DEVEREUX COMMUNITY BASED CARE OF OKEECHOBEE AND THE TREASURE COAST

SERVING CHILDREN IN INDIAN RIVER, MARTIN, OKEECHOBEE, AND ST. LUCIE COUNTIES

QUALITY MANAGEMENT PLAN
FY 2014 – 2015
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I. Introduction

Devereux Community Based Care of Okeechobee and the Treasure Coast is the Lead Community Based Care Agency serving children and families in Indian River, Martin, Okeechobee, and St. Lucie Counties (Circuit 19). Awarded the Lead Agency contract in November of 2013, Devereux Community Based Care of Okeechobee and the Treasure Coast serves as a system administrator ensuring the oversight of the system of care and accountability for improved outcomes for the children and families served. In addition to providing case management (St. Lucie County) and Independent Living Services, Devereux Community Based Care of Okeechobee and the Treasure Coast contracts with Children’s Home Society to provide case management and adoption related services in Indian River, Martin and Okeechobee Counties.

The Department of Children and Families has given a call to action to increase the focus on quality management through implementation of a quality assurance plan that is driven by six guiding principles: “Integrity, Leadership, Transparency, Accountability, Community Partnerships and an Orientation to Action. Devereux Community Based Care of Okeechobee and the Treasure Coast’s mission, values, approach and philosophy is demonstrative of a sound commitment to child welfare and safety. Understanding that there have been historical challenges around performance outcomes within Circuit 19, as the new Lead Agency, Devereux Community Based Care of Okeechobee and the Treasure Coast has identified many opportunities for improvement and the Devereux Community Based Care of Okeechobee and the Treasure Coast QM Plan identifies strategies to continue to improve the quality of services for the children and families of Indian River, Martin, Okeechobee, and St. Lucie Counties.

Philosophy (Mission, Vision and Guiding Principles)

Devereux Community Based Care of Okeechobee and the Treasure Coast is committed to results-oriented performance and will strive to continue to develop an effective system of care that focuses on strong community-based partnerships. As established by the staff and Board of Directors, Devereux Community Based Care of Okeechobee and the Treasure Coast’s mission, vision, and core value statements reflect an approach that is focused on excellence in service delivery, collaboration in system design, and accountability in meeting performance targets.

II. Mission Statement

The mission of Devereux Community Based Care of Okeechobee and the Treasure Coast is “to enhance the safety, permanency, and well-being for all children in Okeechobee and the Treasure Coast through a community network of family support services”. Our agency endeavors to support stabilization of families, restore families when safety concerns necessitate a removal, support caring relatives, connect children with loving homes, and prepare adolescents for adulthood. This mission is driven by our vision of ensuring that each child has the opportunity to succeed and our belief that all children have the right to grow up safe, healthy, and fulfilled in families that love and nurture them.

Devereux Community Based Care of Okeechobee and the Treasure Coast is committed to improving the quality of services administered through the child welfare system. The guiding
principle of Devereux Community Based Care of Okeechobee and the Treasure Coast is to develop a system of care that is family-centered, community-based, integrated, outcome oriented, culturally competent, timely, and accountable for results.

III. Vision Statement

Devereux Community Based Care of Okeechobee and the Treasure Coast’s vision is “to eliminate abuse, neglect and abandonment in Okeechobee and the Treasure Coast so all children can grow to their full potential”. We believe that consistent quality outcomes for Indian River, Martin, Okeechobee, and St. Lucie Counties children can only be achieved through the implementation of a practice framework strongly aligned and faithfully pursued at all levels of our system. The overarching concept behind this framework is that government and the Child Protection System should be a resource for families not a substitute for them. Devereux Community Based Care of Okeechobee and the Treasure Coast recognizes that strong capable children come from capable families and as such, this framework will ground all child welfare professionals and those from other disciplines who support their efforts in a clear set of goals and practice standards directed to that end.

The goals of our Child Welfare System are to:

- Protect children from abuse and neglect.
- Enable children to live with their families.
- Achieve timely permanency in the child’s life.
- Assist children in becoming stable successful adults through success in education and job training.

IV. Guiding Principles

Based on this vision, Devereux Community Based Care of Okeechobee and the Treasure Coast has developed a Child Welfare Practice Framework that embraces the following principles:

- Ensure children remain in the home of their families whenever possible. Exceptions will only be made where the provision of services to include intensive in-home services will not protect them from further harm.
- Children and their families along with their natural support systems will participate in service/case planning. The services offered will be both comprehensive and unique to the child and family and based on their unique strengths and needs.
- Services are provided in a family driven, youth guided, culturally and linguistically responsive, and integrated manner.
- Children and their families will be encouraged and supported in the execution of their service plan.
- If removed, children will be placed in their community, with their siblings and in the least restrictive setting that meets their needs.
Every effort will be made to eliminate placement disruptions by providing timely supports to foster parents, relatives and other caregivers in the system. This responsibility falls to all participants in the system; community based lead agencies, child placing agencies that operate foster homes, and residential providers.

Foster parents, relatives/non-relatives and residential providers shall be involved in service/case planning for children and their families and will actively participate in the delivery of those services.

Children will maintain regular visitation/contact with their families and their siblings. Foster parents, relatives and residential providers will be active participants in this process.

Children removed from their families shall be integrated to the maximum extent possible into normalized educational, leisure and work activities. All caregivers, foster parents, relatives/non-relatives and residential providers shall be an active participant in providing these opportunities for children.

Any behavior modification program employed in the treatment or management of a child’s behavior shall be individualized and meet generally accepted professional standards including that:

- The program relies primarily on rewards instead of punishment;
- The program shall be based on a careful assessment of the antecedents of the behavior that the program is designed to change; and
- The program shall be consistently implemented throughout the day, including in school, residential and leisure activity settings.

Children who “age out” of the system shall be provided:

- Adequate opportunities to prepare to leave foster care that will include assistance to promote educational success, work experience and opportunities to engage in basic life skills activities. Caregivers, foster parents, relatives and residential providers will be an active participant in these efforts.
- Transition plans that support the child’s objectives whether it is continuing education or employment.
- All personal health and other service records they will require in managing their affairs.
- A smooth transition to adult mental health and/or developmental disability services where they are required.
- Extended Foster Care is available for those youth wishing to remain in care.

Additional principles include:

Devereux Community Based Care of Okeechobee and the Treasure Coast will operate a service delivery system that will achieve excellence in providing
quality services that assure the safety, well-being, and life permanency of children and the stability of families.

- Devereux Community Based Care of Okeechobee and the Treasure Coast will foster community investment in the lives of children and families by not only participating in, but also being a catalyst of, community partnerships in improving the lives of local children.

- Devereux Community Based Care of Okeechobee and the Treasure Coast will be a premier employer by demonstrating that staff are valued, fairly compensated, and given abundant opportunity for personal and professional development.

Values

1. We are accountable to the children and families we serve and to the communities in which we live.
2. Ensure services provided are:
   a) Individualized, based on the strengths and needs of the families we serve.
   b) Respectful and culturally sensitive
   c) Effective and accountable
   d) Evidenced-based and data driven
   e) Permanency driven
3. Ensure fiscal and human resources are managed and maximized.

Goals

The QM plan supports the following organizational goals:

- Define and support the implementation of the quality management process consistent with Devereux Community Based Care of Okeechobee and the Treasure Coast’s mission, goals, and strategic plan
- Integrate quality management processes throughout all agencies, departments, and programs to include continuous monitoring of quality and engage relevant stakeholders
- Identify, assess, and communicate preferred practices; provide expertise for implementation
- Create a culture of collaboration, continuous learning, and recognition to include internal and external stakeholders
- Provide feedback and information to support continuous improvement efforts throughout all divisions, departments, and programs

IV. Quality Management Concepts and Definitions

Quality Assurance (QA): an “externally” driven system that validates internal practices and uses sound principles of evaluation to ensure that data is collected accurately, analyzed appropriately, reported, and acted upon. The QA function looks at the entire system. Products of the QA function include reports that validate data at the unit and service center level that evaluate the
impact of practice on in-process and end-process measurements, and provide recommendations for actions.

