PERFORMANCE AND QUALITY IMPROVEMENT PLAN

FISCAL YEAR 2014 - 2015

Mission: The Children’s Network of Southwest Florida is committed to working with the community to protect children and preserve families.
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AGENCY OVERVIEW

In 2003 the Florida Department of Children and Families (DCF) awarded the Children’s Network of Southwest Florida (CNSWFL) the Lead Agency contract to provide community based child welfare services to children and families residing in the 20th Judicial Circuit comprised of Charlotte, Lee, Collier, Hendry and Glades counties. Based on the agency’s demonstrated commitment to Performance and quality improvement, in 2008 DCF renewed its contract with CNSWFL for continued foster care and related services. In 2012, CNSWFL once again successfully secured the Lead Agency contract for another ten years through the state’s mandated competitive procurement process.

1. Charlotte
2. Glades
3. Lee
4. Hendry
5. Collier

The Children’s Network of Southwest Florida was initially accredited as a Network Management Organization by the Council on Accreditation in 2009 and achieved re-accreditation in 2013. As a network managing agency, CNSWFL’s primary role as the System Administrator is to ensure accountability and improved outcomes for children and families by effectively managing financial resources while establishing and maintaining an integrated network of Case Management Organizations (CMOs) and specialty providers with the capacity to deliver a qualitative continuum of child welfare services. The array of services provided by the network includes:

- Traditional and faith based foster home recruitment, training, licensing, and support
- Adoption recruitment, training, placement, pre-and-post-adoption support
- Independent living services
- Family preservation services
- Diversion services
- Clinical services
- Shelter and residential care
- Nurse case management
- Educational supports
- Direct case oversight including case planning, well-being services, safety and permanency planning
In addition to the well-established relationships with subcontracted providers, CNSWFL is driven by its mission and encourages collaboration with DCF, community stakeholders, formal and informal family selected providers, families and individuals, in recognition of the unique expertise provided by each of its partners including programmatic knowledge, diversity, and advocacy. This approach promotes transparency and efficiency resulting in timely access to and delivery of optimal services.

**EXECUTIVE MANAGEMENT ENDORSEMENT**

The CNSWFL Board of Directors (the Board), Chief Executive Officer and management personnel clearly and consistently communicate the commitment to performance and quality improvement throughout the organization, with its community partners and contractors. Staff at every level is informed of, supported and encouraged to achieve established outcomes designed to keep children safe and families healthy. These are aligned with the agency’s strategic plan that specifies the long range goals, intermediate targets, and short term outcomes. The agency’s attainment of the DCF contracted performance measures and scorecard indicators is communicated at Board meetings.

CNSWFL adequately allocates resources within the Lead Agency and CMOs to promote qualitative assessment of the system of care and provision of services. The Lead Agency employs a Data Analyst who is instrumental in creating management reports focused on predictive analysis as well as current and historic performances. In the past year CNSWFL created a Lead Agency Scorecard that provides details at a management level for each child receiving services, as well as reports on the agency’s performance targets which can be drilled down to the specific child in each measure. This valuable tool is utilized by Lead Agency Management, Quality Management and staff at various levels throughout the Case Management Organization. Below is an example of the Scorecard.

![CBC LEAD AGENCY SCORECARD](image)

<table>
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<tr>
<th>Measure # 1: No Verified Maltreatment Within 6 Months Termination FSS Services</th>
<th>Score</th>
<th>Goal</th>
<th>Numerator</th>
<th>Denominator</th>
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<table>
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<th>Score</th>
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<th>Denominator</th>
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Mission

The mission of the Children’s Network of Southwest Florida is to work with the community to protect children and preserve families. The agency endeavors to support family stabilization through diversion services, restore families that are disrupted through removal when appropriate, identify and promote permanent connections for children in a timely manner, engage relatives through family centered practice, equip adolescents for adulthood, maintain an array of service providers, assure provider accountability and emphasize respect for the worth and dignity of all people.

Vision

It is the vision of the Children’s Network of Southwest Florida’s to build strong links for children in need by proactively seeking and assessing their natural supports and utilizing a trauma sensitive approach to achieve safety, permanency and well-being in a timely manner.

