Sample sizes will be adjusted during the Federal CFSR period of April 1-September 30, 2016.

The Rapid Safety Feedback review is a process designed to flag key risk factors in in-home services cases involving children ages 0-4 that could gravely affect a child’s safety. These factors have been determined based on reviews of other cases where child injuries or tragedies have occurred. Factors include but are not limited to the parents’ ages, the presence of a boyfriend in the home, evidence of substance abuse, or previous criminal records, and prior abuse history. Eight Rapid Safety Feedback Reviews will be completed each quarter. The critical component of the process is the case consultation in which the reviewer engages the Family Services Counselor and the supervisor in a discussion about the case.

Samples will be pulled at the beginning of each quarter and be based upon the identified risk factors for the Rapid Safety Feedback Reviews. Samples will be selected using the Florida and Safe Families Network (FSFN) Business Objects report entitled Children Receiving In-Home-Services Daily QA Listing. Selected cases will be uploaded into the DCF QA Web Portal. Cases reviewed in previous quarters that still appear on the sample list are eligible for review again but are not required to be reviewed again. A detailed listing of sample stratification criteria and the period under review is described in the 2015-2016 Windows into Practice document.
The Rapid Safety Feedback review items are listed in the table below:

<table>
<thead>
<tr>
<th>Item #</th>
<th>Rapid Safety Feedback Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Services to Prevent Removal: Were concerted efforts made to provide services to the family to prevent children’s entry into out-of-home care or re-entry after a reunification?</td>
</tr>
<tr>
<td>2</td>
<td>Initial and Ongoing Assessments: Were initial and on-going assessment conducted to assess emerging/impending danger relating to the child(ren) in their home?</td>
</tr>
<tr>
<td>3</td>
<td>Safety Planning: Did the agency develop an appropriate safety plan with the family?</td>
</tr>
<tr>
<td>4</td>
<td>Monitoring the Safety Plan: If safety concerns were present, did the agency continually monitor the safety plan as needed including monitoring family engagement in any safety related services?</td>
</tr>
<tr>
<td>5</td>
<td>Background Checks and Home Assessment: Are background checks and home study or assessment sufficient and responded to appropriately?</td>
</tr>
<tr>
<td>6</td>
<td>Caseworker Visits with Child: Is the frequency and quality of visits between case managers and the child(ren) in the case sufficient to ensure the safety, permanency, and well-being of the child and promote achievement of case goals?</td>
</tr>
<tr>
<td>7</td>
<td>Caseworker Visits with Parents: Is the frequency and quality of visits between case managers and the mothers and fathers of the children sufficient to ensure the safety, permanency, and well-being of the children and promote achievement of case goals?</td>
</tr>
<tr>
<td>8</td>
<td>Safe Case Closure: Does planning for case closure provide a sequence of strategies, interventions, and supports that are organized into a coherent service process providing a mix of services that fits the child and family’s evolving situation?</td>
</tr>
<tr>
<td>9</td>
<td>Supervisory Case Consultation: Is there evidence the case management supervisor is regularly consulting with the case manager, recommending actions when concerns are identified, and ensuring recommended actions are followed up on urgently?</td>
</tr>
</tbody>
</table>

This fiscal year (FY), Quality Service Reviews have been replaced with FCFSR’s. The FCFSR adopts the federal Child and Family Services (CFSR) qualitative case review items and the results will be inputted into an on-line monitoring system that will allow for the collection of comprehensive and accurate review results including real-time access to preliminary findings. The FCFSR includes seventeen items related to child safety, permanency, and well-being. Six FCFSR’s, which include a record review, will be conducted each quarter.
Two in-depth FCFSR’s, which includes a record review and interviews, will be conducted each quarter. Interviews will include case participants, caregivers, service providers, and other essential persons involved in the case. The case will be debriefed with the Family Services Counselor (FSC) and supervisor.

The sample for FCFSR’s will be pulled prior to the beginning of each quarter using the most recent Adoption and Foster Care Analysis and Reporting System (AFCARs) submission extract. The Office of Child Welfare will provide the extract each quarter. Case selection criteria must consider a 60/40 split between out-of-home care and in-home services. A detailed listing of sample stratification, the period under review and case elimination criteria is described in the 2015-2016 Windows into Practice document.