*Quality Improvement (QI):* is an “internally” driven process that is conducted and initiated by the staff actually providing or supervising the service. QI provides opportunities for all staff to use data and make improvements in their daily work environment. QI is an ongoing process that is dynamic and occurs as a result of action planning that is designed to result in program improvement.

*Continuous Quality Improvement (CQI):* is the progression toward desired improvements in process, products or outcomes through incremental steps, with periodic review and readjustment of objectives.

*Quality Management (QM):* is the systematic integrated review of Quality Assurance and Improvement activities.

*Quality Management Plan (QMP):* Devereux CBC’s Annual Quality Management (QM) Plan supports the guidelines of the “Windows into Practice - Guidelines for Quality Assurance and Continually Quality Improvement FY 2014-15 manual” The Quality Management Plan will be due to the Department of Children and Families no later than August 31st of each fiscal year.

**VI. Devereux Community Based Care of Okeechobee and the Treasure Coast Quality and Data Management Structure/Resources**

Devereux Community Based Care of Okeechobee and the Treasure Coast’s Quality and Data Management Department works diligently to effectively implement, evaluate, and maintain all quality assurance/quality improvement activities contained within the plan.

The Quality and Data Management Department structure consists of three components: Quality Management, Data Management and Performance Improvement. The Department is managed and staff guided by the Director of Quality Management. The Quality Management Team consists of (4) Quality Management Specialists and (1) Performance Improvement Manager. The Quality Management Team is responsible for scheduling, completing and evaluating all quality assurance and improvement activities. These activities include case file reviews, incident reporting, tracking and follow-up, complaint and grievance tracking, customer satisfaction surveys, and subcontract monitoring. Additional activities performed by the quality management department are noted throughout this plan.
Quality Management Department Organizational Structure

The Director of Quality and Data Management is responsible for the quality management activities of the agency, supervision of the quality management personnel, review of quality assurance/improvement reports prior to submission and serving as the quality management contact for the agency. The Director of Quality and Data Management will collaborate with the Southeast Region Quality Assurance Manager and the Department Contract Manager on Quality Management activities. In addition the Director will ensure all subcontractor providers under a contract with Devereux Community Based Care of Okeechobee and the Treasure Coast submit a copy of their QI/QA Plan to Devereux Community Based Care of Okeechobee and the Treasure Coast on an annual basis.

Quality Management Department is responsible for data collection, analysis and distribution, case practice reviews, ad hoc reviews, supportive activities outlined in the state’s performance improvement plan, working with the various supervisors within the agency through the initiation of quality improvement teams, and numerous other internally-directed assurance activities. All Quality Management Specialists must complete the required DCF Peer Reviewer training.

The Data Management Team consists of three (3) Data Management Specialists. The Data Management Team is responsible for maintaining current file room practices including imaging and indexing case file documents into the electronic case file, ASK (Agency Secured Knowledge) Portal. The Data Management Specialists are responsible for data entry into both state-developed and locally-developed information systems utilized by the agency (e.g., FSFN, Devereux Community Based Care of Okeechobee and the Treasure Coast internal systems). In addition, the Data Management Specialists are responsible for data collection and system input, preparation for external reviews, day-forward scanning and maintenance of the Data rooms located in each Service Center.
Resources utilized to support quality assurance activities and track and report on strategic objectives include the following:

- **Ongoing Internal Communication** – a high level of communication is maintained within each area of the agency. Methods utilized include email, interoffice memo, and formal meetings. Information and data is shared and service delivery is monitored on a daily, weekly, monthly and/or quarterly basis.

- **Data Reports** – Data reports are gathered from a variety of sources and combined to form a single report that is electronically shared with the agency management, staff and/or providers. Various reports are disseminated on a daily, weekly, monthly and quarterly basis. The primary source of data is FSFN.

- **FSFN** – Florida Safe Families Network (FSFN) is utilized as the official system of record for all case management activities and other applicable information. The data and functionality contained within the system provide reports as well as determine compliance with multiple outcome measures and internally set benchmarks. This system also serves as an information source during case practice reviews.

- **Quality Practice Standards/Outcome Items for Child Welfare Qualitative Case Reviews** – Devereux Community Based Care of Okeechobee and the Treasure Coast utilizes a standardized tool to review and evaluate case practice. This tool combines a multitude of requirements that meet the required core elements as prescribed by the Department of Children and Families.

- **Various process checklists** – In developing the System of Care, numerous processes have been implemented to drive service delivery and accuracy. These checklists range from Case Transfer Staffing components and Home Study document requirements to Supervisory Reviews. They are intended to serve as a teaching and compliance aid for Case Managers, Supervisors and Program Directors.

- **Supervisory Reviews** - Intended to serve as a teaching and compliance aid for Case Managers, Supervisors and Program Directors.

- **Document/Process Tracking Systems** – In focusing on compliance, numerous documents and process tracking systems have been implemented to ensure completion, receipt and appropriateness of process execution. These systems range from case transfer packet content and system of care activities (first 30 days) to supervisory reviews and child exit interviews.

- **Reliability and Integrity of Data Assurance** – Through internal and external monitoring of reports, various Quality Assurance activities and ongoing case supervision, the reliability and integrity of data is maintained.

All of these components work collectively to drive service delivery, ensure compliance, communicate with management, the Board, interested stakeholders and serve as teaching aids.
VII. Quality Assurance: Four (4) Principle Outcomes

Devereux Community Based Care of Okeechobee and the Treasure Coast structures the core basis of our Performance and System Improvement Plan to encompass four (4) principle outcome categories:

1. **Contract Performance Measures**
2. **Internal Strategic Quality Goals**
3. **Outcome Items for Child Welfare Qualitative Case Reviews**
4. **Fiscal Management/Revenue Maximization**

Various Quality Assurance Activities that support one or more of the categories listed above are conducted on a regular basis.

**Principle Outcome Category 1 – Contract Performance Measures**

Devereux Community Based Care of Okeechobee and the Treasure Coast has developed a data packet designed to drive production, ensure accountability and provide constant, on-going data information to all case management agencies within Circuit 19 system of care. The Florida Safe Families Network (FSFN) is the primary data source that will be used to develop the daily/weekly/monthly data packet. Other data (obtained from hardcopy file reviews) will be incorporated into the data packet on an as needed basis. Devereux Community Based Care of Okeechobee and the Treasure Coast’s goal is to place performance issues as a priority in our day-to-day operations and use them as a benchmark to gauge the success of our activities in meeting our contract measures and the service needs of our families.

<table>
<thead>
<tr>
<th>Measure Description</th>
<th>Standard</th>
<th>Frequency of Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>The percentage of children served in out-of-home care that are not maltreated by their out-of-home caregiver.</td>
<td>≥99.68%</td>
<td>Monthly</td>
</tr>
<tr>
<td>The percent of children in out-of-home care twenty-four (24) months or longer on July 1 who achieved permanency prior to their 18th birthday and by June 30, 2014.</td>
<td>≥29.1%</td>
<td>Monthly</td>
</tr>
<tr>
<td>The number of children with finalized adoptions between July 1, 2013 and June 30, 2014.</td>
<td>TBD</td>
<td>Annual</td>
</tr>
<tr>
<td>Percent of children in out-of-home care more than 12 months but less than 24 months with two or fewer placements</td>
<td>≥65.4%</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Percent of children in out-of-home care 24 months or more with two or fewer placements</td>
<td>≥41.8%</td>
<td>Quarterly</td>
</tr>
<tr>
<td>The percent of children under supervision who are required to be seen a minimum of once every thirty (30) days, who were seen a minimum of once every thirty (30) days, measured on rolling 12-month basis.</td>
<td>≥99.5%</td>
<td>Monthly</td>
</tr>
<tr>
<td>Percent of Mother Contacts once every thirty (30) days for children in out-of-home care with a goal of reunification, measured on rolling 12-month basis</td>
<td>≥70.0%</td>
<td>Monthly</td>
</tr>
<tr>
<td>Percent of Father Contacts once every thirty (30) days for children in out-of-home care with a goal of reunification, measured on rolling 12-month basis.</td>
<td>≥50.0%</td>
<td>Monthly</td>
</tr>
<tr>
<td>Measure Description</td>
<td>Standard</td>
<td>Frequency of Measurement</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------</td>
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<td>--------------------------</td>
</tr>
<tr>
<td>Percent of children in out-of-home care who received medical service in the last twelve months.</td>
<td>≥95.0%</td>
<td>Monthly</td>
</tr>
<tr>
<td>Percent of children in out-of-home care who received dental services in the last six months.</td>
<td>≥85.0%</td>
<td>Monthly</td>
</tr>
<tr>
<td>Percent of children in out-of-home care who are up to date on immunizations.</td>
<td>≥98.0%</td>
<td>Monthly</td>
</tr>
<tr>
<td>The percentage of children ages 5-17 in out-of-home care currently enrolled in school.</td>
<td>≥95.0%</td>
<td>Monthly</td>
</tr>
</tbody>
</table>

Each of the contract performance measures are tracked daily, weekly, monthly and/or quarterly to ensure compliance.