The system of care created by the Children’s Network of Southwest Florida and its community partners reflect the following important principles:

Core Principles

Safety Oriented – Safety determinations will be made by assessing child vulnerability and threats, in conjunction with parental /caregiver capacity to protect. Action based crisis and safety plans will be developed to mitigate risk factors and assess ongoing safety of children.

Access – Children and families will have timely access to relevant services. Barriers to service will be identified and solutions will be actively pursued to expedite intervention.

Individualized Services – Each family member will receive individualized services in accordance with strengths and needs identified by the family and consistent with valid professional assessments. Services will be delivered in accordance with the case plan drawing from both formal and natural supports. Services will be provided at the level, intensity and duration necessary, and in the least intrusive manner possible.

Family-Centered Focus – Service planning, provision and decision making will be designed to meet the unique strengths and needs of the families. Full participation from the families will be strongly encouraged throughout all junctures in the life of the case.

Culturally Competent and Respectful Practice – culturally competent services will be delivered in a manner that respects individual and family needs and cultural differences. Culturally competent, diverse staff will ensure that all clients have access to receive and benefit
from the necessary services. Any differences in outcomes for populations of races, religions, ethnicity, gender, physical disability, or other characteristics will be identified and addressed.

**Integration** - Interagency planning, resource sharing and service delivery will be linked across the system of care network providers. Through a shared philosophy, coordinated intake, service planning, case management and continuity of service provision, the system of care will appear seamless to the individuals and families served.

**Effective and Efficient** – Children, their families and the community expect quality services, effective service outcomes and responsible, transparent, and accountable use of public and private funds; providers and families will be held accountable for results.

**Normalcy** - Children will be encouraged participate in age appropriate activities that stimulate physical, social and emotional development. Services received by children will be within the least restrictive environment that is appropriate for their needs and safety requirements.

**Community-Engaged** – Local planning, management and decision making is the foundation of community based care. Partnerships with stakeholders will ensure that resources are allocated to meet the unique needs of the community. Ongoing assessment and identification of service needs will guide the prioritization process.

**Permanency Driven** – The Children’s Network of Southwest Florida will always strive for safe reunification of children with their families; however, if reunification is not possible, an alternate permanency plan for children and adolescents who are in out-of-home care will be developed in a timely fashion. Goal priorities will be: adoption, permanent guardianship of a dependent child, placement with a fit and willing relative, another planned permanent living arrangement, or independent living.

**Strength Based** – Interventions with families will be centered on individual strengths, goal oriented and solution focused.

**PHILOSOPHY OF QUALITY MANAGEMENT**

CNSWFL believes that performance and quality improvement is paramount, driving the core components of the system of care. Success for families relies on sound design, effective services, sufficient resources, supportive leadership, competent staff, reliable data, and accountability at all levels. The performance and quality improvement system is designed to analyze and improve performance outcomes related to child safety, permanency and well-being. A focus on systemic improvements in the delivery of service is a top priority and the approach utilized involves a mixed methodology of quantitative and qualitative data collection and
evaluation from key operational areas of the organization, including client outcomes and customer satisfaction.

All CNSWFL staff, subcontracted providers, partners, community stakeholders, families and individuals are deemed valuable team members whose contributions are integral to sustaining achievements and implementing quality initiatives; their involvement in performance and quality improvement activities is encouraged and their feedback is actively sought.

Furthermore, the agency is committed to supporting improvement in child welfare on the statewide and national levels. This past year CNSWFL staff provided the prototype DCF used to develop its scorecard data reporting source, members of the management team shared their expertise and programmatic knowledge on statewide workgroups and legislative subcommittees, CNSWFL facilitated trainings at various conferences in the state and nationally, and the CEO provided testimony before a US Congressional committee.

**PERFORMANCE AND QUALITY IMPROVEMENT PURPOSE**

CNSWFL values that analytic and systemic planning is essential to performance management. The purpose of this plan is to describe the agency’s continuous effort to coordinate activities that result in a comprehensive, quality based system of care that manages services and resources appropriately to assure efficacy of service delivery that result in positive outcomes for children and families. It is based on the belief that:

