ChildNet Performance and Quality Improvement Plan
For Fiscal Year 2012-2013

DRAFT October 1, 2012
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I. Introduction

ChildNet was founded in 2002 to be the Community Based Care lead agency for the privatization of foster care and related services in Broward County, Florida, Court Circuit 17. ChildNet has always had a strong Continuous Quality Improvement presence which was strengthened during the initial accreditation process through the Council on Accreditation, COA, which was obtained February 28, 2011.

On October 1, 2012, ChildNet became the lead agency for Palm Beach Count, Circuit 15 through an emergency procurement with the State of Florida. ChildNet’s Performance and Quality Improvement (PQI) Plan describes the agency’s ongoing system wide efforts to continuously improve, learn and strive for excellence in the provision of services to the children and families under ChildNet’s care and supervision in Broward and now Palm Beach counties. The plan is designed to be reviewed on an ongoing basis and updated when needed, but no less than annually.

A. Organization’s Philosophy of Performance and Quality Improvement

ChildNet promotes a culture of excellence and continuous improvement through a broad-based, organization-wide Performance and Quality Improvement process inclusive of all staff members and stakeholders, as a vital and necessary management tool. The leadership of ChildNet values service quality and ongoing efforts by the agency as well as our community partners and contractors to achieve strong performance, program goals, and positive results for the children and families we serve. ChildNet previously consolidated all of the service centers into one site to improve accountability, accessibility, and communication. Performance and Quality Improvement takes into account each different area within the agency and all children and families served. Furthermore ChildNet continues to be a state-wide leader in the use of data to highlight success and positive outcomes to service recipients as well as areas needing improvement.

The purpose of Performance and Quality Improvement

- Assign responsibility for implementation and coordination of Continuous Quality Improvement (CQI) activities and technical assistance.
- Set forth the purpose and scope of CQI activities.
- Establish periodic review of service delivery process in accordance with the DCF Quality Management Plan with quarterly case file and Quality Service Reviews.
- Continue periodic review of organizational and management processes including the effectiveness of policies and procedures.
- Outline the methods and timeframes for quarterly as well as ongoing monitoring.
- Define the methods for reporting findings of the monitoring.
- Review progress for all services provided by ChildNet as well as our contracted providers.
- Support progress toward achieving short term and long range goals related to contract performance measures, internal targets, and service recipient outcomes.
Executive Level Endorsement

The Board of Directors, along with the Chief Executive Officer (CEO), sets forth quality expectations of excellence and has developed an agency-wide three year Strategic Plan and the accompanying Operations Plan. The Strategic Plan outlines the agency’s broad goals and targets while the Operations Plan focuses on how to reach those including the Department of Children and Families score card indicators, contracted performance measures, as well as the agency’s own improvement efforts. The Board of Directors maintains a sub-committee, the Program Quality Committee, which reviews agency policy and procedure and progress on meeting agency performance measures. The Program Quality Committee reports to the full Board of Directors at each Board meeting.

The CEO promotes a culture within the agency that facilitates excellence and continual improvement. ChildNet allocates sufficient resources to lead and facilitate the collection and analysis of data. ChildNet created internal dashboard portfolios that not only show the agency’s performance on contracted performance measures, but is a tool to help Child Advocates (case managers) and Supervisors with their every-day duties. As Child Advocate home visits with children is a vital component of case management, the dashboard tracks such visitation and clearly displays, by service unit, those Child Advocates who have completed visits with all of their children and those with visits due through a color coded system. The dashboard also displays, by service unit and Child Advocate, the location of the assigned children. This tool helps case workers plan visits more efficiently. Below is an example of the home page of the dashboard.

In addition, the workbenches have been developed to assist Child Advocates and Supervisors in the management of their assigned cases. The constructive use of data
is used to promote high learning. The Child Advocate workbench shows, at a glance, the caseload and other important items such as safety alerts for placement, medications, and visits due. A representation of the Child Advocate workbench demonstration is shown below.

The Child Advocate Workbench

The Supervisor workbench shows supervisory reviews due in addition to the Child Advocate information. This workbench also ranks for each unit based performance over time on six items displayed on the dashboard (visits, consents for medications, photographs, fingerprints, birth verifications, and completion of supervisory reviews). A representation of the Supervisor workbench demonstration is shown below.