1. Permanency Tracking
2. Data Reports
3. Supervisory Reviews
4. Incident Report Analysis
5. Case Practice Reviews
6. Senior Management Team Meetings
7. FSFN Validation
8. Communication
9. CMA Peer Review
10. Monitoring of Subcontracted Providers
11. Missing Children

**Principle Outcome Category 2 – Internal Strategic Quality Goals**

The Board and stakeholders are updated monthly through Board and Alliance Reports on all Devereux Community Based Care of Okeechobee and the Treasure Coast strategic objective performance goals. Data is received and tracked through internal data reporting systems such as uReport, uInterview, uTransfer, uRefer, uDocket and numerous additional automated daily data reports. Externally, data is received through FSFN.

Specific Quality Assurance activities directly related to this category include the following:

1. Case Transfer Task Tracking
2. System of Care Monitoring
3. Permanency Tracking
4. Data Reports
5. Supervisory Reviews
6. Case Practice Reviews
7. Senior Management Team Meetings
8. FSFN Validation
9. Communication
10. CMA Peer Review
11. Monitoring of Subcontracted Providers
These activities are described in detail in Section VIII – Quality Assurance Activities.

**Principle Outcome Category 3 – Outcome Items for Child Welfare Qualitative Case Reviews**

Outcome Items for Child Welfare Qualitative Case Reviews contains questions by which trained quality assurance reviewers will assess case work practice related to child safety, permanency and well-being.

The review Findings apply to both in-home and out-of-home cases. Data collected utilizing these standards provides local administrations a “window into practice” in real-time, and helps focus quality improvement efforts at the local and state level. All CBC Quality Management staff are trained to participate in the case file reviews. Devereux Community Based Care of Okeechobee and the Treasure Coast will track, analyze and report findings quarterly and as needed to the Region by utilizing the Department of Children and Families web-based tool. The consultations assist in providing the case management units with data and information relating to the quality of case practice.

*Quality Assurance case file review dates are listed on the Florida Center for Child Welfare at USF, web-site calendar.*

Specific Quality Assurance activities directly related to this category include the following:

1. Case Transfer Staffing Task Compliance
2. System of Care Monitoring
3. Permanency Tracking
4. Data Reports
5. Supervisory Reviews
6. Case Practice Reviews
7. Senior Management Team Meetings
8. FSFN Validation
9. CMA Peer Reviews
10. Communication

Detailed process explanation of the case practice review is provided in Section VII – Quality Assurance Activities.

**Principle Outcome Category 4 – Fiscal Management/Revenue Maximization**

The Fiscal Management/Revenue Maximization category addresses internal tracking regarding Title IV-E and TANF and validation of the data is FSFN.

The Federal Funding/Revenue Maximization Department consists of one (1) Financial Manager who is supervised by the Director of Finance. The Financial Manager has direct supervision of four (4) Eligibility Specialists and three (3) Fiscal Specialists who are assigned all duties associated with determining eligibility for federal funding. Responsibilities are assigned by county of service and consist of all out-of-home-care clients.
To ensure ongoing training and technical assistance activities comply with changing federal requirements, Financial Manager participates in monthly Revenue Maximization statewide conference calls, facilitated by DCF Southeast Office. Information obtained is disseminated to the Eligibility Specialists in written and verbal form along with supporting documentation, if applicable.

All Region trainings are attended by the Financial Manager. All information is disseminated to the Eligibility Specialists in written form along with supporting documentation, if applicable.

The Region Maximization Specialists provide technical assistance upon request.

Specific Quality Assurance activities directly related to this category include the following:

1. Data Reports
2. Subcontractor Performance Reports
3. Senior Management Team Meetings
4. FSFN Validation
5. Communication
6. Monitoring of Subcontracted Providers
7. Federal Funding Compliance Reports
8. Random Validation of Federal Funding Eligibility

These activities are described in detail in Section VIII – Quality Assurance Activities.

VIII. Ongoing Tracking and Reporting of Quality Assurance/Improvement Activities

Devereux Community Based Care of Okeechobee and the Treasure Coast conducts a large number of quality assurance activities on a daily, monthly, quarterly and annual basis. The information gained from these activities are collected via various tools and methods and is used to determine compliance and drive service delivery. The resulting reports are shared with Devereux Community Based Care of Okeechobee and the Treasure Coast management on a weekly/monthly/quarterly basis and with the department monthly. Data and reports are submitted to respective stakeholders no later than ten (10) days following the reporting month, unless an alternative timeline has been formally negotiated.

The Quality Assurance component begins with continual review of the day-to-day operational data, and numerous quality assurance activities (outlined at the conclusion of this section). Quality Assurance is the ongoing review of data to ensure that required contract outcome measures and internal benchmarks are met. If an area is determined to be deficient or non-compliant, the Quality Management Department assumes the lead role in seeking the appropriate method to address the issue. Methods include, but are not limited to; in-depth reviews of the data to ensure accuracy, development of quality performance improvement teams, specific studies to determine root cause, identification of training needs, and general process evaluation. Through the implementation of one or more methods, assignments are made dependent upon the area of the company that is directly affected. For example, if the agency is not meeting the target for completion of home visits, the Quality Management Department may work with the case management agencies to research barriers, review FSFN entries to determine accuracy, develop a quality improvement team to work to determine root cause(s), develop solutions, conduct unit comparisons, identify training needs and/or evaluate the process by which home visits are
completed or entered into FSFN. If a critical life, health, or safety threat to a child is identified during any quality assurance review, notifications will be made to the appropriate authority. Quality Management will follow up on all situations that fall into this category. The Quality Management Department will notify the specific CMA Executive Director and/or County Director, Program Director, and Unit Supervisor. Also notification will be made to Devereux Community Based Care of Okeechobee and the Treasure Coast CEO and COO of all situations that fall into the category of critical life, health, or safety threats to a child identified during a quality assurance review. The CMA will have 48 hours to respond to the Devereux Community Based Care of Okeechobee and the Treasure Coast Quality Management Department with the action steps taken to correct the situation. Technical assistance and training will be arranged for each respective CMA, based on the deficiencies noted in review. Training activities will be coordinated in a collaborative effort between the Devereux Community Based Care of Okeechobee and the Treasure Coast QM Department and Devereux Community Based Care of Okeechobee and the Treasure Coast Training Program.

The Quality Management Department is the originating source of the method of action. Once the method is decided, the Quality Improvement Team is developed based on the area of concentration within the agency and includes all levels of staff associated with the issue. In the instance of home visits, the Quality Management Department works with the Program Directors, Case Management Supervisors, Case Managers, CBC Trainers and unit support staff to gather data. Once the cause for non-compliance or poor performance is identified, the Quality Management Department, in conjunction with associated staff, determines what method should be formulated to address the issue. After completion of the quality improvement process, the Quality Management Department supports performance through standardized quality assurance activities or special ad hoc studies to determine increased compliance and success.

Performance and Continuous Quality Improvement/Quality Assurance processes for FY 2014-15 that encourage and support activities that drive system improvements and will help to guides us with our efforts of Quality Assurance and Quality Improvement.