- Systemic improvement is a continuous process that warrants frequent evaluation and modification of service delivery, organizational and management processes as needed.
- The performance and quality improvement process builds upon strengths and encourages cohesion in a commonly shared goals
- Mistakes provide opportunities for learning so should be taken in context
- Identified problems can be resolved
- All components of the quality improvement system are designed to recognize and reward exceptional service delivery
- Data collection, analysis and reporting are key components in identifying trends over time
- A stratified approach to collecting data is essential
- Obtaining input from key stakeholders, front line staff and providers is vital in validating quantitative findings
- Training and appropriate staff supervision are necessary to assure consistent implementation of best practices
- Accountability and compliance should be assessed at the unit and worker levels
- Defining the scope and responsibility for implementation and coordination of performance and quality improvement activities and technical assistance is necessary
CNSWFL’s **system-wide** approach to performance and quality improvement is designed on Deming’s “Plan-Do-Check-Act” Model

**PLAN**: Establish the objectives and processes necessary to deliver results in accordance with the expected target or goals. By establishing output expectations, the completeness and accuracy is also a part of the targeted improvement.

**DO**: Implement the plan, execute the process. Collect data for analysis in the following "CHECK" and "ACT" steps.

**CHECK**: Study the actual results measured and collected in "DO" and compare against the expected results from the "PLAN" to ascertain any differences. Look for deviation in implementation from the plan and also look for the appropriateness and completeness of the plan to enable implementation.

**ACT**: Implementing performance improvement activities to overcome barriers to quality services and remediate noted deficiency. Conduct follow up to assess effectiveness and sustainability. Reinitiate the cycle if interventions are found to be ineffective.

This approach includes Program Planning, Implementation, Monitoring and Modification as required, ensuring that processes are sound and comprehensive. Agency, provider, stakeholder and case management specific strategic planning takes place to address monitoring results, implement law changes, assess the effectiveness of policies and procedures, and identification of additional resources to meet the needs of children and families in the community.

Based on meaning recommendation received from these sources, the system of care is adapted when necessary to the changing and evolving needs of children and families receiving services. collaborations through family centered practices, local stakeholders and by direction of DCF. The performance and quality improvement plan may be revised throughout the course of the year and is updated at least once annually.
CNSWFL contracts with two CMOs for the delivery of children welfare services to children under age 18. Lutheran Services Florida (LSF), an agency with a lengthy history of dependency case management in Florida, is assigned to Charlotte and Lee counties whereas Family Preservation Services, which also has decades of services to children and families, is responsible for Collier, Hendry and Glades counties. Children’s Homes Society provides circuit wide services for young adults formerly in foster care. Foster care recruitment, licensure, training, support and placement is conducted by LSF, Florida Baptist Children’s Home, Gulf Coast Jewish Families and Redland Christian Migrant Association who became a provider this fiscal year. CNSWFL also engages an array of institutions and organizations that provide support and services such as Island Coast Primary Care, Florida Gulf Coast, Florida Southwestern College, Hodges University, Grace Community Church, One Church One Child of Florida and Boystown who provides prevention and diversion services.

CHILDREN’S NETWORK ORGANIZATIONAL STRUCTURE

The Director of each Department oversees their staff’s effective service delivery and involvement in the PQI processes within their department and reinforces each employee’s understanding that their assigned duties impact the overall performance of the agency, and more directly, the children and families served.

The Chief Operating Officer has four direct reports:
1- **Director of Quality Management** is charged with ensuring implementation and coordination of PQI activities and provides supervision of one Quality Management supervisor and eleven Quality Management employees whose positions are dedicated to quality operations, assurance and improvement activities including Adoption, Missing Children / Human Trafficking / Incident Report, Permanency Planning, Independent Living, Extended Foster Care and Services to Young Adults Formerly in Foster Care, Risk Assessment, Quality Assurance and Management of the imaging database. All QM staff has significant experience in child welfare and each is assigned primary oversight for a designated programmatic area. Besides the Imaging Specialist who is not required to be a certified QA reviewer, all QM Specialists have either received QA Reviewer certification through DCF or participated in local training and peer reviews to gain proficiency in the monitoring process while awaiting availability of the DCF training.

QM Staff:
- Generate weekly and daily reports to identify casework status issues, upcoming time-sensitive casework activities and data integrity concerns
- Notify Supervisors and Case Managers of issues identified
- Assist frontline staff in correcting data errors and discrepancies
- Providing specialized training and support for frontline staff
- Reviews corrective action plans
A Quality Management staff serves as the chairperson for the PQI committees that aligns with their primary functions.