The Supervisor Workbench Homepage
The Board of Directors and CEO enable a wide range of managers and staff to be involved in Performance and Quality improvement through the creation of a Performance and Quality Improvement (PQI) workgroup comprised of Continuous Quality Improvement (CQI) staff members, directors, and supervisors within the agency. Examples of those participating include Senior Management, Assistant Vice Presidents of Administration, Operations, Support Services, Case Management and Adoption and Youth Services. Also included are the Directors of CQI and Professional Development, Case Management and Supervisors and case workers, and the Assistant General Counsel. With the inclusion of Circuit 15, the leadership of the case management organization will also be invited to participate. In addition to the PQI workgroup, a smaller sub-workgroup was convened to complete the actual work for presentation to the large group. Achievements relative to desired outcomes, indicators, and targets are communicated to staff members and stakeholders by the agencies leadership including the Board of Directors and management.

In addition to the monthly scorecard created to show ChildNet’s progress on performance compared to other lead agencies across the state, progress is also presented to stakeholders and interested parties on a quarterly basis. Performance on key indicators is shared with the community as part of the quarterly news bulletin distributed by senior management. Furthermore, ChildNet hosts a quarterly performance presentation with our partners, Child Protective Investigations, CPI, and Children’s Legal Services, CLS, in conjunction with the scorecard meetings already in place. Data is presented by each partner on key performance measures related to child welfare in our community. Examples of the data presented include:

- **CPI**
  - Number of Abuse Reports Investigated
  - Percent of children victims seen in 24 hours
  - Number of children removed from their parents
  - Percent of investigations closed timely
- **CLS**
  - Percent of Case Plans filed timely
  - Percent of Judicial Reviews filed timely
  - Percent of Permanency Hearing held timely
  - Percent of petition of termination of parental rights filed timely
- **ChildNet**
  - DCF Scorecard Indicator performance
  - DCF Contract Outcome Measure Performance
  - FY Census changes
  - FY Placement changes

**Senior Management**
The Continuous Quality Improvement (CQI) Department within the agency works very closely with senior management to ensure that agency staff members are working towards meeting expectations set forth in the agency-wide Operations Plan, in a supportive manner which allays concerns about possible repercussions of identifying...
areas in need of improvement. Data from scorecard indicators and performance measures are analyzed down to the unit and case levels to determine the root causes for any areas requiring improvement. Senior Management is working to improve service delivery by adjusting processes that minimizes staff changes at key junctures of cases and maximizes the movement of cases through the system of care in order to achieve a safe and expeditious permanent placement for children.

Developing a cost effective client satisfaction process is crucial to the agency’s Performance and Quality Improvement plan. ChildNet administers satisfaction surveys on an ongoing basis with our community partners and service recipients. These surveys were designed to capture satisfaction levels from our providers, caregivers, parents, and children served. Each survey contains a section to identify how ChildNet can improve in order to develop client and stakeholder outcomes. The surveys are available on our public web-site in English, Spanish, and Creole. They are also available in hard copy in our main lobby. The results of the surveys are analyzed at least annually as part of the Performance and Quality Improvement Workgroup.

Senior Management recognizes the great work performed by Client Services and Case Management related to the contract performance measures. Congratulatory communications are distributed regarding staff members that were able to reunify children with their families each quarter. In addition, the level of performance of each service unit on key measures is displayed on the dashboard. Each unit is ranked according to performance creating friendly competition among the supervisors (See the screen print of the Supervisor Workbench portfolio above). Furthermore, video monitors were installed in work areas throughout the organization’s headquarters that display performance measures, tips of the day and news about staff and agency initiatives, achievements and awards. Furthermore, a program was implemented to encourage participation of all staff in improvement efforts. Individuals Driven to Empower and Achieve Solutions (IDEAS) is based on a program used by Mitsubishi. Tokens of Appreciation (TOAs) were also created so that anyone at any time can show their appreciation for a good job. A monthly drawing of all of the TOAs submitted is conducted with prizes for those selected.

B. PQI Structure

The organization of ChildNet’s Performance and Quality Improvement process surrounds and supports the service recipient at the center. The process includes our local community, network providers, Board of Directors, Senior Management, Workgroups, Caregivers and our Improvement cycle, all surrounded by Performance and Quality Improvement, holding everything in place. Performance and Quality Improvement is the ‘glue’ that holds it all together, while supporting the agency and service recipients.
The ChildNet committee structure consists of Board of Directors Committees:
- Program Quality
- Governance
- Finance
- Audit
- Public Relations and Marketing
- Legislative
- Fundraising
- Independent Living
- Temporary Ad Hoc Committees as needed examples include:
  - Independent Living
  - Transition (of the lead agency in C-15 to ChildNet)

ChildNet committees and workgroups include:
- Scorecard
- Top 50 workgroup
- Policy and Procedure
- Performance and Quality Improvement
- Management and Operations Performance
- Risk Management
- Client Services
- Finance
- Safety Committee
- Network Development

The function of the committees related to Performance and Quality Improvement are detailed below.
The Program Quality Committee of the Board of Directors includes selected Board members with assistance from ChildNet staff members from CQI and Legal Services. The team reviews policy and procedures and general program performance. This Board Subcommittee reports to the full Board.