1. Activity: Case Transfer Staffing Task Compliance – Ongoing Activity
   Frequency: Weekly
   Process/Methodology: This activity is designed to ensure that all cases being transferred provide or contain the documents and information necessary for the supervisor and case manager to effectively begin working with the family. The goal is to ensure that all activities and documents that should accompany the case transfer process/file are completed in order for the case manager to have the information necessary to effectively initiate contact and services for the family. Cases are transferred between the Department of Children and Families Protective Investigators and Dependency Case Management Agency through a web-based system called uTransfer.

   Case Transfer documents are tracked through uTransfer to ensure compliance with documents and FSFN data entry as outlined in the Memorandum of Agreement with Protective Investigations and CLS. Currently, Team One plays an integral role in the transfer of case information. FSFN is reviewed to ensure compliance with case creation. Entries are posted in FSFN that outline the initial case transfer compliance and any follow up activities that must occur. In the event that required documents are not received, Team One works to secure and review all documents for assessment and Data Management enters the case information into FSFN.
2. **Activity: System of Care Monitoring - Ongoing Activity**  
   **Frequency:** Weekly  
   **Process/Methodology:** This activity is designed to engage the family in services at the earliest possible time.

Devereux Community Based Care of Okeechobee and the Treasure Coast has identified specific activities that need to be completed within the first 30 days of care. These activities include assigning the case to a case manager within 2 days of case receipt, ensuring family contact within 72 hours of case assignment, engaging the family at the earliest possible time, and ensuring completion of the case plan. This information is shared with the CMA Program Directors on a monthly basis.

**Data Tools:** Excel, FSFN, ad hoc reports from FSFN repository data

3. **Activity: Permanency Tracking - Ongoing Activity**  
   **Frequency:** Monthly  
   **Process/Methodology:** This activity is designed to evaluate the status of case activities toward achieving permanency. The goal is to systematically track the cases by length of time in care and focus on reunification/permanency while providing the specific case information to the CMA program directors.

This process reviews the cases at specific intervals (3, 5, 9, 11 months) through the life of the case in order to ensure achievement of permanency within required timeframes. This information is shared with the Senior Management Team and the CMA Program Directors on a monthly basis.

**Data Tools:** Excel, FSFN, ad hoc reports from FSFN repository data

4. **Activity: Data Reports - Ongoing Activity**  
   **Frequency:** Daily, Weekly, Monthly, Quarterly, Semi-Annually, and Annually  
   **Process/Methodology:** This activity is designed to provide constant, ongoing data to all departments within the agency for the purpose of driving service delivery. The goal is to place these issues as a priority in our day-to-day operations and use them as a benchmark to gauge the success of our activities in meeting the service needs of our families.

Numerous data reports are reviewed on an ongoing basis at various intervals. The CEO, COO, Quality Management Department, Program Services Director, Finance Department, and the Case Management agencies review this data. Various sources are utilized to collect the data and all are shared with the Senior Management Team and appropriate departments on a weekly basis. If data suggests that our compliance or service delivery is not satisfactory or declines, daily reports are developed to provide an ongoing baseline for monitoring.

**Data Tools:** FSFN
5. **Activity: Incident Report Analysis - Ongoing Activity**  
**Frequency:** Monthly  
**Process/Methodology:** This activity is designed to analyze the incident report data and identify trends or concerns. The goal is to ensure that providers are adhering to procedure, that children remain safe and that any concerning trends are identified and addressed (both internally and externally).

Incident reports, both internal and external, are collected by a web-based system called uReport. The Quality Management Department organizes the data and analyzes the data based on systematic criteria or categories. Trend reports are created and discussed at the quarterly CQI meetings with providers to address any concerns. Copies of the summary and trend reports are also provided to the Devereux Community Based Care of Okeechobee and the Treasure Coast Contract Management Department and DCF as requested. Devereux Community Based Care of Okeechobee and the Treasure Coast Quality Management will be responsible for entering all critical Incidents into the DCF Incident Reporting & Analysis System.

**Data Tools:** uReport

6. **Activity: Subcontractor Performance Reports - Ongoing Activity**  
**Frequency:** Quarterly  
**Process/Methodology:** This activity is designed to maintain compliance with the various service outcome measures. The goal is to ensure all subcontractors are meeting the contracted outcome measures and that the designated services are being effectively delivered.

The subcontractor submits monthly reports to the respective contract manager within the Contract Management Department. The reports are specific to the type of contract/services provided and directly reflect progress or compliance with outcome measures. The reports are reviewed and analyzed by the Contract Manager. If the data is consistent with the reporting requirements, the report is then entered into a formal tracking system. Data is collected monthly and provided to the subcontractor quarterly. In the event that the Contract Manager identifies performance trends that need immediate attention, the Contract Manager provides technical support to providers as necessary. The Quality Management Department provides technical support to the Contract Management Department as necessary.

The individual subcontractor performance data is cumulatively compiled on a quarterly basis to determine the overall system of care performance.

**Data Tools:** Subcontractor reports, Excel, quarterly progress reports

7. **Activity: Federal Funding Compliance Report (Daily Log) - Ongoing Activity**  
**Frequency:** Daily  
**Process/Methodology:** This activity is designed to ensure that accurate placement type and eligibility data is collected and recorded accurately. The goal is to ensure 95% accuracy of all data.
Child in Care packets consisting of information necessary to recommend eligibility determination are submitted on a daily basis to the Eligibility Specialist from Case Managers and Protective Investigations. The information is used to complete a Title IV-E/Medicaid application to make a recommendation of presumed IV-E eligibility or Non-IV-E if child is illegal alien to Child in Care (CIC) staff in the Department of Economic Self Sufficiency. The Fiscal Specialists validate the information for payment of a child in licensed care. Discrepancies are addressed immediately.

Determination through the information obtained in the CIC packet for all children initially brought into care must be received and completed within 24-48 hours of the initial removal. The FSFN report, Eligibility Exception Report and Eligibility Types, is reviewed monthly by the Eligibility Specialist assigned to the respective case(s) who is responsible for obtaining the necessary information from the primary Case Manager or Protective Investigator and correcting inaccurate information, if necessary.

In order to maintain constant supervision of federal funding compliance, the Eligibility Specialists re-determine eligibility on all cases annually. On a monthly basis through the invoice authorization process, the Eligibility Specialists monitor placement types within their assigned county (ies) and communicate changes when children leave paid placement to the CIC office, therefore maintaining appropriate eligibility.

Data Tools: FSFN, CIC paperwork

8. **Activity:** Random Validation of Eligibility – Federal Funding - *Ongoing Activity*
   **Frequency:** Monthly
   **Process/Methodology:** This activity is designed to assure accuracy of the revenue maximization files. The goal is to ensure 95% accuracy.

   On a semi-annual basis, the Financial Manager completes random file audits per Eligibility Specialist. The supervisor verifies the paperwork contained within the file against the file review form that serves as a review tool.

   Once a file review has occurred, the Financial Manager shall compile and submit a monitoring summary report (30) days following the review. The summary must include findings and recommendations for improvements.

   Incomplete files or inaccuracies in paperwork are returned to the Eligibility Specialist for correction.

   Data Tools: Federal Funding Compliance Report/Daily Log and eligibility determination files

9. **Activity:** Child Welfare Quality Improvement Plan (CWQIP) – *As requested*
   **Frequency:** As requested
   **Process/Methodology:** Based on the current emphasis and requirements outlined in the state Quality Improvement Plan, Devereux Community Based Care of Okeechobee and the Treasure Coast participates in all activities passed to the local Circuit/CBC level. These activities vary based upon specifically identified areas of emphasis.
10. **Activity: Senior Management Team Meetings - Ongoing Activity**
   **Frequency:** Weekly
   **Process/Methodology:** This activity is designed to address performance and service delivery issues, ensure the dissemination of information, provide a platform for feedback, discussion, decision-making and planning, and track task completion. The goal is to ensure consistency and cohesiveness within the system of care. The Senior Management Team meets weekly to discuss issues of performance, service delivery and situational items.