**Director of Programs** oversees a mixed unit that consists of:

Two Relative Search staff whose duties include completing homestudies and attending shelter hearings to initiate engagement with birth parents and to obtain information of their biological family and natural supports who may be interested in being involved while the child remains in out of home care. A third position is dedicated to providing training and supports to relative and non-relative caregivers.

A Family Integration Technician who completes diligent searches and background screenings.

Four Foster Care Specialists within this department. The licensing staff is instrumental in ensuring application of Quality Parenting initiatives throughout the circuit and is tasked with conducting reviews of initial files for licensure, annual re-licensure, complaints and foster care referrals. The broad spectrum of their responsibilities include tracking and reporting on: foster care waivers, exit interviews, and foster care related satisfaction surveys; safety planning, monitoring compliance with state laws and operating procedures governing foster care; developing local policies that provide guidance, structure and organization for staff and the foster parent community; monitoring of foster care recruitment and training. Beginning in FY 2014/2015, CNSWFL is piloting recruitment of foster families in Collier, Hendry and Glades counties; this task is assigned to one of the Specialists.

A Supervisor and two Specialists who are participating in a pilot program for families with co-occuring mental health and substance abuse diagnosis.

2- **Director of Staff Development**: is assigned four Training Specialists who assist in the development and delivery of pre-service and in-service training for Case Management and Lead Agency staff. Their duties involve providing job coaching for recent pre-service graduates and assistance in developing Professional Development Plans for employees who require specialized assistance to effectively execute certain job duties. All are certified trainers and each has areas of specialties based on their experience. This department works very closely with all others, especially the Quality Management unit, in customizing trainings to address systemic issues identified in monitoring reviews. Members of this department have strategic assignment on several PQI workgroups. The Director has a leading role in the implementation of the Florida Safety Decision Making Model, one staff
is a super SPE, and another is a SPE. The Staff Development department will completes its methodology training of all existing case management staff in the second quarter of the FY.

The Director of Staff Development also supervises the Teen Outreach Program staff which is comprised of a Supervisor, a Coordinator and two Facilitators. Their primary duties center on providing pregnancy prevention education and training to youths and providers throughout the circuit.

3- **Director of Utilization Management**: assures appropriate, qualitative services are available and delivered to children and families in the right amount at the right time. Within this unit are the following staff:

Intake Referral and Triage Specialist who serves as a liaison between DCF and the CMOs to assure cases received for services meet the criteria for such and are correctly documented in FSFN (the statewide automated SACWIS system).

The Utilization Management Specialists, who monitor service providers’ capacities, approve service referrals and assist in identifying providers for our clientele when individualized unique needs are identified.

The Therapeutic Compliance Reviewer is a Licensed Clinical Social Worker who reviews all CBHAs, participates in Multidisciplinary Team Staffing, and is a liaison to external managing entities to assure provision of Medicaid eligible service to children and families.

A Clinical Services Specialist who assists in coordinating care for youth who present with complexities.

Contract Managers who recruitment, manage and perform programmatic monitoring of subcontracted providers. Staff within this department works closely with the QM staff to assess quality and compliance with regulatory standards.

A Nurse will be added to the unit within this fiscal year.

**CNSWFL’s Data Analyst** reports directly to the CEO though is accessible to management and their staff at all levels. A primary function of the Data Analyst is to validate performance outcomes measured by DCF including contracted targets and the CBC scorecard. In addition to the basic reports available in FSFN, the Data Analyst develops agency specific reports to track data elements that influence performance outcomes. Weekly, monthly and quarterly performance reports are provided by the Data Analyst to the CNSWFL management team for review, monitoring and action planning. Aggregated monthly reports are supplied to CMOs during Directors meetings and posted to the
CNSWFL website. Each CMO facilitates Supervisor meetings and All-Staff meetings to share information and identify challenges or system needs. When a topic requiring specialized collaboration arises, an Ad Hoc workgroup, comprised of a cross-section of staff and community stakeholders is established and remains active until solutions are developed and goals are achieved.

The Chief Financial Officer, Communication / Development Director and Information Technology Director direct report to the CEO. Within their purviews are responsibilities that require diligent oversight to assure compliance with state and federal laws that are closely aligned with, and impact the delivery of services to children and families. Staff from these departments participate in PQI activities and are monitored both internally and externally.