The items are listed in the table below:

<table>
<thead>
<tr>
<th>Item #</th>
<th>Florida CFSR Item</th>
<th>Related Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Were the agency’s responses to all accepted child maltreatment reports initiated, and face-to-face contact with the child(ren) made, within time frames established by agency policies or state statutes?</td>
<td>Safety Outcome 1</td>
</tr>
<tr>
<td>2</td>
<td>Did the agency make concerted efforts to provide services to the family to prevent children’s entry into foster care or re-entry after reunification?</td>
<td>Safety Outcome 2</td>
</tr>
<tr>
<td>3</td>
<td>Did the agency make concerted efforts to assess and address the risk and safety concerns relating to the child(ren) in their own homes or while in foster care?</td>
<td>Safety Outcome 2</td>
</tr>
<tr>
<td>4</td>
<td>Is the child in foster care in a stable placement and were any changes in the child’s placement in the best interests of the child and consistent with achieving the child’s permanency goal(s)?</td>
<td>Permanency Outcome 1</td>
</tr>
<tr>
<td>5</td>
<td>Did the agency establish appropriate permanency goals for the child in a timely manner?</td>
<td>Permanency Outcome 1</td>
</tr>
<tr>
<td>6</td>
<td>Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangement for the child?</td>
<td>Permanency Outcome 1</td>
</tr>
<tr>
<td>7</td>
<td>Did the agency make concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings?</td>
<td>Permanency Outcome 2</td>
</tr>
<tr>
<td>8</td>
<td>Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father, and siblings was of sufficient frequency and quality to promote continuity in the child’s relationships with these close family members?</td>
<td>Permanency Outcome 2</td>
</tr>
<tr>
<td>9</td>
<td>Did the agency make concerted efforts to preserve the child’s connections to his or her neighborhood, community, faith, extended family, Tribe, school, and friends?</td>
<td>Permanency Outcome 2</td>
</tr>
<tr>
<td>10</td>
<td>Did the agency make concerted efforts to place the child with relatives when appropriate?</td>
<td>Permanency Outcome 2</td>
</tr>
<tr>
<td>11</td>
<td>Did the agency make concerted efforts to promote, support, and/or</td>
<td>Permanency Outcome 2</td>
</tr>
<tr>
<td></td>
<td>Question</td>
<td>Outcome</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------------------------------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>12</td>
<td>Did the agency make concerted efforts to assess the needs of and provide services to children, parents, and foster parents to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency’s involvement with the family?</td>
<td>Outcome 1</td>
</tr>
<tr>
<td>13</td>
<td>Did the agency make concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis?</td>
<td>Outcome 1</td>
</tr>
<tr>
<td>14</td>
<td>Were the frequency and quality of visits between caseworkers and child(ren) sufficient to ensure the safety, permanency, and well-being of the child(ren) and promote achievement of case goals?</td>
<td>Outcome 1</td>
</tr>
<tr>
<td>15</td>
<td>Were the frequency and quality of visits between caseworkers and the mothers and fathers of the child(ren) sufficient to ensure the safety, permanency, and well-being of the child(ren) and promote achievement of case goals?</td>
<td>Outcome 1</td>
</tr>
<tr>
<td>16</td>
<td>Did the agency make concerted efforts to assess children’s educational needs, and appropriately address identified needs in case planning and case management activities?</td>
<td>Outcome 2</td>
</tr>
<tr>
<td>17</td>
<td>Did the agency address the physical health needs of children, including dental health needs?</td>
<td>Outcome 3</td>
</tr>
<tr>
<td>18</td>
<td>Did the agency address the mental/behavioral health needs of children?</td>
<td>Outcome 3</td>
</tr>
</tbody>
</table>

A case consult will be scheduled after each review and, at a minimum, should include the reviewer, FSC and Supervisor.

In order to catch data entry errors, the QA Manager will complete a final review of all cases reviewed. After all cases have been reviewed, the QA Manager will analyze the data collected overall and identify trends, effective practices, and areas of concern, synthesizing the information to demonstrate and discuss KFF practices and performance. This will provide management with timely and important information in which to react, especially when areas of concern have been identified or there is a downward trend in a particular area that could be remedied with immediate interventions. Annual reports will be submitted to DCF within 45 days after the end of the FY. The report will address findings and trends in the following areas: safety, permanency, well-being and systemic factors.