   **Data Tools:** Excel and various reports

11. **Activity: Florida Safe Families Network Validation - Ongoing Activity**
    **Frequency:** Continual
    **Process/Methodology:** This activity is designed for the Department and lead agency to continually assess data accuracy and completeness of data entered into the official system of record, Florida Safe Families network. (FSFN) The goal is to achieve 95% accuracy of all data related to cases.

    Based on numerous ad hoc reports developed from the FSFN raw data within the data warehouse, as well as standard reports from within FSFN, information is updated to maintain compliance and/or provide insight to areas of concern.

    For areas that cannot be tracked via the system or the raw data, the supervisory review, case practice review and various ad hoc reviews will target areas validated through activities associated with each.

    **Data Tools:** FSFN and ad hoc internal review tools

12. **Activity: Exit Interviews - Ongoing Activity**
    **Frequency:** Continual
    **Process/Methodology:** This activity is designed to meet regulatory requirements and gain feedback from children regarding each placement they experience. The goal is to ensure quality foster homes for children. Devereux Community Based Care of Okeechobee and the Treasure Coast web-based system for capturing Exit interviews is called uInterview. uInterview alerts the Case Manager that an exit interview must be completed for any child that exits a placement that lasted 30 days or more in duration. The interview form is submitted via the uInterview web-based system to Devereux Community Based Care of Okeechobee and the Treasure Coast for review and data collection. Based on the data, quality improvement activities may be initiated. Data is disseminated to the CMAs, Program Services, Placement, Licensing Provider, Foster Care Coordinator, and Quality Management Department for feedback and review.

    **Data Tools:** uInterview

13. **Activity: Communication - Ongoing Activity**
    **Frequency:** Continual
Process/Methodology: This activity is designed to ensure every Devereux Community Based Care of Okeechobee and the Treasure Coast staff member and stakeholder receives accurate and up to date information in order to drive service delivery and continually enhance the quality of our system of care. The goal is to create a culture of information sharing, ensure accuracy of information and establish a common sense of service delivery.

Communication is provided through three (3) methods; verbal, written and electronic. All communications are based on data obtained from a variety of sources, with FSFN being the primary data source.

Data Tools: Interagency memo, email, conferences, telephone calls, video teleconferencing, and Development Department Newsletters on the internet/intranet.

   Frequency – Ongoing
   Process/Methodology – The Performance Improvement Plan was created to improve outcomes as related to our annual performance measures. The improvement initiatives are developed to improve the performance measures. The plan lists all of the local improvement initiatives including goals and benchmarks. The Plan is monitored monthly with quarterly updates and submitted to the DCF contract manager. Ongoing status reports on performance improvement initiatives will be communicated to management through agenda items in weekly Senior Management meetings. This information will be captured and communicated to the board and interested stakeholders through monthly board and alliance meeting minutes. A Performance Measure Workgroup meets monthly to address root causes and improvement initiatives.

   Data Tools: Internal and external systems, FSFN

15. Activity: Annual Reporting
    Frequency: Annually
    Process/Methodology: Per the Memorandum of Agreement and/or CBC Contract Devereux Community Based Care of Okeechobee and the Treasure Coast will compile agency reports, program data and submit summary reports to the Department of Children and Families, Office of Child Welfare, Family and Community Services.

    Data Tools: DCF reporting format

    Frequency: Annually
    Process/Methodology: This activity is designed to give the Devereux Community Based Care of Okeechobee and the Treasure Coast Quality Management Department “real-time” data in order to provide effective monitoring of contracts. Real time data produces accurate and timely information. Providers receive immediate insight regarding contract performance and compliance and have the opportunity to immediately work with the funder on correcting any issues prior to them escalating.
Devereux Community Based Care of Okeechobee and the Treasure Coast Quality Management Department continually assesses the contract monitoring process and will manage the changes made to the process as they develop.

**Data Tools:** Contract Monitoring Tools, Devereux Community Based Care of Okeechobee and the Treasure Coast Contract Monitoring Manual

**17. Activity:** Supervisory Reviews/Unit Supervisory Discussions – *Ongoing Activity*

**Frequency:** Monthly/quarterly

**Process/Methodology:** This activity is designed to structure and increase attention to this mandated review process, and obtains information focused on how practice is supporting the outcomes of safety, permanency, and well-being for children. The goal is to review all open cases quarterly and provide direction to ensure timely achievement of permanency.

Data Information can be made available at the circuit and regional level through FSFN and Quality Management’s Case File Review Tool. The Quality Management Department will be monitoring the system and data reports for compliance and quality indicators. QM will be continuously analyzing the quality of the FSFN note to ensure compliance with the “Mentoring Guide”. Quality Management will meet with the Case Management Program Directors quarterly to review data related to quarterly supervisory discussions. The analysis of the data will be presented quarterly in our Continuous Quality Improvement (CQI) meetings.

**Data Tools:** FSFN, Mentoring Guide, Supervisory Review Tool

**18. Activity:** Outcome Items for Child Welfare Qualitative Case Review Tool – *Ongoing Activity*

**Frequency:** Monthly/Quarterly

**Process/Methodology:** This activity is designed to focus CMA attention on the quality of their casework and document all pertinent information for Quality Assurance reviews. Quarterly, Devereux Community Based Care of Okeechobee and the Treasure Coast will conduct a case file review of service process compliance and quality. Devereux Community Based Care of Okeechobee and the Treasure Coast will select (36) cases based on children who are eligible for review. Cases will include an equal share of In-Home services cases (non-judicial and judicial) and Out-of-Home services cases. In addition to the (36) quarterly cases being reviewed there will be (2) quarterly in-depth case reviews. Along with the Outcome Items for Child Welfare Qualitative Case Review tool the CFSR Stakeholder review tool will be used during the reviews of the in-depth cases. All stakeholder information that we glean from stakeholder interviews will be captured using a newly created local web-based tool. Once the Department of Children’s and Families creates or gives access to the statewide tool, we will then utilize their tool.

The areas and criteria for the case to be reviewed are:

- Rapid Safety Feedback focuses on open in-home services cases for children ages 0-4 (sample will continue to target infants first).
- Targeted Well-being Feedback focuses on children ages 5-12
• Targeted Permanency Feedback focuses on children ages 13-17 (sample will target an entry cohort of children who entered out-of-home care at the age of 13 and above and who have been in out-of-home care for six months).

The Quality Management Department provides case consultations to promote the professional growth and critical thinking of the case management workforce. Safe Case Closure and Supervisory Consultation are assessed across all case types for comparative outcomes and act as a foundation for all review types.


19. Activity: Child and Family Services Reviews (CFSR) – Ongoing Activity
Frequency: Quarterly, Ongoing
Devereux Community Based Care of Okeechobee and the Treasure Coast will submit data to the Department, in accordance with the provisions outlined in the contract ZJK85. Devereux Community Based Care of Okeechobee and the Treasure Coast will input all quarterly Case Review data and applicable CFSR data into the Department’s web-based tool at: http://apps1.dcf.state.fl.us/WebSecurity/login.aspx no later than October 10th; January 10th, April 10th, and July 10th for the preceding quarter.

Devereux Community Based Care of Okeechobee and the Treasure Coast will submit the annual “Community Based Care Quality Assurance Analysis Report” by August 15th each year which is incorporated herein by reference and is maintained on the Department’s website at: http://www.dcf.state.fl.us/cbc/.