**SUBCONTRACTED QUALITY ASSURANCE STAFF**

CNSWFL funds the CMOs for four Quality Assurance staff who routinely conduct reviews of their peer CMO alongside a CNSWFL QM staff, participate in all PQI activities related to direct case management, and deliver internal organizational continuous quality improvement actions such as assisting in the development of the quality assurance plans, review and analyze performance and practice data, complete their agency’s internal quality assurance/peer review assessments, provide technical assistance and support to staff.

**PERFORMANCE AND QUALITY IMPROVEMENT COMMITTEE**

1. CNSWFL’s Performance and Quality Improvement Committee is comprised of the Quality Management Staff, the Data Analyst, Operations Staff, and the CMOs Management and Quality Assurance Staff. The committee meets at least monthly, and informally as issues present.

Performance and Quality Improvement Committee functions:
- Reviewing and analyzing performance, compliance and quality indicators within the context of current systemic and programmatic conditions
- Identifying key PQI opportunities
- Collaborating in the development of CQI activities to address identified needs
- Implementing Network CQI activities within members’ respective agencies
- Sharing results of CQI activities with the Committee to facilitate best practices throughout the Network
2. The Scorecard Performance Workgroup (Committee) meets on a weekly basis and consists of management and staff members from CNSWFL, the CMOs, and DCF.

The Scorecard Performance Workgroup functions:
- Review performance of the scorecard indicators
- Utilize predictive Analysis to determine future performance
- Develop and strategize interventions as needed.

Information presented at this meeting is communicated up, down and outwards throughout the CMOs. As needed, a quality assurance review is completed with the findings reported to relevant persons who provide oversight of the practices / services that impact the indicator’s outcome.

**PERFORMANCE AND QUALITY IMPROVEMENT PROCESS**

**A. Internal Quality Assurance:**

1. Financial Audits: CNSWFL is evaluated by an independent, certified accounting agency on an annual basis to assess its business practices related to financial management. The report generated from this review is provided to the Board and DCF.

2. Policies and Procedures: Each Department is responsible for reviewing the operating procedures that impact programmatic areas under its purview to assure adherence to Federal, State and Regional requirements. Reviews are conducted on an annual basis with corresponding revisions when necessary.

**B. External Quality Assurance includes:**

CNSWFL undergoes rigorous monitoring by external stakeholders, our funder, and private entities. These include:

- Annual Contract Oversight by DCF (COU)
- CAP plan reviews by DCF Contract Manager
- Annual Child Placing Agency Re-Licensure (DCF Licensing)
- Inspector General Reviews (DCF)
- Auditor General Reviews (State of Florida)
- Federal Reviews (IV-E, Adoptions, etc.)
Council on Accreditation Review (COA)

Reports generated from these reviews are used to assess effectiveness and the veracity of qualitative services provision and compliance where applicable to determine strengths and areas needing improvement within the system of care. The reports are vital in communicating recommended system modifications to key stakeholders.

C. Complaints and Grievances

All service-related complaints or grievances, whether submitted directly from the complainant or through the DCF Tracker System, are addressed by CNSWFL’s HR Liaison. Formal complaints addressed through the DCF Tracker System are tracked for satisfactory completion and necessary follow-up actions. Case specific quality management reviews completed in response to a complaint will contain detailed findings and recommendations for actions.

D. Stakeholder Input

CNSWFL will continue employing strategies to obtain feedback from essential stakeholders. This includes:

- Community Forums
- Employee exit interviews
- Community Alliance Meetings
- Judiciary Brown Bag Meetings and Model Court
- Surveys
- Strategic Planning meetings
- Focus Groups
- Provider Meetings
- Foster and Adoptive Parent Association meetings

Exploration of grant opportunities, initiatives and services and will be developed in collaboration with the stakeholders to address concerns, service gaps or to enhance a highly successfully program that has garnered support by the community. Initiatives will be presented to CNSWFL’s management team for approval.