Scorecard Team is made up of ChildNet staff members from each area within the agency in order to review performance in scorecard indicators and create improvement actions when needed. This group also reviews COA progress and ensures updates to the standards are incorporated into practice. This group has members of each of the other workgroups to ensure information is effectively communicated throughout the agency. Scorecard teams have been implemented in both circuits managed by ChildNet.

The Top 50 workgroup is comprised of leaders from CQI, Case Management, Revenue Maximization, and Finance to review the children incurring the highest out-of-home care costs to the agency. The purpose of the group is to provide additional perspectives on the cases to achieve the best possible placement for that child and remove any barriers to achieving permanency or placement in a less restrictive environment.

The Policy and Procedure Workgroup was developed from staff members throughout the agency to review policies, procedures and forms, review updates to policies, procedures and forms, and make recommendations before the policies and procedures are presented to the Program Quality Subcommittee of the Board of Directors.

The Performance and Quality Improvement Committee is comprised of all of the staff members from the Continuous Quality Improvement team of ChildNet with representation from all areas of the agency including Senior Management, Finance, Talent Management (Human Resources), Network Development, Professional Development, and Client Services. In addition to the committee, a smaller workgroup was established from committee members to meet more frequently in order to “complete the work.” CQI team members are also participants in the Client Services meetings in order to ensure that all areas of the organization are included in performance improvement activities. The Performance and Quality Improvement committee has members from each of the other agency committees in order to ensure the information is shared at one centralized location. The work of this committee is designed to flow into the review of the Operations Plan, organizational and staff training, as well as reporting quality assurance findings to senior management and stakeholders.

The Management and Operations Performance Workgroup was created to review policies and procedures throughout the agency for compliance. The group is comprised of representatives from CQI, Legal Services, and Talent Management. The reports completed each year in May.

The Risk Management Committee is chaired by ChildNet’s General Counsel and includes representation from each area within ChildNet and a representative from our
insurance carrier. This committee reviews items related to risk such as incidents, accidents, grievances, exit interviews and institutional abuse reports related to our service providers. Information from this group is shared with other workgroups, including the Performance and Quality Improvement committee.

**The Client Services Committee** is comprised of leadership in client services including intake and placement, case management, training, and support services. CQI staff members attend as well as do others as invited. The purpose of the committee is to review scorecard performance as well as any other actions needed by the client services team.

**The Finance Committee** is comprised of staff members from Finance to discuss workflow processes, policies and procedures and to review the projects within the department.

**The Safety Committee** is comprised of staff members representing different areas within the agency and is chaired by staff in the agency’s legal department and Talent Management. This group meets at least quarterly and reports to the Risk Management Committee.

**The Network Development Committee** consists of the Vice President of Network Development and clinical staff of ChildNet. The focus over the next year for this committee is to maintain the network in Circuit 17 and further build the network in Circuit 15.

This committee/workgroup structure enables all areas within the agency to participate and be integrated into Performance and Quality improvement. A review of the Continuous Quality Improvement process is part the ChildNet new hire agency overview. In addition, CQI staff members participate in committees and attend individual department staff meetings in order to include front line staff in the process. Each manager includes CQI in relevant short and long term goals and work plans and all include CQI as a standing item on meeting agendas. All quality assurance and data reports are presented through the Performance and Quality Improvement committee. Through this committee, any projects for performance improvement are determined and surveys are coordinated. Incident reporting is also shared with the Risk Management Committee.

The Director of Continuous Quality Improvement is charged with the task of ensuring ongoing implementation and coordination of Performance and Quality improvement activities. The entire CQI team works together to coordinate the quarterly case record reviews, outside reviews of the agency, analyze data and complete written reports. The CQI team also reviews the agency’s performance on scorecard indicators and contracted federal measures. The staff members responsible for CQI are qualified by experience and education to engage staff from all areas of the agency, systemically collect and analyze data, and communicate results and recommendations for each key audience including management and the Child Advocates. Each receives specialized
ongoing training related to quality improvement, best practices, and others as appropriate. The CQI team is under the Assistant Vice-President of Operations along with the Data Entry Team. The Director of CQI supervises seven quality management positions for both circuits and one Assistant CQI Director. The Assistant CQI Director supervises the Licensing staff for both circuits.

Steps in the Improvement Process
After an investment in Six Sigma White Belt for all staff and Yellow and Green Belt Certification for Senior Management, Directors, select Supervisors, CQI staff, and other workers, DMAIC model is used to show the steps in the improvement process.