Data Tool: In-depth Quality Service Review Tool, DCF Web Portal

20. Activity: Accreditation by Council on Accreditation (COA)
Devereux Community Based Care of Okeechobee and the Treasure Coast understands the importance of obtaining national accreditation as an additional quality assurance measure. Devereux Foundation is accredited through The Joint Commission and has a quality management program that is designed to strengthen, measure, and validate our organizational effectiveness. As the Circuit 19 Lead Agency, we will utilize our experience and knowledge to pursue accreditation through the Council on Accreditation (COA), the accrediting organization for Community Based-Care providers in Florida. In accordance with COA standards and the vision set forth by the Department of Children and Families, our quality management program exemplifies a focus on coordination and results through a Continuous Quality Improvement (CQI) process that involves consumers and stakeholders in program planning, case review and monitoring of system effectiveness, as well as convening teams to provide assistance and support in the activation of improvement initiatives.
21. **Activity:** Missing Children – *Ongoing Activity*
   **Frequency:** Daily
   **Methodology/Process:** The Quality Management Department will work in conjunction with the CMAs and the Regional Missing Children Unit designee once a child is determined to be missing, while they are missing and when located.
   **Data Tool:** Efforts to Locate Log

22. **Activity:** Ad Hoc and High Risk Case Reviews – *Ongoing Activity*
   **Frequency:** Ongoing
   **Process/Methodology:** The Quality Management Department completes numerous ad hoc and high risk case reviews. This category of special reviews allows for the Quality Management Team to utilize the “windows into practice” approach by analyzing the information for continual quality improvement. Ad hoc and high risk Case Reviews are identified through data captured from Exit Interviews, Incident Reports, Senior Management, Complaints, Ongoing Record Reviews and Psychotropic Medication Reviews.

23. **Activity:** Psychotropic Medications for Children in Foster Care – *Ongoing Activity*
   **Frequency:** Weekly, Ongoing
   **Process/Methodology:** Devereux Community Based Care of Okeechobee and the Treasure Coast utilizes the current available electronic reporting systems for monitoring children in out-of-home care who are prescribed psychotropic medication. All children in out-of-home care identified as receiving psychotropic medications are closely monitored by the Behavioral Health Specialist to ensure that all required documentation is obtained and that accurate, current information is entered into the FSFN Medical Tab. The Case Manager uploads the required documents into the FSFN Medical Tab to increase accessibility to CBC staff. These case documents include Medical Reports, express and informed consents, court orders, University of Florida Reviews and treatment/medical plans. The introduction of the Integrate System, as developed by Cenpatico, will allow for increased availability of current information and documentation as well. This procedure allows Devereux Community Based Care of Okeechobee and the Treasure Coast’s Clinical Services Director and the Quality Management Department to monitor case documents for timeliness and policy compliance. Devereux Community Based Care of Okeechobee and the Treasure Coast Quality Management Department will perform ad-hoc case file reviews for verification of appropriate case file documentation.
   **Data Tool:** FSFN

24. **Activity:** Waivers to Exceed General Over-Capacity and Age Differential
   **Frequency:** Monthly
   **Process/Methodology:** All waivers to allow more than the total number the family foster home is licensed for, shall only be approved in writing by CEO or designee via text, email, or verbally prior to placement. All waiver requests will be reviewed at the monthly CPA Licensing meetings to plan for reducing the number of waivers. The Utilization Management Coordinator will be responsible for completing the Waiver Requests tracking log.
   **Data Tool:** Waiver Requests Tracking Log
25. **Activity: Executive and Leadership Request for Special Reviews** – As requested  
**Frequency:** As requested  
**Process/Methodology:** The Secretary or other executive member of the Department may determine at any point during the year that a statewide focus topic review will be conducted and provide guidance on the requirements. These two executive special reviews will likely require specially designed review tools and other specifically designed protocols depending on subject matter. This activity will likely require specially designed review tools and other protocols depending on subject matter.

Data Tools: DCF QA/QI assigned

26. **Activity: Special Reviews** – As requested  
**Frequency:** As requested  
**Process/Methodology:** Special reviews refer to a quality assurance review outside of the routinely planned QA activities in child protective investigations and case management. A request for a special review may be made by Department headquarters, elected officials, regional directors, CBC executives, sheriffs or others in a leadership capacity. Regions and CBC QA staff will participate as needed. Special reviews  
Data Tools: DCF QA/QI assigned

27. **Activity: Medical, Dental and Vision Case File Reviews**: Ongoing  
**Frequency:** Ongoing  
**Process/Methodology:** The Quality Management team will continue to review and evaluate the process of completed Medical, Dental and Vision records.

Data Tools: Medical, Dental, Vision Reviews, FSFN

28. **Activity: Local Improvement Plan**  
**Frequency:** Quarterly, as needed  
**Process/Methodology:** Quality Management Department conducts quarterly meetings designed to assist in improving outcomes as related to annual performance measures and the Community Based Care scorecard. The improvement initiatives are developed based on root cause analysis resulting from poor performance and/or the need for continually improving performance. The plan lists local improvement initiatives including goals and methods of measurement, tracking, and analysis of possible root causes. The Quarter Performance Analysis Report/Local Improvement Plan is monitored monthly and submitted to the Department of Children and Families contract manager with updates quarterly. Ongoing status reports on performance improvement initiatives are communicated to management through agenda items in weekly Senior Management meetings. This information is captured and communicated to the board and interested stakeholders through monthly board and alliance meeting minutes.

29. **Activity: Statewide Quality Improvement Plan (QIP)**  
**Frequency:** As Needed  
**Process/Methodology:** This is a statewide initiative to address areas of improvement as a result of the findings from the latest CFSR. This QIP is currently in operation and Devereux Community Based Care of Okeechobee and the Treasure Coast will continue to monitor and provide quarterly reports on Devereux Community Based Care of
Okeechobee and the Treasure Coast’s progress. This plan identified five (5) areas that were in need of improvement.

➢ Keep Children Safe from Abuse and Neglect
➢ Demonstrate mastery in all family center practice
➢ Increase placement stability
➢ Grow children into health productive adults
➢ Ensure continuous quality improvement in our system of care

Devereux Community Based Care of Okeechobee and the Treasure Coast is committed to ensuring the above through our quality assurance process, quality improvement plan, weekly data call, on-going training needs and our continued open transparency with community partners.

30. Activity: Provider Peer Reviews
   Frequency: As Needed
   Process/Methodology: As part of self-evaluation processes for continuous quality improvement, our subcontracted agencies perform peer reviews of their services and programs. Case management agencies utilize the QPS standardized tools utilized by the lead agencies for monitoring the quality of services in dependency case management. Other agencies utilize service-specific review tools designed to evaluate the quality of each specific service delivered by their agency.

31. Activity: Ad Hoc Process Improvements
   Frequency: ongoing
   Process/Methodology: Because the oversight of the entire system of care is intricate and complex, specific issues arise which require swift action to correct or improve them.

Initiatives to Improve Practice:

In an effort to improve the quality of practice in the areas of safety, permanency, and well-being in FY 2014-15, several programs and program components were introduced to the System of Care in FY 2013-14:

➢ Devereux CBC added a new Diversion Program to Circuit 19.
➢ Devereux CBC initiated the Permanency Round Table in Circuit 19.
➢ Devereux CBC implemented a County Director Model in Circuit 19.
➢ Devereux CBC added a new Foster Home Care/Licensing Provider in Circuit 19.
➢ Devereux CBC established an in-house Utilization Management position

Peer/Stakeholder Participation:

The local community alliance and board participates in quality management plan implementation through the review and evaluation of performance data. Additional activities with DCF Regional and Circuit staff including the DCF Contract Manager are held quarterly for Continuous Quality Improvement (CQI) meetings and Monthly Operational Meetings. These meetings include updates on FSFN data, Devereux Community Based Care of Okeechobee and the Treasure Coast quality management initiatives/improvement/activities, data management updates and DCF
Circuit/Regional informational updates. Specific qualifications for participation in case practice reviews are outlined within the quality assurance activity process/methodology.

**Stakeholder Participation:**

Devereux Community Based Care of Okeechobee and the Treasure Coast utilizes input from and feedback to stakeholders through a variety of channels: web-based surveys, meetings, evaluations, monitoring and data sharing. Stakeholders include the children and families served, personnel, providers, Board of Directors, Department of Children and Families, Community Alliance and community members as a whole. The information gained through each avenue is cumulatively shared with the Senior Management Team for discussion and action. Ideas, concerns and comments are utilized to evaluate our system of care, drive service delivery, identify areas of strength and weakness and provide the agency with an overall means in improving our services. The current Contract Performance Measures located on the Department of Children and Families Dashboard, and any other outcomes mutually agreed to at the local level are communicated monthly to the Board of Directors and stakeholders by the Devereux Community Based Care of Okeechobee and the Treasure Coast CEO. The contract performance measures are reported in graph form and are located in the board meeting minutes. Board packets are provided to each board member electronically before the planned meeting and as a handout on the day of the board meeting. All interested stakeholders receive the contract performance measures report during the monthly board meetings.