**Federal Child and Family Services Review:**

Every five years a formal CFSR review is conducted under the guidance of the Children’s Bureau. Section 1123A of the Social Security Act (the Act) requires the Department of Health and Human Services review state child and family services programs to ensure substantial conformity with the state plan requirements in titles IV-B and IV-E of the Act. Through the
reviews, the Children’s Bureau also assesses state programs implemented under titles IV-B and IV-E related to child protection, foster care, adoption, family preservation and family support, and independent living services.

The reviews examine state programs from two perspectives. First, they assess the outcomes of children and families served by the state’s child welfare agencies. Second, they examine identified systemic factors that affect the ability of state agencies to help children and families achieve positive outcomes. The review process collects information from a variety of sources so the Children's Bureau can make determinations about a state’s performance. These sources include the statewide assessment (and by cross-reference, the state’s Child and Family Services Plan or Annual Progress and Services Reports); statewide data indicators; case records; case-related interviews with children, parents, foster parents, caseworkers, and other professionals; and interviews with Tribes, partners and stakeholders, as necessary.

The first phase of the CFSR consists of a statewide assessment that evaluates the programs under review and examines the outcomes and systemic factors subject to review. The second phase of the CFSR (from April 1, 2016 to September 30 2016) consists of state conducted CFSR’s. During the review, a team of reviewers examine case records and conduct case related and stakeholder interviews to collect qualitative and quantitative information on outcomes and systemic factors to supplement the data/information reported through the statewide assessment. KFF will participate in both of these phases, as required.

**KFF Executive Management and DCF Regional or Circuit Administration Discretionary Reviews:**

Region and KFF QA staff may be assigned responsibility for conducting a special QA review that may be based on concerns related to decision-making and/or service provision. The need for a special QA Review may be identified by DCF Region or Circuit Administration or KFF Management. When necessary, KFF and DCF will work cooperatively to complete these reviews.

Client complaints may surface at the local level, both internally at KFF or DCF. Regardless of where the complaint is received, KFF works to resolve the complaint by reviewing the information in the complaint, gathering factual information regarding the circumstances of the case and situation and reviewing the situation to determine if appropriate action was taken to resolve the issues. At times, case summaries are required to provide a “full picture” of the case beginning with the service initiation date through the current date, including the events related to the issues in the complaint. From this summary, a formal written response is provided to the complainant. When possible and appropriate, many complaints are resolved with telephone calls, email correspondence, and letters rather than detailed summaries. This process has led to a number of teaching and learning experiences focused on improving the quality of casework and services to children and families.

KFF responds to other discretionary reviews in a manner similar to that of the complaint review process. When a request for information is received, the Chief Executive Officer (CEO) processes the request to determine who the best respondent would be within KFF. In most instances, a FSC Supervisor reviews the case to gather factual information regarding the
circumstances of the case, and provides a summary of the information in the format requested. There are times however, when this may not be the most appropriate approach and KFF conducts a QA review of the case or cases and reports on the findings. With either approach, the lessons learned lead to improved case management skills and improved quality of care.

**Critical Life, Health, or Safety Threat to a Child:**

If a critical life, health, or safety threat to a child is identified during any QA or other review activity, it is immediately addressed by KFF. When a QA reviewer determines there is a threat to the child’s life, health or safety a Request for Action Form is completed and documents the unresolved concerns and case specific and demographic information. The completed form is routed to the FSC, FSC Supervisor, Program Director and Chief Programs Officer (CPO). The FSC Supervisor and FSC immediately begin working toward resolution of the issue of concern. When the issue is resolved, information is submitted to the QA Manager. If there is a need to react immediately to ensure the child is safe, KFF and/or the QA reviewer completing the form ensures the appropriate immediate action is taken, i.e. calling law enforcement, calling 911, calling the FSC to ensure the situation is addressed immediately, etc. KFF will then either approve the actions taken or re-submit the form to the FSC supervisor and FSC for additional information or follow-up. This process continues until the issue is satisfactorily resolved.