- **Define**: Select an appropriate project, define the project in terms of service recipient demands, and create a plan to correct it.
- **Measure**: Gain information about process performance and collect data.
- **Analyze**: Analyze the causes of the problems and verify the suspected root causes.
- **Improve**: Identify ways of reducing defects and variation and pilot selected actions while evaluating measurable improvements.
- **Control**: Develop a control plan, implement the improvements, determine if the change was an improvement, control the process to ensure continued and measured improved performance, determine if improvements can be transferred elsewhere, indentify lessons learned, and close the project.

Quarterly Case File Reviews
ChildNet conducts case file reviews for each of the four services directly provided by the agency: Foster Care, Adoptions, Independent Living, and Kinship Care. In order to ensure consistency, clarity, quality and continuity of the documentation, these reviews are all completed using the same review instrument. We have targeted to complete reviews each week for the 2012-2013 fiscal year. In addition, case file reviews are
completed as part of the monitoring of our sub-contractors for each service type for a total of at least ten percent of the total population.

**Reviews with DCF:** The DCF Quality Management model incorporates the Quality Practice Standards (QPS) and Quality Services Review (QSR) process to conduct twenty (20) reviews per quarter for each circuit. The QPS is a file review of eighteen children. An additional sample of ten files will also be reviewed based on the topic selected by DCF each quarter, again for each circuit. The QSR is a nationally recognized process that encompasses a brief file review, and interviews with all of the case participants for two (2) children per quarter. The interviews are scheduled by the Child Advocate to ensure that all parties are aware of the interviews as well as the reason for them. The interviews are generally scheduled over a two (2) day period with as many face-to-face as possible, particularly the child and caregiver.

The first interview is generally the Child Advocate and supervisor. During this interview, the reviewers can clarify any information seen in the file. After completion of all of the interviews, the reviewers hold another meeting with the Child Advocate and Supervisor to debrief the case. It is important to note that the reviewers are gathering information, not sharing between the different interviewees. The results are scored based on the QSR protocol and a story of the child is written. The stories are presented to the Performance and Quality Improvement Committee and workgroup as well as sent to DCF.

DCF conducts the training for all staff conducting the QPS reviews and on the QSR protocol with the requirement that all new Quality Management staff members be trained before leading a review. The QSR protocol provides opportunity for others in the agency or stakeholders outside of the agency to shadow the review process. Further reviews with DCF include the review of children with the permanency goal of APPLA. These reviews are part of the state’s Performance Improvement Plan resulting from the last Child and Family Services review conducted by the Administration for Children and Families. DCF directs how many files to be reviewed each quarter.

**ChildNet Services Reviews:** Trained ChildNet staff members will conduct reviews along with the CQI team as schedules allow. These may be in the side-by-side manner or on their own depending on the skill level of the supervisors and directors. This process will ensure that a peer review component of the quarterly case file reviews is completed. Several Client Services staff members have been trained in order to participate in the quarterly reviews on a rotating basis. More training will be scheduled by DCF through the course of the year. No Client Services staff will review a file from their own service unit, or if a Director, under their supervision.

The CQI team is charged with writing quarterly reports showing the findings of the reviews overall and by service recipient outcome, and service. The reports are very detailed, contain aggregate data, and are made available to a wide audience of stakeholders. The reports are completed within 30 days from the end of quarter monitored and are reviewed by the Performance and Quality Improvement committee to
determine if improvement activities are needed and develop any improvement plans or recommend training.

In addition to the quarterly quality assurance case reviews, Child Advocate Supervisors are required to complete quarterly supervisory reviews on each case. All supervisors were trained on the DCF Mentoring and Modeling Guidelines for supervisory reviews. Compliance with this is tracked on the Supervisor Workbench dashboard portfolio and measured during the quarterly quality assurance case file reviews.

**Executive Management and Region Discretionary Reviews:** ChildNet will work in collaboration with DCF regarding requests for discretionary reviews. The Director of Continuous Quality Improvement is the point of contact for additional reviews who will delegate to the appropriate party and track for the completion of the project. The Director of Continuous Quality Improvement will report back to DCF as appropriate. A review of disabled youth is currently projected for the beginning of the fiscal year.