The Quality Management Department coordinates the questionnaire and satisfaction survey process. A web-based survey system is used to generate surveys based on criteria and set timelines and to distribute them via email. The results of all surveys are recorded in the back-end database and used to generate reports for analysis. The Senior Management Team, Board of Directors and local Alliance members review these reports to assess the overall quality of service to meet the needs of children, families and other stakeholders.

There are five (5) different categories of surveys/questionnaires:

1. Satisfaction of parents/child (ren)
2. Satisfaction of adoptive parents
3. Satisfaction of foster parents
4. Satisfaction of providers
5. Satisfaction of stakeholders (e.g., courts, GAL's, etc.)

Child and family satisfaction surveys include questions addressing the services the clients received, the professionalism of the staff, the ease with which services were provided, whether or not the clients felt that they received the help they needed, and whether the facilities were convenient. Surveys are aggregated, reviewed and reported by quality management staff. The information resulting from the reports is used to develop new services, change existing services, and to strategically plan.

Consumer satisfaction surveys are administered to those agencies/individuals who work with Devereux Community Based Care of Okeechobee and the Treasure Coast. This data is also aggregated, reviewed and reported by quality management staff. The information is then used to
identify any issues that consumers have not otherwise communicated in order to secure the most positive working relationships between agencies and caregivers.

Each stakeholder group plays a role in the Devereux Community Based Care of Okeechobee and the Treasure Coast quality assurance/improvement activities both formally and informally. Input from each stakeholder group plays an important role in strategic planning, ensuring that Devereux Community Based Care of Okeechobee and the Treasure Coast is sensitive to the needs of each as well as maintaining a system of care that meets the needs of the service community. Feedback is provided through newsletters, data reports, interaction with the print media, public relations efforts and an open door/information exchange policy with our CEO.

Customer Relations: Inquiries, Complaints, and Grievances:

It is the policy of Devereux Community Based Care of Okeechobee and the Treasure Coast to encourage children, families, and community stakeholders to make inquiries, share concerns, and register complaints in order to continuously improve the quality of services. Devereux Community Based Care of Okeechobee and the Treasure Coast will ensure a prompt and appropriate response to all inquiries, complaints and concerns that are received verbally or in writing.

Inquiries

An “inquiry” is defined as an issue raised that requires clarification or attention but which may not indicate dissatisfaction with services. Client inquiries may be made of any employee, at any level, within the organization. The employee will seek to resolve the concern quickly and efficiently to the satisfaction of the inquirer. If this cannot be accomplished, the employee will enter the inquiry into the web-based inquiry tracking system. The inquiry will then be routed electronically to the Quality Management Department for follow up by a Quality Management Specialist.

The Quality Management Specialist will investigate the inquiry to determine what occurred, making a preliminary assessment about what action is required. The Quality Management Specialist will seek to resolve the concern or problem expressed, making reasonable efforts to obtain resolution as requested by the inquirer. Resolution of the concern or problem will occur in no more than three (3) business days from the date the inquiry was received. The results will be forwarded to all relevant parties.

If satisfactory resolution of the inquiry cannot be obtained within three (3) business days, the inquirer will be offered an opportunity to follow Devereux Community Based Care of Okeechobee and the Treasure Coast’s grievance procedure in an effort to reach satisfactory resolution.

The Quality Management Department will report inquiry data trends on a quarterly basis to the Senior Management Team and the CQI Committee. Data reports include the number of inquiries, average time from inquiry to resolution, and number of inquiries referred as grievances.
Complaints

Devereux Community Based Care of Okeechobee and the Treasure Coast defines a complaint as dissatisfaction with a case-specific issue or service delivery issue, which is received verbally or in writing and for which a response is requested. Complaints are handled by the Devereux Community Based Care of Okeechobee and the Treasure Coast Quality Management Department to provide a point of contact for individuals wishing to file a complaint. Complaints are answered by QM staff during regular business hours or the next business day if received during non-working hours. QM staff ensure that complaint policies are explained to the individual filing a complaint and that the policies and procedures are followed.

Within one business day of receipt of the complaint/concern, the designated QM staff member will begin to gather information based on the complaint. If additional information is needed, the QM staff member will contact the individual who made the complaint to obtain the information necessary to complete the Issue Summary Form.

When identifying information is available, confirmation of receiving the complaint to the complainant is made. This confirmation informs the complainant that Devereux Community Based Care of Okeechobee and the Treasure Coast is investigating the complaint/concern.

The Department of Children and Families Web-Portal System is the official tracking system to document the actions taken. All complaints raised will be resolved within 3-5 days or the reason for delay in resolution will be noted in the tracking system. The Quality Management department is responsible for monitoring and tracking the complaint resolution to ensure timeliness is met.

If any complaint remains unresolved, the issue is referred to the Devereux Community Based Care of Okeechobee and the Treasure Coast Quality Management Director, and the person issuing the complaint will be advised of further grievance and appeals procedures.

Grievance & Appeals Resolution Process

It is the policy of Devereux Community Based Care of Okeechobee and the Treasure Coast to respond to all grievances and appeals in a manner that is respectful of individual clients, providers, and others who file a grievance. This policy is included in all contracts with service providers. The grievance and appeals process promotes fair, non-intimidating, and timely resolution.

Grievance and appeals processes for parents

The Case Manager will explain the grievance and appeals process to the child and family at the initial contact. Grievance and appeals forms are included in the consumer guide that will be provided at initial contact. The following procedure will be followed when a child/youth or a parent files a grievance:

a) In the event that a difference of opinion or conflict occurs, the dissatisfied person(s) is encouraged to bring the specific issue to the attention of the case manager in the context of an inquiry. The forum for this dialogue is informal and the results are documented in the appropriate file. Documentation includes the circumstances surrounding the issue and resolution/status.
b) If the concerns are not resolved at the inquiry or complaint level, the case manager will provide the person(s) with the name of his/her supervisor so that the person(s) may speak with them regarding the concern/complaint. This process should move up the chain of command within the case management agency until the issue is resolved.

c) If the management personnel within the case management agency cannot resolve the issue, the CMA shall request a meeting with Devereux Community Based Care of Okeechobee and the Treasure Coast management and the complainant to discuss the outstanding issue.

d) Final authority to resolve disagreements, if necessary, rests with the Devereux Community Based Care of Okeechobee and the Treasure Coast CEO. If needed, all data collected will be forwarded to the CEO for final review. The agency designee will notify the person(s) served of the final decision which will be given no later than five (5) days after the CEO receives the request for review.

**Grievances or Appeals Made By CMAs or Providers**

All Devereux Community Based Care of Okeechobee and the Treasure Coast contracts for services require providers to follow Devereux Community Based Care of Okeechobee and the Treasure Coast grievance and appeals procedures. If a contract provider wishes to file a grievance, a summary of the process is outlined below:

a) In the event that a difference of opinion or conflict occurs, the dissatisfied provider is encouraged to bring the specific issue to the attention of Devereux Community Based Care of Okeechobee and the Treasure Coast in the context of an inquiry. The Devereux Community Based Care of Okeechobee and the Treasure Coast Quality Management department processes all inquiries and provides the response.

b) If the Devereux Community Based Care of Okeechobee and the Treasure Coast Quality Management department cannot resolve the issue, a meeting with Devereux Community Based Care of Okeechobee and the Treasure Coast management and the provider will be set to discuss the issue.

c) If the Devereux Community Based Care of Okeechobee and the Treasure Coast management team and the provider cannot resolve the issue, a meeting with the Devereux Community Based Care of Okeechobee and the Treasure Coast CEO will be set for final resolution.

d) Final authority to resolve disagreements, if necessary, rests with the Devereux Community Based Care of Okeechobee and the Treasure Coast CEO. If needed, all data collected will be forwarded to the CEO for final review. The agency designee will notify the provider of the final decision which will be given no later than five (5) days after the CEO receives the request for review.