WINDOWS INTO PRACTICE QUALITY ASSURANCE REVIEWS

CNSWFL conducts quarterly case file reviews in order to continually assess the quality of case management practice and service delivery focused on safety, well-being and permanency. For FY 2014 -2015, the agency will implement DCF’s Window into Practice model and review the
required number of cases utilizing the Department’s review instruments. *It should be noted, DCF has allowed flexibility to select the area of focus depending on the local community’s population and need.*

CNSWFL’s intent is to conduct the following reviews each quarter:

- **Rapid Safety Feedback Reviews** – 12 cases per quarter focusing on open, in-home services cases for children ages 0-4.
- **Targeted Permanency Feedback Reviews** – 12 cases per quarter focusing on children ages 13-17 who are in out-of-home care.
- **Targeted Well-Being Feedback Reviews** – 12 Targeted cases per quarter focusing on children ages 5-12 who are in out-of-home care.
- **Child & Family Services Reviews (CFSRs)** – 2 cases per quarter which includes a file review and interviews of case participants and stakeholders.

Each case will be reviewed with the assigned Case Manager and Supervisor (if the case was re-assigned during the period under the review the previous Case Manager and Supervisor should also participate as applicable) who will be provided a copy of the debrief instrument. A group debrief consisting of all reviewers, CMO management and QA staff will occur for presentation of each case’s outcome to identify trends, practices and opportunities for improvement.

The samples for these cases will be randomly selected from the extract provided by DCF. If a decision is made to discard a randomly selected case file from the sample list under the allowable discard criteria, the rationale must be documented and the decision must be approved by the Children’s Network of Southwest Florida Quality Management Director. CNSWFL’s Quality Management Director or a designated QM staff will track the cases reviewed from *prior monitoring*, discarding duplicate cases from subsequent samples, and conduct various data analyses.

**CRITICAL LIFE, HEALTH or SAFETY THREAT**

Identified concerns will:

- Be documented in a Request for Action and entered in FSFN.
- The reviewer will immediately notify the CMOs assigned Quality Assurance staff who is responsible for ensuring the Case Manager and Supervisor are immediately engaged.
- Depending on the severity and urgency of the matter, CSNWFL’s Quality Management Director or designee and the CMO’s Program Director will also be notified by the reviewer.
• If the concern is related to a contracted provider a copy will be submitted to the Utilization Management Director and the provider as appropriate.
• The Reviewer will identify the actions needed to remediate the concern and maintain contact to assure action has been taken to address the issue.
• Once the safety level is sufficient reduce, if there are still procedural outcomes to be addressed the reviewer will inform the CNSWFL Lead QM staff who will continue monitoring the case through completion of all tasks.
• All actions related to the case will be documented in the FSFN record.

EXECUTIVE MANAGEMENT AND DCF DISCRETIONARY REVIEWS

The Secretary of DCF or other executive staff may determine a review of a particular process or topic is needed, or may require a statewide or localized special project be conducted throughout the year. This activity will likely require specially designed review tools and other protocols depending on the subject matter. Discretionary reviews may also be assigned by Regional Directors or the CNSWFL’s management team for local purposes. These reviews will include high profile cases. Request for special reviews will be directed to the Children’s Network of Southwest Florida’s Chief Operating Officer who will direct the request to the appropriate member of the Children’s Network of Southwest Florida’s Quality Management team.

DATA & PERFORMANCE REPORTING

The dissemination and reconciliation of information across agencies is a key component of CNSWFL’s performance and quality improvement structure. CNSWFL promotes collaboration with DCF, CMOs, partnering CBCs in the state, and the Florida Coalition of children to collect, interpret and routinely distribute performance and quality improvement data.

Program results and quality service delivery are measured as part of CNSWFL’s performance outcomes which are outlined in the contract with DCF and evaluated monthly by the CBC Lead Agency Scorecard. These measures include safety, permanence and well-being outcomes which are indicative of the appropriateness, effectiveness and dimensions of quality service delivery such as efficacy, continuity and timeliness. Along with other measures important the local system
of care that is routinely tracked, performance reports are posted on the CNSWFL’s website and are widely dispersed including at the following forums:

- Board Meeting
- Bimonthly DCF Team Meeting
- Monthly CMO Directors Meeting
- Monthly Provider Team Meeting
- Community Alliance Meeting
- Weekly Data Meeting
- Quarterly Supervisor’s Meeting

Further, routine reports are generated to assist with daily, weekly and monthly management activities such as children seen, well-being services received, educational enrollment, parental contact, adoptions finalized, foster home licensure etc. These specialty reports are designed for Lead Agency staff to monitor critical information. The information derived from various data sources is used to steer decision making, assess service needs and modify contracts to ensure optimal outcomes for children and families. To ensure feedback loops are addressed, findings are shared both in written format and during regularly scheduled meetings with all parties such as the Board of Directors, CNSWFL management team, providers, community stakeholders and funders. The CMOs review performance data at the agency and unit level with both Supervisors and Case Managers to design corrective actions with frontline staff input.