**Local Review Schedule:** The Quality Assurance Review Schedule for contract year 2011-2012 is shown below (subject to change):

### Circuit 17

<table>
<thead>
<tr>
<th>Type</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Monitoring and weekly reviews</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

### Circuit 15

<table>
<thead>
<tr>
<th>Type</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>QSR</td>
<td>Oct 22 - 26</td>
<td>Feb 25 – March 1</td>
<td>April 22 - 26</td>
</tr>
<tr>
<td>QPS</td>
<td>Oct 15 - 19</td>
<td>Jan 22 – Feb 1</td>
<td>May 6 – 10</td>
</tr>
<tr>
<td>Contract Monitoring and weekly reviews</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

The first quarter reviews were not conducted by the prior lead agency.
C. Stakeholders

The local community alliances are defined by Florida Statute to oversee the provision of local child welfare services. The Children and Families Leadership Association (CFLA) is the Community Alliance in Circuit 17, Broward County. CFLA and the Community Alliance of Palm Beach County both work with the local Children’s Services Council, DCF, ChildNet and other community partners to develop the service approach and philosophy for each Circuit.

Stakeholder participation in the development of performance improvement goals, client outcomes, and indicators is encouraged in a variety of ways. ChildNet hosts meetings with stakeholders to review progress and address concerns. These meetings include a meeting of all of the Chief Executive Officers (CEOs) of our contracted providers, Foster Parent Association meetings, and quarterly meetings with provider staff.

In addition, satisfaction surveys have been developed for at least annual administration to expand the information received from stakeholders and receive feedback on strengths and areas for improvement for ChildNet, which strengthen client outcomes. Focus groups may be scheduled to further include stakeholder groups.

Stakeholders include but are not limited to:
- The children and families served by the agency
- Employees of the agency
- The judiciary, including the Guardian ad Litem Program
- Funding entities, such as the Department of Children and Families, the United Way, and the Children’s Services Council
- Community Partners, such as the Child Protective Investigations, the School Boards, and the Children’s Legal Services.
- Child and Community Advocates
- Community Alliances
- Contracted and non contracted providers of services
- Foster parents
- Adoptive parents

ChildNet developed a mechanism to facilitate the sharing of performance reporting and data for all stakeholders. As noted above, a monthly scorecard is disseminated by DCF ranking each lead agency’s performance against the others for the entire state. A quarterly news bulletin including ChildNet’s performance on contracted targets is distributed to a large listing of external stakeholders. Feedback is requested from all stakeholders upon the release of each report regarding strengths, areas of positive practice, as well areas needing improvement. ChildNet includes quarterly monitoring reports on the internal dashboard and on the agency’s public website for all to see for the upcoming contract year. These reports identify strengths as well as improvement areas for ChildNet and progress from prior reviews. Any feedback received will be reviewed by the Director of Continuous Quality Improvement, Senior Management, and
the Performance and Quality Improvement committee, depending on the complexity of the suggestions.

A stakeholder packet describing ChildNet’s Performance and Quality Improvement philosophy and structure, definition of stakeholders and how they are involved in the process, and a brief description of what we measure has been developed and posted on the ChildNet website. In addition, a one page flyer with the same information was developed for service recipients for ongoing distribution.

II. Measures and Outcomes

ChildNet has developed both long range and short term outcomes based on contracted performance measures, internal measures, and stakeholder surveys. The first round of surveys was used to develop the agency’s Strategic Plan which includes measures for each area of ChildNet. An expansion of the surveys will be used to develop both short-term outcomes for service recipients as well as review progress toward measures in the strategic plan. Surveys were administered after the reorganization of Client Services and processes have been implemented for continual administration. The agency reports performance on the following measures:

A. Long-term Strategic Goals and Objectives

ChildNet developed a long range Strategic Plan that identified content areas within which to focus for the next three years. Those areas were identified from local and state initiatives, stakeholder input, and contracted performance measures. As a result of meeting its goals and objectives, ChildNet strives to be the model in the state in providing safety, permanence, and well-being for our service recipients. The broad goals of the strategic plan mirror the federal measures of Safety, Permanency, and Well Being of children and also consider staff needs and development.

The Strategic Plan is accompanied by the Operations Plan which contains each of the contracted performance measures, score card measures, and other Federal Measures not specifically listed in the contract. Please see the ChildNet Strategic Plan for the complete listing. The Strategic and Operations plans are reviewed periodically by Senior Management and the Board of Directors.

In three years, ChildNet expects to be a model for the state in providing safety, permanence, and well-being for children, families and staff. Case management practices, provider services, adoptions, and community outreach will be exemplary, as will reunification, and score card performance.

B. Management / Operational Performance

ChildNet is committed to reviewing organizational and management performance. ChildNet created a team of CQI, Legal Services, and Talent Management to select policies and procedures on a quarterly basis to report to the Board of Directors each
May. These include policies and procedures related to Client Services, Finance, Talent Management, Risk, and Network Development. The policies and procedures will be selected for review based on need or randomly and may be reviewed by a third party. Findings from the reviews are presented to the Performance and Quality Improvement workgroup and others as determined by senior management. Improvement plans are to be developed as appropriate.