**Collaboration with DCF Quality Management:**

KFF QA staff will participate in quarterly meetings and trainings (contingent on availability of funding) with DCF Quality Management staff to collaborate on federal and state quality assurance initiatives.

**Psychotropic Medications:**

The KFF QA Department is responsible for monitoring and assisting in ensuring that the KFF Psychotropic Medication for Children in Out-of-Care policy and procedure is being followed for all children in out-of-home care.

**Florida Safe Families Network:**

Through FSFN and Mindshare Data Mining and Analytics, KFF’s Family Services Counselor supervisors continually assess FSFN data accuracy and completeness of data by regular review of case specific information and reports. Mindshare and reports, including but not limited to, Children Active Receiving In-Home or Out-of-Home Services; AFCARS Foster Care Errors; Fingerprints, Birth Verification, and Photographs; and Removal Placement Exceptions Listings are reviewed by the supervisors regularly. Review and correction (if necessary) of FSFN data, has been incorporated into the supervisory review process.

To ensure accuracy of placement information, the Placement Coordinator enters all placement changes into FSFN.
Local Schedule/Meetings:

DCF Contract Manager Quarterly Monitoring:
Purpose: Monitor DCF contract performance
Frequency: Quarterly
Participants: DCF Contract Manager

KFF QI Meetings:
Purpose: Identify areas in need of improvement and celebrate successes,
Frequency: Quarterly
Participants: KFF Staff

Subcontract Monitoring:
Purpose: Review performance of sub-contractors
Frequency: Based on Risk Assessment
Participants: Subcontract staff and Contract Manager

Community Based Care Partnership Meetings:
Purpose: Focus on KFF’s contractual performance
Frequency: Every other month
Participants: KFF and DCF staff

Clay Action Coalition Meetings:
Purpose: Information sharing
Frequency: Monthly
Participants: Partner agencies

Mercy Network Meetings:
Purpose: To coordinate/discuss community resources
Frequency: Monthly
Participants: KFF and the faith based community

School Social Workers/CBHC/KFF/CPI Meetings:
Purpose: Joint training and agency updates
Frequency: Yearly
Participants: School Social Workers, Clay Behavioral Health Center, KFF, and DCF Child Protection Investigators (CPI)

Dependency Court Improvement Program:
Purpose: Discuss ways to improve and strengthen the dependency court process
Frequency: Quarterly meetings
Participants: Judge, Magistrate, attorney’s, Children’s Legal Services, DCF CPI’s, and Guardian Ad Litems

Community Alliance:
Purpose: Oversight of CBC agencies and providers, and advocacy on issues relevant to children and families in Northeast Florida.
Frequency: Every two months
Participants: Members of the community, local schools, county government, courts and law enforcement

KFF Board Meeting:
Purpose: Provide governance and oversight of KFF
Frequency: Monthly
Participants: Professional and non-professional volunteers who are representative of Clay County

Performance and Contract Measures:

KFF collects and reviews data on performance indicators and outcome measures on a monthly, quarterly, and annual basis.

The following areas will be monitored utilizing the DCF Contract Measures and Community Based Care Lead Agency Scorecard:

1. Rate of abuse per 100,000 days in foster care
2. Percent of children who are not neglected or abused during in-home services
3. Percent of children who are not neglected or abused after receiving services
4. Percent of children under supervision who are seen every 30 days
5. Percent of children exiting foster care to a permanent home within 12 months of entering care
6. Percent of children achieving permanency in 12 months for children in foster care 12 to 23 months
7. Percent of children who do not re-enter foster care within 12 months of moving to a permanent home
8. Children's placement moves per 1,000 days in foster care
9. Percent of children in out-of-home care who have received medical services in the last 12 months
10. Percent of children in out-of-home care who have received dental services in the last 7 months
11. Percent of young adults in foster care at age 18 who have completed or are enrolled in secondary education, vocational training, and/or adult education
12. Percent of sibling groups where all siblings are placed together

Subcontract Monitoring:

Subcontractor compliance, service delivery outcomes, and quality and timeliness of services are continually monitored utilizing reports submitted by the subcontract provider.