**PERFORMANCE CONTRACT MEASURES for FY 2014-2015:**

- **FS 106:** The percentage of children served in out of home care who are not maltreated by their out of home caregiver shall be at least 99.68%
- **FS 301:** The percentage of children reunified who were reunified within twelve months of the latest removal shall be at least 75.2%
- **FS302:** The percentage of children reunified who entered out of home care within twelve months shall not exceed 9.9%
- **FS303:** The percentage of children who were adopted within twenty four months of the latest removal shall be 36.6%
- **FS671:** The percentage of children in out of home care 24 months or longer on July 1, 2013 who achieved permanency prior to their 18th birthday and by June 30, 2015 shall be at least 29.1%
- **FS 306:** The percentage of children in out of home care for at least eight days but less than twelve months, who had two or fewer placement settings shall be at least 86%
- **FS773:** The percentage of children under supervision who are required to be seen every 30 days who are seen every thirty days shall be 99.5%
- **FS304:** The number of children with finalized adoptions between July 1, 2014 and June 30, 2015 shall be 167
- **FS108:** The average number of children who are missing per 1000 children in home and
out of home care shall not exceed ten

**CBC Lead Agency Scorecard**

DCF historically issues a monthly scorecard of CBC Lead Agency in the state that focuses on safety, permanency, and wellbeing indicators as well as a financial management indicator. In FY 2013 – 2014 the scorecard was modified several times and the final version is pending approval from the DCF and CBC Leadership group who were provided recommendations from the statewide Data Performance Workgroup who were tasked with revising the scorecard indicators to assess what is important to the Florida child welfare system and community at large. CNSWFL’s Quality Management Director and Data Analyst are participants of the workgroup. The revised scorecard is slated to be implemented in January 2015. The indicators will continue to track outcomes related to safety, permanency and well-being and the proposed targets are based on, federal requirements, national and statewide performances. Rather than ranking the agencies against each other, the new scorecard will instead identify if the indicator was achieved. Likewise, the formatting has changed and now reflects CBCs by Region allowing the opportunity to see where others are doing well to encourage communication amongst agencies related to successful practices. CNSWFL is committed to data integrity and along with the CMOs, have several staff participating in testing the data reports DCF is creating to become familiarized with the algorithms and provide meaningful feedback to DCF of the agencies’ evaluation.

**INDEPENDENT LIVING MEASURES for which DCF is determining baseline data:**

- Percent of youth who have aged out of care who complete high school or GED by 20 years of age.
- Percent of youth who have completed high school or GED and are involved in post-secondary education.
- Percent of youth ages 18 and over receiving Independent Living services who have a job (including joining the military)
- Percent of young adults in safe housing.
- Percent of 17 year old youth in licensed out of home care who had a transition plan signed by the youth and filed with the Court.

**CONTINUOUS QUALITY IMPROVEMENT**

A. Performance and Quality Improvement activities for FY 2014 - 2015 will include Data Analysis of:

1. Children Reaching Permanency within 12 Months of Entry
2. Children Re-Entering within 12 Months of Reaching Permanency
3. Case Management Supervision Improvement

4. Parental Engagement in case planning and progression.

B. IMPLEMENTATION AND MONITORING OF CORRECTIVE ACTION PLANS

CNSWFL has implemented intervention strategies agency wide tracking of areas needing improvement that were identified in the March 2014 annual DCF COU monitoring. The submitted CAP is pending approval.

1. CNSWFL will monitor subcontractor-level CAPs developed in response to programmatic and COU outcomes. Updates will be communicated to DCF each quarter to demonstrate the progress made with achieving the identified outcomes.

C. INTEGRATION OF NEEDED IMPROVEMENT INTO TRAINING

Topics identified through quality assurance activities that require improvement will be analyzed to determine the need for additional staff training. Should additional training be indicated, it will be developed as In-Service or small group instruction and incorporated into Pre-Service as appropriate for the topic.