C. Program Results / Service Delivery Quality

Program results and service delivery quality are measured as part of our performance measures which are outlined in our contract with DCF. These measures are listed below and include safety, permanence, and well-being measures which reference appropriateness, effectiveness, and dimensions of quality service delivery such as efficiency, continuity, and timeliness. While some of these measures are client measures they are addressed in this section just as some of the scorecard measures are reflect program results and are addressed below. These are related to results of internal programmatic improvement efforts and the agency’s Strategic Plan.

Contract Performance Measures

- 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%
- The percentage of children reunified who were reunified within twelve months of the latest removal shall be at least 75%
- The percentage of children reunified who re-entered out-of-home care within twelve months shall not exceed 9.9%
- The percentage of children who were adopted who were adopted within 24 months of the latest removal shall be 36.6%
- The percentage of children in out-of-home care 24 months or longer on July 1 who achieved permanency prior to their 18th birthday and by June 30 shall be at least 29.1%
- The percentage of children in out-of-home care for at least eight days, but less than 12 months, who had two or fewer placement settings, shall be at least 86%
- The number of children with finalized adoptions between July 1, 2011 and June 30, 2012 target has not yet been set.
- The percentage of children under supervision who are required to be seen every 30 days, who are seen every 30 days shall 99.5%

New Independent Living Measures for which the Department is determining baseline data include:

- Percent of youth who have aged out of care completing 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).
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- 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.

Additional Federal Measures are tracked as part of the Operations plan. The data for the above measures comes from two main sources. The first is the Florida Statewide Automated Child Welfare Information System, known as the Florida Safe Families Network (FSFN), and the second is from DCF through their portal system. The reports are available either monthly or quarterly depending on the source. The data is reported in the Monthly Report and distributed to a wide range of stakeholders.

D. Client and Program Outcomes

In addition to the above contracted and Federal Measures, ChildNet tracks the following measures to track performance for case management programs and the services recipients. As notes above the scorecard measures include program performance but are addressed here for consistency.

Scorecard Indicators
The statewide scorecard ranks each lead agency on twelve (12) Indicators, some of which are Federal Measures, contract measures, and other combination of measures important to the community’s service delivery system. These include:
- In-state children seen every 30 days (in and out-of home care)
- No verified maltreatment during in-home services or within 6 months of a termination of a service.
- Ratio of children receiving Family Preservation Services to children with verified maltreatment (in the community)
- Required mother and father contacts for children in out-of-home care with goals of reunification.
- Children reunified within 12 months of entry into out-of-home care.
- Reunified children who re-enter care within 12 months.
- Ratio of adoptions in the last 12 months to the number of children in care greater than 12 months.
- Children in care 8 days to 12 months with 2 or fewer placements.
- Medical, Dental, and Immunization services.
- Children age 5 – 17 enrolled in school.
- Youth formerly in foster care age 19 – 23 with a high school diploma or GED.
- Administrative Expenditures as a percentage of YTD expenditures.

Other case management and department measures are developed and reviewed as the needs arise during the year. These are in the process of being integrated not only into dashboards but into position performance appraisals as well.
Network Measures
The Network Development section of ChildNet created outcome measures for each contract in concert with each network provider based on ChildNet’s performance measures with DCF. These are our broad Network performance measures. The outcome measures are reported quarterly, validated by the ChildNet Contract Specialist during quarterly site visits and the periodic contract monitoring conducted by the CQI staff. An annual report of findings from the monitoring is conducted and reported to the Performance and Quality Improvement team, client services staff, and network development staff. Please refer to the ChildNet Contract Monitoring policy and procedure for a full description of the monitoring process.

Further monitoring is conducted at the Contract Specialist level such as the accuracy of invoices, timeliness of paying invoices, submission of required documents, and other day-to-day activities. Over the course of the 2012 – 2013 contract year, the outcome measures for Circuit 17 and Circuit 15 will be reviewed to develop a common set of indicators across the region.

III. PQI Operational Procedures

In practice, the Performance and Quality Improvement processes have been strengthened as a result of obtaining national accreditation. The process includes the above endeavors, such as the file reviews, analyzing data reports, producing monthly performance reports, and chairing meetings, to identify strengths and areas for improvement. Communication has been strengthened through the committee structure, as described above. Please see the PQI Operational Procedures Worksheet for more detail on selected processes.