The KFF Contract Manager monitors each KFF subcontractor. The frequency of monitoring is based on a risk assessment and other agencies monitoring the provider. The review may consist of an on-site visit or desk review. The quality and adequacy of services delivered by
each provider is reviewed using one or a combination of three methods: record review, interview, and observation. The monitoring tools utilized assess compliance with federal, state and other requirements associated with the service purchased.

When possible, and to reduce duplication effort, monitoring results may be drawn from other monitoring conducted throughout the year from other sources. KFF transmits the results of the on-site subcontract monitoring, its findings and recommendations, and any other relevant information by preparing and submitting a written report to the provider.

**Strategic Planning:**

KFF and its Board of Directors have adopted the key measures identified in KFF’s contract with DCF as their strategic objectives. DCF strategic objectives are reported utilizing the DCF Dashboard. The Dashboard is reviewed by the KFF Senior Management Team and provided to the Board of Directors. In addition, KFF considers it important to obtain diversity in its funding source. This diversification has been added as goal in the agencies strategic planning.

**Accreditation:**

KFF became accredited with the Council for Accreditation (COA) on October 8, 2010 and reaccredited on August 1, 2014. COA accredits child welfare agencies, evaluated the entire organization and all services provided by the agency.

**Risk Identification and Management**

Risk Identification and management is one of the key components of KFF’s CQI process. The system for the identification of risk includes a review of documents and reports during quality improvement reviews and/or meetings. The review may include an examination of the following activities:

- Incident Reporting
- Customer/Client Satisfaction Data
- Grievances
- Other Third Party Reports
- DCF Data/Reports
- Criteria-Based Outcome Studies and Presentations
- Quality Improvement Reports and Minutes
- Legal Complaints and Suits
- On-Call Reports and Scheduling
- Outside Requests for Client Records
- Exit Interviews
- Placement Stability
- Runaway Trends/Improvement and Follow-Up
- Emergency Preparedness Planning

Annually, in cooperation with the Board of Directors, Management will conduct an internal assessment of overall risk. The assessment will include a review of the following:
• compliance with legal requirements, including licensing and mandatory reporting
• laws, fiscal accountability, and governance;
• insurance and liability;
• health and safety, including use of facilities:
• contracting practices and compliance;
• staff training regarding areas of risk;
• volunteer roles and oversight;
• research involving program participants and other clients’ rights issues; security of information, including client confidentiality;
• financial risk;
• fundraising;
• conflict of interest;
• employment practices; and
• interagency collaborations.

Risk Managers:

The Risk Manager is responsible for the implementation and coordination of risk management activities. In order to carry out these activities, the Risk Manager will have access to staff and all necessary agency data. The designated Risk Manager for KFF is the CPO for risk management activities related to programs, the Chief Financial Officer for risk management activities related to finance, the Human Resources Manager for risk management activities related to human resources, the Information Technology Manager for risk management activities related to Information Technology and the CEO for risk management activities related to administration. The QA Department will assist the Risk Managers with risk management activities.

Risk Managers or designees will be responsible for the following functions within the risk management process:

a. Review and follow-up of incident reports, if indicated.
b. Coordinate quality improvement and risk management activities.
c. Communicate with the insurance carrier by notifying the carrier of serious incidents, potential claims and litigated claims. Perform follow-up on incidents and potential claims as requested by the carrier.
d. Serve as a resource person to KFF staff on risk management issues/questions.
e. Provide reports for the CEO and Board of Directors.
f. Coordinate, plan and implement educational programs designed to minimize the risk of harm to clients, staff and facilities.

The following areas are highlighted as key components of the risk management process.

a. Client/Customer Satisfaction
   A client/customer satisfaction reporting process has been developed in which clients, community stakeholders, foster parents, courts, Guardians ad Litems, service providers, etc., have a formal vehicle to express their concerns and complaints. The survey findings are summarized and reported to the Risk Managers.
b. Incident Reporting
An incident reporting process has been developed in which all significant events that are outside of normal business practices or have caused, or could cause harm to other or the facility are reviewed and investigated (if applicable). Incident reports are tracked and trended and reported to the Risk Managers.

c. Client Outcomes
Client outcomes are reviewed and monitored through the CQI process. Data analysis from FSFN management reports and other data tracked by KFF are shared with the Risk Managers.

d. Exit Interviews
Results of interviews with children exiting a licensed substitute care family or shelter home after a minimum of 30 days are reviewed by the applicable Risk Manager.

