B.1. Quality Management Plan

I: Eckerd - Philosophy of Performance and Quality Management

ECA - Hillsborough’s Management team promotes excellence and continuous quality improvement that is inclusive of the stakeholders within the system of care. The organization will work closely with its stakeholders to continually evaluate the elements of the system of care and implement improvements and changes as needed to achieve both short term and long term objectives. ECA - Hillsborough recognizes that stakeholder involvement is essential to achieving its mission and vision.

II: Purpose and Scope of Predictive Analytics’ Tiered Review

Hillsborough County has the highest number of child deaths related to abuse and neglect throughout the state of Florida. The death of nine Hillsborough county youth in the last two years has raised concerns about the oversight of Community Based Care Lead Agencies in managing their systems of care. This was one of the primary factors cited in the lost of the Lead Agency Contract by Hillsborough Kids, Inc. (HKI). Addressing safety issues is the number one priority identified by the Department of Children and Families. EYA-Hillsborough has entered into a collaborative planning process with SunCoast Region leadership to pilot an enhanced quality management system for the oversight of child welfare services within Hillsborough County. See attached meeting minutes with the SunCoast Regions leadership.

The following components have been embraced by ECA Hillsborough:

1. ECA will move the focus from data collection to real time qualitative reviews.
2. ECA will utilize a predictive analytics’ model to identify the children meeting the criteria at “greatest risk” within the circuit. Initial analysis has identified young mothers (age 21 and younger), child in home ages 5 and under, parent in a relationship with paramour, history of substance abuse and/or domestic violence and parent as victim of trauma themselves.

3. ECA will evaluate the current skill set of case managers (through the results of the QSI Review Process). The organization will match case managers with the highest skill-set with children identified at “greatest risk”. ECA will consider reduce case load size and increase level of supervision to these case workers.

4. ECA will identify internal Operations Specialists to provide “ongoing” “real time” review and supervision of these cases of “greatest risk”. Consistent ongoing feedback will be provided to the case worker and supervisor.

III: Purpose and Scope of Quality Management Plan

The purpose of this Quality Management Plan is to establish the goals, processes, and responsibilities required to implement effective quality management functions. The plan is designed to address the system of care effectiveness in Safety, Permanency and Well-Being, including:

- Mitigate safety factors impacting the children in care.
- Ensure quality assurance and improvement of performance outcomes
- Validate independently, verifiable processes leading to child safety, permanency, and well-being outcomes
- Comply with all relevant state and federal requirements
- Ensure accurate and transparent reporting
- Acknowledge and enhance strengths, while managing weaknesses through identification of issues and performance gaps
- Act on performance gaps timely and effectively to bring about improvement
- Identify and disseminate best quality practices
- Improve training, technical assistance, and collaboration, in order to increase the expertise of child welfare and quality staff.

Implementation of and compliance with the Quality Management Plan is the shared responsibility of all stakeholders within the system of care.
IV. QUALITY MANAGEMENT MODEL-PERFORMANCE AND QUALITY IMPROVEMENT STRUCTURE

ECA - Hillsborough is committed to utilizing continuous quality improvement cycle as a “practice change” and to be incorporated in all aspects of day today operations. EYA is committed to transparency and will provide information and solicits reciprocal input and feedback from the community. ECA - Hillsborough recognizes that an informed, integrated, and participatory community affords the best opportunity to maximize resources and produces the best outcomes for children and families. Due to this commitment, Eckerd recruited a Director of Quality and Associate Executive Director with TQM experience, both individuals are Six Sigma credentialed.

ECA – Hillsborough will use utilize elements of the DMAIC cycle, which stands for: define, measure, analyze, improve, and control.

- **Define**: As the first step of the cycle, the Quality Management department will define the performance outcomes, measures and indicators. These measures can be defined by the Department of Children and Families (dashboard measures), trends identified in recent death reviews, and safety concerns identified in the QSI review project (see C.6. Case Transfer Plan).

- **Measure**: The Quality Management department will provide ongoing analysis of a variety of measures. Data will be collected from FSFN, MindShare, satisfaction surveys results, incident reports, Quality and Service Reviews, file review and the QSI results. We are committed to measure both quantitative and qualitative information and focus on indicators related to safety, service delivery, effectiveness, and timeliness. Based upon the data collected, it will be determined if further action required.

- **Analyze**: Based upon the data collected, analysis is conducted to identify possible causes for the area in need of process improvement. Appropriate stakeholders will be involved in the analysis phase, i.e. root cause analysis.

- **Improve**: Once the “cause” has been determined, identified countermeasures will be put in place. Appropriate stakeholders will be involved in the improve phase, i.e. countermeasure matrix.