A. Data Collection and Aggregation

ChildNet reviews data from a wide range of sources to identify strengths, opportunities for improvement, patterns and trends. A few examples of these sources include:

- Quarterly case record reviews
- Risk management data (quarterly review of incidents, accidents, and grievances)
- Client and stakeholder satisfaction surveys
- Internal staff surveys
- Client outcome data
- Performance measures
- Internal measures
- External monitoring reports
  - DCF licensing
  - DCF Contract Oversight
  - Federal and State requirements
  - Third party evaluations
- Management and Operation Performance
The data from the above is reviewed, integrated, and analyzed as necessary by CQI staff members and presented to the Performance and Quality workgroup. After this first review by the smaller group, additional work may be required before presentation to the full PQI Committee. As there are representatives from each department in the PQI committee, this information is shared with those in positions to make corrections recommended in the reports including developing any needed training for Client Service staff members.

Data reports are presented at the Committee meetings furthermore, ChildNet developed a repository of reports with links from the internal dashboard and external website. After the completion of the client satisfaction surveys, a handout was created showing the findings of the surveys as well as what actions were taken as a result. These handouts are available in our lobby as well as available for Child Advocates to bring to families during in-home visits.

B. Data Review and Analysis

The ChildNet CQI team is responsible for analyzing the data related to performance measures, scorecard indicators, case record reviews, and contract monitoring. The results are reviewed regularly by senior managers and the Board of Directors in order to identify areas in need of improvement, prioritize improvement activities on a small or broad scale, and manage programs and operations. CQI further analyzes the data related to selected measures to identify the reason for each case not meeting targets. This data is aggregated quarterly and presented to the PQI Committee, Senior Management, and at ‘All Staff’ meetings.

Data is reviewed and analyzed weekly for scorecard indicators. A lead has been identified for each indicator who reviews the performance on a daily basis if needed and reports during the weekly scorecard meetings. The CQI Director analyzes the data to create projections and targets for each week to meet the monthly targets. This data is reviewed to the unit level to target the improvement activities to where they are most needed. Similarly the quarterly Federal Measures and contracted outcome measures are analyzed for root causes for failure to reach performance targets at the unit and case level to identify training needs for case management staff and/or identify areas for improvement.

C. Communicating Results

As noted above, results are communicated in a variety of ways. The leadership of the organization including the Board of Directors, Senior Management and CQI staff members communicates achievements relative to the scorecard to ChildNet staff and stakeholders through electronic bulletins and weekly scorecard meetings. The quarterly case file review reports are currently reviewed for strengths and opportunities for improvement by the PQI committee. ChildNet created a repository for these internal as well as external monitoring reports with links from our dashboards and website.
Annual data from contract monitoring of our network providers is communicated to staff through the PQI Committee, Directors’ Meetings, and ‘All Staff’ meetings. ChildNet makes this information available to stakeholders through a repository with links from our dashboard and website, and through aggregated data presented on the ChildNet website.

A one-page flyer was created to share information with service recipients. This flyer is updated after the annual stakeholder surveys and includes the agency’s philosophy on quality management, performance on measures, and results of the satisfaction surveys. The flyers are distributed to service recipients by the Child Advocates and are posted on the public website.

D. Using Data for Implementing Improvement

The PQI process has been effective in identifying areas for improvement and testing for the effectiveness of the improvement actions taken, modifies improvement efforts as needed, and keeps staff members informed throughout the process. ChildNet has been able to utilize Six Sigma workgroups to improve its performance in Circuit 17 on the statewide scorecard. ChildNet has seen dramatic improvement on the scorecard overall resulting in rankings from 14th and 15th in the first two scorecards to ranking in the top 5 for six consecutive months of which five were at the number 1 rank. Specifically ChildNet has made significant progress improving performance in areas that are related to permanency. These include:

- Required Mother and Father contacts
- Reunifications within 12 months of Entry
- Children in Care 8 days – 12 months with two or fewer placements
- Medical, Dental, and Immunization Services
- Children age 5 – 17 enrolled in school
- Youth formerly in foster care age 19 – 23 with a high school diploma or GED.

Work is continuing on the above measures and additional workgroups formed to address the ratio of children receiving family preservation services to the number of verified findings of maltreatment, and the ratio of adoptions in the last 12 months to the number of children in out-of-home care greater than 12 months.

E. Assessment of the Effectiveness of the PQI Process

The effectiveness of the PQI process at ChildNet is assessed to identify barriers and support implementation through a variety of methods. The first is the Management of Operational Performance group. This group is comprised of staff from CQI, Legal Services, and Talent Management. This group is charged with reviewing policies and procedures on a quarterly basis selected based on need, randomly, or through a third party. Furthermore, the processes are reviewed at least annually by the PQI committee in the creation of the annual PQI plans.
In addition to the internal Management of Operational Performance and PQI committee reviews, the PQI processes are also assessed by DCF or a third party evaluator contracted by DCF. This assessment is part of the Contract Oversight review by DCF which assesses our monitoring of our contracted providers. The case file review process is assessed by a third party who will monitor the agency’s Quality Management program. As noted above the results of the review will be presented to CFLA, and a System Improvement Plan will be developed accordingly.