Immunity:

No staff member or individual reporting, providing information opinion, or counsel shall be liable in a suit for damages based upon such reporting, provided that the individual acted in good faith and with a reasonable belief that said actions were warranted in connection with, or in furtherance of the functions of the risk management program.

Confidentiality:

Documents and records that are a part of the risk management process, and contain client identifying information, shall be maintained in a manner consistent with KFF’s Notice of Privacy Practices.

Employee Practices:

Comprehensive risk management requires the review of the following human resources practices. They include:
- Job Descriptions
- New Employee Orientation
- Worker’s Compensation
- Civil Rights Compliance Requirements
- American’s with Disability Act
- Protected Health Information (HIPPA)
- Employee Safety
- Family and Medical Leave Act
- Sexual Harassment
- Equal Employment and Affirmative Action
- Employee Satisfaction
- Employee Theft
- Wrongful Termination
• Disaster Planning

Client Records:

Policies and procedures related to the maintenance of client records have been developed. Records will be kept in accordance with state, federal and Council on Accreditation requirements. Access to records will be limited to authorized staff and external monitors. Release of Information procedures will meet all state and federal requirements and will be monitored through the quality improvement process.

Client Rights:

In order to comply with federal and state law regarding access to services regardless of race, religion, gender, ethnicity, age or disability, procedures has been developed to address the following:
• Client Rights and Responsibilities
• Grievance Process
• Client Confidentiality/Privacy Practices

How the Results of CQI Activities Will Be Used

KFF is an agency focused on making changes and doing what is in the best interest of the children and families we serve. KFF’s quality control, QA and CQI system allows KFF to recognize and react to emerging trends at various levels within the agency and within the system of care. KFF works closely with DCF to review performance and ensure the safety, permanency and well-being of children is prioritized. As trends are identified, action plans are put in place. As stated previously, KFF reviews performance at the case level (through performance and case file reviews). By looking at issues at the case level, problems are identified and action steps implemented to address both case specific and systemic issues. Improvements occur for the individual children and families served, and over time for the system of care as a whole. This approach allows for an ongoing analysis of established trends and quality improvement activities and/or provides an opportunity to update existing action plans. In addition, this approach allows for the establishment of new action plans to address emerging trends identified through the various QA activities.

Quality Improvement Activities Completed and Planned

After compiling and analyzing data and results from FY 2013-2014, the following areas were identified and addressed in QI activities during the last FY (see the KFF Annual Summary-QA Review Findings FY 14-15 for further information on these activities):
1. Involving and engaging parents and other case participants in the case planning process and services
2. Assuring there is follow-up on directives given during supervisory reviews
3. Increasing two-way communication with service providers
4. Increasing unannounced visits in the home
5. Meeting with children alone during visits
6. Safety Plan Training
7. Quality Assurance Review Tool Training
8. Training on the methods to use when working with families involved in domestic violence
9. Training on completing home studies and background checks
10. Development of a tracking system for Family Team Conferences
11. Maintaining a tracking system of required parent visits
12. Improving monitoring of children in out-of-home care who are prescribed psychotropic medication
13. Convening permanency quality improvement team meetings

After compiling and analyzing data and results from FY 2014-2015 it was decided that the following areas will be targeted with QI activities during this fiscal year:

1. Initial and on-going assessments
2. Safety planning
3. Safety plan monitoring
4. Background checks and home studies/assessments
5. Achieving permanency
6. Assessing the needs of children, parents, and foster parents
7. Involving parents and children (if developmentally appropriate) in the case planning process
8. Placement of sibling groups together
9. Assessing and addressing children's educational and mental/behavioral health needs
10. Ensuring follow-up on identified medical needs
11. Supervisory reviews and consults including follow-up of identified concerns
12. Planning for safe case closure
13. Frequency and quality of visits between the Family Services Counselors, parents and child
14. Psychotropic medication
15. Parent/child and sibling visitation