- **Control**: Ongoing monitoring of the performance measures or other identified areas of improvement will be monitored to ensure improvement is sustained. Charts and tables are updated as the data is available to ensure that the process improvement has been effective and is maintained; as needed, further process improvements may occur based upon further need or due to changes within the child welfare system.
V: PERFORMANCE AND QUALITY IMPROVEMENT COMPONENTS

- **Performance Improvement Conference Call & Report:** On a weekly basis, ECA - Hillsborough’s management team will meet with case management leadership to discuss and evaluate the progress made towards meeting statewide performance indicators, locally negotiated contract measures, and identified performance improvement initiatives. As practice improvements are identified and performance is tracked, root causes are discussed and counter measures are put in place. See sample data packet from ECA Circuit 6 – Pinellas and Pasco included in this section.

ECA’s Data Analytics Specialist will be responsible for obtaining data from Mindshare, FSFN, dashboard website to publish the report which is submitted to the stakeholders via email the night before the conference call. ECA - Hillsborough’s Director of Quality Management will facilitate the meeting and discussion. The Performance Improvement Report is designed to be fluid and flexible to allow for the addition of performance measures at any time depending on the issues impacting the System of Care.

- **Quality Services Reviews (QSR):** The QSR is a powerful tool designed to aid child welfare and social services agencies in assessing the effectiveness of their practices and interventions provided to the child and families being served. The process focuses on two major components to include Child and Family Status Indicators and Practice Performance Indicators. The status indicators measure the extent that desired conditions are found in the lives of the child, parents, and/or caregivers. There are currently eleven components of the status indicators that are related to child safety, well-being, and functioning. The practice indicators measure the extent that core practice functions are successfully utilized by the system of care. The QSR process includes a brief review of the case file and focuses on case specific interviews with relevant participants in the case. These interviews may include, but are not limited to: Case Manager, Sherriff, Case Manager Supervisor, child, parents, caregivers, teachers, GAL, attorneys, and any other identified participants. The results of the QSR are inputted into DCF’s Web Systems portal. A comprehensive report of the case and recommendations that were identified during the review and the debriefing is disseminated to the Case Management Organization.

Each quarter, the Quality Management team will conduct a minimum of six QSR reviews. Stratified random sampling is utilized to select the QSR cases to ensure each Case Management Organization is represented and all permanency goals have been evaluated during the fiscal year. At the conclusion of the QSR reviews, debriefings will be held with the respective CMO, ECA leadership, Department leadership and case participants. The purpose of the debriefing is to address findings, provide feedback and discuss practice change at a macro level.
• **Case Management Base Reviews:** ECA - Hillsborough’s Quality Management team will conducts case reviews utilizing the Case Management Practice Tool on a quarterly basis. A minimum of (TBD) cases will be randomly selected utilizing a stratified random sampling method to ensure that each CMO and all permanency goals are represented.

The results of the reviews are analyzed to identify trends, anomalies, areas in need of improvement, and areas of high performance. At a minimum, analysis will include: overall performance in achieving safety, permanency, and well being; practice trends; areas of excellence; and opportunities for improvement.

If, during the course of the reviews, a reviewer notes an administrative or safety concern, a written Request for Action is generated and sent to the CMO responsible for management of the case. The CMO is notified immediately by phone, or in person for safety concerns followed by a written request for action. A formal response is due back to ECA - Hillsborough within two business days for administrative RFAs and one business day for safety RFAs.

• **Discretionary and/or Special Reviews:** Discretionary, or special reviews, are conducted by ECA - Hillsborough’s QM Department or other approved staff when requested. Requests for discretionary reviews can be made by Executive Management, DCF Administration,, or stakeholders. Prior to conducting the review, QM staff will determine the purpose of the review in conjunction with the requestor. Results are shared with Eckerd’s leadership and the requesting party. These reviews may be child specific and or topic specific e.g. Independent Living, APPLA or Post Adoption Supports.

• **Technical Assistance:** Technical assistance and training will be arranged for each respective CMO as needed. Technical assistance can be addressed formally or informally. An informal technical assistance would include responding to questions, making suggestions for improvement, and highlighting issues through the data report or case management/provider meetings.

• **Child Exit Interviews:** The QM Department is responsible for the oversight of child exit interviews (feedback). Results will be aggregated on a macro level for system improvements. If an issue is identified on the form, the QM Specialist follows up with the internal licensing department and the contracted Licensing provider or Contract Department for follow-up with the residential providers. The results of the interviews will be shared with leadership, case management organizations, foster parents and stakeholders.

• **Incident Reporting:** Completion of incident reports is required by all contracted providers when an incident or accident occurs; this provides ECA – Hillsborough with an early notice of an unusual situation or circumstance which may jeopardize the health, safety, or well-being of a child or person receiving services.
under the supervision of a contracted provider. Additional entries are made into the state database for those incidents that meet the criteria of reportable incidents. If an issue is identified, the QM Specialist follows-up with the appropriate parties until resolution is achieved. Results will be aggregated on a macro level for system improvements.