**Review of all Complaints and Grievances**

On a quarterly basis, the Devereux Community Based Care of Okeechobee and the Treasure Coast Quality Management Director reviews all complaints and grievances filed within the quarter. Results are reviewed with the Devereux Community Based Care of Okeechobee and the Treasure Coast Senior Management Team. Timeliness of resolution, corrective actions taken, and customer satisfaction with the resolution is evaluated.
Monitoring of Client Services Providers

Devereux Community Based Care of Okeechobee and the Treasure Coast monitors the contracted providers in the network through a number of mechanisms. The Director of Contracts and the Department of Quality Management conduct continuous management and monitoring of activities through on-site visits to providers and through the review of required contractual reports.

Devereux Community Based Care of Okeechobee and the Treasure Coast contract staff collects and analyzes provider data from FSFN and internal systems on a monthly basis. The Director of Contracts discusses any performance issues with the provider and the actions the provider will take to improve performance. This is documented in the contract file. The Director of Contracts provides technical assistance as necessary. As Devereux Community Based Care of Okeechobee and the Treasure Coast evaluates and monitors programs and new information becomes available, the Quality Management Department will work in conjunction with the program and contract management on performance improvement teams, corrective action follow-up and new performance initiatives.

An invoice tracking log which includes date of service, payment amount, and expenditure type is managed by the Director of Contracts for all active contracts.

All applicable contracts will undergo an annual monitoring by Devereux Community Based Care of Okeechobee and the Treasure Coast in accordance with the Devereux Community Based Care of Okeechobee and the Treasure Coast Client Services Monitoring Manual. Providers will be required to document corrective actions taken to improve performance in areas found deficient in this monitoring.

IX. Quality Improvement

Quality Improvement is implemented based on the level of performance or compliance with each quality assurance activity or other source. Performance and compliance is determined based on established benchmarks and performance expectations. The indication of poor performance or lack of service delivery is based on data reports and analysis conducted as part of the quality assurance activities.

Devereux Community Based Care of Okeechobee and the Treasure Coast believes that in order to strengthen our system of care, we must continually strive to:

1. Exceed our established outcomes
2. Improve the quality of our services
3. Address substandard performance

To ensure excellence and improvement, Devereux Community Based Care of Okeechobee and the Treasure Coast addresses each area through the Performance Improvement Team approach. Once an area is identified as an area for improvement (based on performance data or reviews), the Team reviews the data and determines who should be assigned as the team leader. The team leader(s) is most often a seasoned staff member(s) who has experience within the department or departments that directly impact the data or performance, while the Quality Management
Department provides technical assistance, gathers data and determines trends. The team, which includes members of the Quality Management Department and is required to be inclusive of all levels of staff within the associated department, is responsible to review data provided, conduct an analysis to determine the potential root cause, formulate a solution plan, set target outcomes, implement deployment and monitor progress. The Quality Management Department then ensures continual quality improvement through regular auditing and reporting of the process.

The key to any implementation process is effective and efficient deployment. Devereux Community Based Care of Okeechobee and the Treasure Coast facilitates quality improvement through careful analysis of processes and resources, training, meeting technical needs, effective communication, and feedback.

Initiatives utilized to enhance and drive deployment are:

- Performance Improvement Plan
- Use of Quality Improvement Teams

The Performance Improvement Plan combines results or outcomes from external and internal reviews, identification of specific indicators and continual evaluation of outcomes. The process for implementation of solution plans is initiated, monitored and evaluated by the Quality Management Department in collaboration with the assigned Quality Improvement Team. The Performance Improvement Plan is updated quarterly and is designed to track and report on ongoing improvement initiatives.

The use of Performance Improvement Teams combines the indicators outlined in the Quality Improvement Plan and those identified through regular process or procedural evaluation. Multiple Performance Improvement Teams are developed within the delivery system and assigned various tasks or action steps outlined in the solution plan. This team approach strengthens the overall plan deployment.

**Data Collection and Analysis**

**Data Collection:** In order to effectively address Quality Improvement measures, data collection is completed through two separate processes: external and internal. External data is collected via reports and audits. Internal data is collected through FSFN, internal tracking processes, case file reviews, and standardized reporting tools.

Data collection is driven by the agency’s established indicators and activities contained within the quality management plan. The frequency of data collection occurs at various scheduled time periods based on data availability, required reports or the status of a performance outcome.

**Data Analysis:**

Identifies and verifies root cause through validating strengths, identifying weaknesses and ensuring the quality of the process that directly drives a specific indicator determined through the quality assurance activity to effectively implement the processes. Devereux Community Based Care of Okeechobee and the Treasure Coast will determine the process of the analysis, ensure valid and accurate data collection, review current procedures and practices, establish desired outcomes and targets, and develop and deploy a plan of solution. For successful and continual
quality improvement, Devereux Community Based Care of Okeechobee and the Treasure Coast will compare the data analyzed at each interval to determine trends. As new information concerning performance is made available, QM will appropriately utilize the data to facilitate improvements in the following manner: focus groups facilitated by QM Department staff and CMA supervisors, Performance Improvement Teams (CMA’s and QM Team members), QM Department improvement initiatives, and Performance Improvement Plans. These projects will work to modify and/or improve the processes at the CMA and CBC levels.

To effectively communicate the data, Devereux Community Based Care of Okeechobee and the Treasure Coast generates reports in the form of lists, tables, graphs and/or charts as required. This information is disseminated to the department, community partners, providers, staff and other interested or related stakeholders.

X. Staff and Provider Training

Florida Safety Decision Making Methodology and Staff Development

Training and staff development play a large role in the successful implementation of the Quality Management Plan as well as the quality assurance and quality improvement efforts. Not only do we utilize training to ensure effective deployment of processes during the implementation of Florida Safety Decision Making Methodology process but we also provide training on the various quality assurance activities and the appropriate manner in which to successfully complete quality improvement activities. This method has served to enhance both the training program and the quality assurance/improvement initiatives simultaneously.

Case File Review training: The Department of Children and Families Quality Management Department provides training to all quality management staff responsible for the completion of Quality of Practice Standards Case Reviews (QPS). These trainings ensure inter-rater reliability, consistent tool utilization, defined intent of questions, and logical analysis of subjectivity.

Pre-service Training, In-service Training

Pre-service Training - Case management staff receives Pre-service training through Devereux Community Based Care of Okeechobee and the Treasure Coast Training Department. The pre-service training includes structured field activities and classroom training and requires successful completion of a knowledge-based test to achieve provisional certification. All pre-service training follows the requirements outlined by the state. All staff will receive complete training on the Florida Safety Decision Making Methodology.

In-service Training - Devereux Community Based Care of Okeechobee and the Treasure Coast is responsible for coordinating and facilitating all needed staff in-service training, either by directly providing the training or arranging an outside training opportunity. At least quarterly, guest lecturers will be invited to share their expertise with Devereux Community Based Care of Okeechobee and the Treasure Coast staff, as well as case management staff, Department of Children and Families staff, and staff employed by the community network providers. Notice of these trainings will be provided to all staff in calendar format, and will require prior registration. Topics of interest will be determined by the results of an annual Training Needs Assessment. At least one in-service training yearly will be directed at morale and staff retention issues. Devereux Community Based Care of Okeechobee and the Treasure Coast provides exceptional quarterly

**Cultural Diversity Training** - Devereux Community Based Care of Okeechobee and the Treasure Coast staff completes the following trainings Serving Our Customers Who Are Deaf or Hard of Hearing, Civil Rights, Sexual Harassment Training and Ethics and Diversity training during new employee Orientation. Additional training on Florida Certification Board Code of Ethics and the Child Welfare Standards/Values and Practices is provided during pre-service training. Training regarding Interviewing and hiring within the Law is provided for supervisors every two years. Devereux Community Based Care of Okeechobee and the Treasure Coast training objectives for Cultural Diversity are as follows:

- Identify how we are diverse,
- Understand the challenges and opportunities of workplace diversity,
- Help avoid discrimination,
- Follow workplace policy.