F. Third Party Evaluations

Each Circuit was reviewed by the DCF Contract Oversight Unit, COU, and by a third party evaluator. Circuit 17 used Abel and Associates who reviewed the Continuous Quality Improvement division within the agency. This review was completed to ensure that the agency followed the state-wide Quality Management Plan in place at the time. There were minor recommendations regarding documenting whether interviews during the QSP process were conducted face-to-face and the fact that two staff members completed the QSR for each file. Both of these were included in the written stories from the QSRs immediately.

J.K. Elder and Associates conducted the third party evaluation of the former lead agency in Circuit 15. The recommendations included improving the use of local kinship and family foster homes for children in out-of-home care, Diversify and Strengthen Board leadership, review and revise the current strategic plan, move towards accreditation, and Improve performance on safety and well-being measures. ChildNet was awarded the contract for the lead agency for Circuit 15 through and emergency procurement with DCF on October 1, 2012.
### PQI Operational Procedures Worksheet

<table>
<thead>
<tr>
<th>What is being measured?</th>
<th>Why is it being measured?</th>
<th>Indicators and data sources</th>
<th>Who is responsible?</th>
<th>How / Frequency?</th>
<th>Tool / How will data be collected?</th>
<th>How will data be aggregated and reports generated?</th>
<th>In what format?</th>
<th>Who will review and interpret results?</th>
<th>When will results be reviewed and interpreted?</th>
<th>Who will make recommendations and to whom?</th>
<th>When will recommendations be made?</th>
<th>Who will implement / oversee recommended changes?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of Case Records</td>
<td>To ensure compliance with FAC, Florida Statutes, and Federal requirement</td>
<td>Client records</td>
<td>Director of CQI</td>
<td>Quarterly</td>
<td>DCF QPS and QSR tools and the individual contract monitoring case file review tools. The web-based tool collects and gathers the data for the DCF QPS and QSR reviews</td>
<td>The Director of CQI will review the reports first, and then they are presented at the PQI Committee. CQI analyzes the results as part of the report.</td>
<td></td>
<td>The Director of CQI will make recommendations. Members include Director of Professional Development and VP of Client services</td>
<td></td>
<td></td>
<td></td>
<td>VP of Client Services will oversee changes.</td>
</tr>
<tr>
<td>Performance on Contract and internal measures</td>
<td>To ensure compliance with the DCF Contract</td>
<td>FSFN reports and Federal Measures report by DCF</td>
<td>Director of CQI</td>
<td>Monthly and Quarterly depending on the data</td>
<td>FSFN reports and Federal Measures Reports are reviewed and data analyzed</td>
<td>The data is analyzed in excel and a monthly report is created in word and made pdf for release.</td>
<td></td>
<td>The CQI team analyzes and interprets the data monthly and/or quarterly depending on the release of the data.</td>
<td>Recommendations are made by CQI and the PQI committee to Senior Management</td>
<td></td>
<td></td>
<td>VP of Client Services</td>
</tr>
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<tr>
<td>Network Provider contract compliance</td>
<td>To ensure services to children and families are provided per contracts.</td>
<td>Quarterly Outcome reports and contract monitoring activities including client and personnel file reviews</td>
<td>Director of Contracts and Licensing as well as the Director of CQI</td>
<td>Quarterly, annually, every other year, or every three years.</td>
<td>Quarterly Outcome Reports, contract monitoring reports</td>
<td>Annual reports on outcomes are completed by Contract Specialists. Quality Advisors conduct the monitoring and data is compiled annually.</td>
<td></td>
<td>The Director of Contracts and Licensing reviews the Outcome data reports. The contract monitoring date is reviewed by the PQI committee, Directors, and at ‘All Staff’ meetings.</td>
<td>Recommendations are made by the Contracts and Licensing Department for itself and providers and by CQI to the Contracts and Licensing Department and providers</td>
<td>The Contract Specialists.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and Operational Performance</td>
<td>To ensure that all policies and procedures are being followed</td>
<td>Depending on policy, may be a file, data report, etc.</td>
<td>Director of CQI</td>
<td>Quarterly</td>
<td>A tool was created in excel to facilitate the reviews</td>
<td>The Director of CQI will aggregate the data and create an annual report.</td>
<td></td>
<td>The data will be interpreted as part of the report and shared with the PQI team and the Program Quality Sub-committee of the BOD.</td>
<td>Recommendations will be made by the PQI group and/ or the Program Quality sub-committee, or even Senior Management</td>
<td>CEO</td>
<td></td>
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</tbody>
</table>