- **Client Relation Concerns:** ECA recognizes that clients, family members, parents/guardians and/or other stakeholders may voice concerns to any member of the organization, and believes these concerns and inquiries should be taken seriously and resolved quickly, to the satisfaction of the inquirer whenever possible. The Client Relations Specialist retrieves, returns, and logs Concern Line calls and DCF Trackers within 48 business hours of receipt. The Client Relations Specialist takes an report of the concern. If the call is only an inquiry, the requested information is provided and referrals to community resources are given to the caller. The Client Relations Specialist sends a Concern Line Referral by email to the Case Management Organization or Licensing Providers for a response. The Case management Organization or Licensing Providers must then contact the complainant, address their concerns and send an email detailing the follow up to the ECA Client Relations Specialist within 24 business hours. The Client Relations Specialist forwards all responses to DCF Trackers prior to the due date identified by DCF. The Client Relations Specialist tracks all calls for training and evaluative purposes. Case Management Organizations and Licensing Providers receive a monthly report detailing the calls received in reference to their organization monthly. Results will be aggregated on a macro level for system improvements.

- **Consumer Grievance:** ECA ensures that client and community concerns are addressed and resolved quickly, to the satisfaction of the inquirer, whenever possible. ECA further recognizes that clients, family members, parents/guardians and/or other stakeholders have the right to raise concerns to a Director level in times where additional support is felt needed. ECA believes these concerns and inquiries should be taken seriously and resolved quickly, to the satisfaction of the inquirer whenever possible. The ECA Director will follow up on the concern by working directly with the assigned Case Management Organization or ECA staff to address the concern. The ECA Director will contact the client to inform them what has been done to address the concern and inform them of what the next steps are. In the event the grievance is not resolved the complainant will be provided an opportunity to address the grievance with the Associate Executive Director. In the event the grievance is still not resolved, the complainant will be afforded an opportunity to address the grievance with the Executive Director for final resolution.
• **Stakeholder Survey**: Annually, ECA - Hillsborough will distribute an electronic satisfaction survey to all stakeholders, including: Case Management Organizations, Sherriff’s Office, Guardian Ad Litem’s Office, Children’s Legal Services, DCF, the Court System, and other contracted providers. This survey requests that stakeholders rate their satisfaction with Eckerd as a system administrator.

VI. MEASURES AND OUTCOMES

5.2: Dashboard Measures

Statewide measures are identified for all Community Based Care (CBC) Organizations within the state of Florida. These measures, called the dashboard measures, are similar among the various CBCs; however, the target for these measures may vary based upon local negotiations between the CBC and the Department of Children and Families. These include:

- **FS 106**: No more than ____ of children will be subjects of reports of verified or indicated maltreatment
- **FS 106a**: The percentage of children served in out of home care who are not maltreated by their out of home caregiver will be at least ____%
- **FS 107**: ____% of children in active cases (both in home and out of home) who are required to be seen each month are seen monthly
- **FS 108**: Number of missing children per 1000 in in-home and out of home care shall not exceed ____
- **FS 301**: The percentage of children reunified within 12 months of the latest removal shall be at least ____%
- **FS 302**: The percentage of children removed within 12 months of a prior reunification shall not exceed ____%
- **FS 303**: The percentage of adoptions finalized within 24 months of removal shall be at least ____%
- **FS 306**: The percentage of children in out-of-home care at least 8 days but less than 12 months who had two or fewer placement settings shall be at least ____%
- **FS 388**: The number of children in out of home care more than 12 months shall not exceed ____ children
- **FS 671**: 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 30th shall be at least ____%
5.3: Additional Tracking and Analysis

Additional areas may be tracked and analyzed to include the following:

- Percent of children in out of home care who are placed with relatives or non-relatives
- Removal and discharge rate per 1000 children
- Weekly report of number of children sheltered in each County served and the percentage of these children that are placed in foster care
- The caseload census for each Case Management Organization
- The number of children entering and exiting out of home care each month
- The number of diligent search submissions completed
- The percentage of fingerprints, birth verifications, and photographs obtained
- Number of incident reports and client concerns received by ECA - HILLSBOROUGH
- The recording of medical, dental, and immunization information in FSFN
- The length of time to enter home visit notes in FSFN
- Evaluation of AFCARS timeliness errors

I. Subcontractor Expectations

It is ECA – HILLSBOROUGH’s expectation that each subcontractor will have its own internal quality management system. All providers are responsible for annual submission of a program-specific Quality Assurance/Quality Improvement Plan. The plans shall reflect a system of continuous quality improvement, utilization review and staff participation in quality improvement, evaluation and internal quality control, corrective action, and remediation. Oversight of the subcontractor Quality Assurance/Quality Improvement Plan will be shared responsibility with the Director of Quality Management who will provide technical assistance and the Contract Specialist who will evaluate compliance with the plan though contract monitoring (as defined in the Monitoring Decision Matrix).