FSSNF QUALITY MANAGEMENT PLAN
Fiscal Year 2013-2014

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Section 1: Background and Introduction

In 1996, Florida began an ambitious process to reform foster care and related services to fully integrate the delivery of services to children in foster care into the infrastructure of communities. The Florida legislature mandated the Florida Department of Children and Family Services (DCF) enter into contracts to establish at least five model programs in which community-based agencies provide foster care and related services. The goal of the effort was to increase the commitment of communities to the well-being of children and their families. By 1998, the Florida legislature expanded the goals and required DCF to privatize foster care and related services statewide through a competitive bid process phased in over a three-year period. The State’s transition to the Community-Based Care Model was completed in May 2005, with 22 agencies selected through a competitive process serving Florida’s 67 counties.

Family Support Services of North Florida, Inc. (FSSNF) was established in 2002 and selected as the lead agency for child protective services in Duval County in 2003. During this time, the mission of FSSNF was “to provide for the safety and stability of children and families by strengthening the child protection system and involving neighborhood networks to ensure success.”

In 2007, the Nassau County Board of Commissioners informed DCF they wished to terminate the contract with State of Florida to oversee the local Community Based Care organization known as “Family Matters.” DCF requested FSSNF manage the Nassau County child welfare Community-Based Care under an Emergency Procurement Contract. FSSNF has made many improvements to the system of care in Nassau County including the inclusion of many local stakeholders. Since assuming responsibility for the Nassau Service Center in September 2007, FSSNF implemented the same processes for achieving permanency and service delivery that produced success in Duval County.

In June 2010, the board of directors of FSSNF voted at the June, 2010 board meeting to change the FSSNF Mission Statement to read, “The mission of Family Support Services of North Florida is to be the leader in providing safety, stability, and quality of life for all children by working with the community to strengthen the family unit.” FSSNF is committed to ensuring high-quality, community-based care for abused and neglected children in North Florida.

The staff provide ongoing casework for children in foster home, promote and support adoption, coordinate health care services, and provide prevention and preservation programs. True to the Community-Based Care Model, programs actively involve
individuals and groups from the community. Together, the staff and community partners provide services that benefit over 3,000 children and families.

Section 2: Quality Management

FSSNF currently implements a complete DCF approved quality management process consistent with the DCF contract and service delivery model, and in compliance with state and federal law, administrative rule, and DCF operating procedures. The FSSNF quality management process outlines a comprehensive approach to ensure quality services are provided to the children and families served. One of the guiding principles behind accomplishing this task is involving FSSNF staff at all levels, to include the Case Management Organizations (CMO) and community stakeholders. This comprehensive approach is accomplished by holding the Case Management Organizations (CMO) accountable for leadership, direction, and compliance through an external quality assurance process, as well as the infusion of continuous quality improvement through an internal process focused on service delivery.

The quality assurance approach is designed as an external process that validates internal practices through the application of sound evaluation principles that ensure data is collected accurately, analyzed appropriately, and reported and acted upon effectively. FSSNF staff in collaboration with DCF provides external reviews, and coordinates all outside reviews of service delivery. While the quality assurance approach focuses on the external process, the quality improvement approach is an internal process driven and conducted by the FSSNF Quality Management Specialists in conjunction with the Case Management Organizations (CMO).

While the ultimate authority and responsibility for overseeing the exceptional quality of care at FSSNF rests with its Board of Directors, the responsibility for FSSNF’s quality assurance and quality improvement efforts resides with the FSSNF Director of Quality Management.

A. Description of QA/CQI staff resources

FSSNF’s Director of Quality Management supervises staff dedicated to quality operations, assurance and improvement activities. The staff currently includes one (1) Quality Management Specialist Supervisor, five (5) Quality Management Specialists, and one (1) Court Liaison. The Director of Quality Management and staff, when appropriate, will attend all DCF and Region trainings pertaining to quality assurance and quality improvement issues, as well as other state and national conferences on best practices in service delivery and quality management.

The Director of Quality Management reports to the FSSNF Chief Operating Officer over Foster Care; the FSSNF Chief Operating Officer over Foster Care reports to the FSSNF Chief Executive Officer; and the FSSNF Chief Executive Officer reports to the FSSNF Board of Directors.
The Quality Management Specialist Supervisor and the Quality Management Specialists are responsible for planning, implementing and reporting on case management quality improvement and DCF required processes. It is also their responsibility to identify trends from all reviews and seek solutions for improvement while working with the FSSNF Training Staff and Case Management Organizations (CMO) to incorporate findings into future trainings.

The Court Liaison is responsible for working cooperatively with the Duval County Court system, FSSNF provider agencies and other service providing entities, identify deficiencies in the provision of placement services and work with provider agencies to find appropriate solutions.
Other responsibilities of the Quality Management Specialist Supervisor, the Quality Management Specialists, and/or the Court Liaison include, but are not limited to:

**Quality Management Specialist Supervisor and the Quality Management Specialists:**

- In collaboration with FSSNF service delivery staff and Case Management Organizations (CMO), complete all DCF required reviews and interviews (i.e., Quality of Practice Standards (QPS) and Quality Service Reviews (QSR));
- Participate in frequent quality improvement meetings that incorporate review findings with other critical sets of data and DCF and FSSNF monitoring reports into a plan of action by using the Plan, Do, Check, and Act (PDCA) concept;
- Assist the Case Management Organizations (CMO) in quality improvement planning by ensuring compliance with statute, rule, and policy;
- Review, research and assist in tracking incident reports;
- Analyze data and report results to the Director of Quality Management;
- Review client complaints, work on resolutions and track results;
- Assist other FSSNF departmental areas in compiling and integrating the results of community stakeholder and foster parent surveys to strengthen the service delivery system;
- Conduct permanency and other out-of-home care staffings on a monthly and/or quarterly basis at the Case Management Organizations’ (CMO) sites.

**Court Liaison:**

- Attend designated hearings to ensure parents or caregivers are given information on the dependency and/or delinquency process and link them to needed services.
- Work closely with the DCF Child Protective Investigations, CMO staff, and/or Kids Central Service Center Placement Specialist to identify alternative placements to traditional foster or group home placements and to help facilitate service referrals when appropriate and necessary.
- Notify the appropriate parties of upcoming crossover case hearings. Track the children in both an open dependency case and an open delinquency case ensuring that appropriate resources are being put in place for the child.

**B. Description of QA/CQI infrastructure**

FSSNF believes in a continuous quality improvement system that includes input by all levels of FSSNF staff and partners across departmental and community lines. FSSNF currently contracts with the following Case Management Organizations (CMO) to provide in-home and out-of-home services: Children’s Home Society, DANIEL, Jewish Family & Community Services, Mental Health Resource Center, and Neighbor To Family.

Reports of Quality Management activities include the results of performance measures outlined in the contract with DCF and will be shared with the FSSNF’s Management Team, FSSNF Board of Directors, the FSSNF and DCF Contract Management staff, the
DCF Northeast Region staff, the DCF Office of Family and Community Services-Child Welfare, and each Case Management Organization (CMO). The benefit of sharing these results is to encourage individuals to work across departmental and community lines to improve quality of services and to realize the importance of customer satisfaction and services provided to the children and families served.

The Quality Management reports will show FSSNF and the Quality Management Team which Case Management Organizations (CMO) are meeting their goals and following procedures and which ones need improvement. FSSNF’s Quality Management Team will use these reports to guide its quality improvement process. After reviewing the results of the reports, the FSSNF Quality Management Team will assist the Case Management Organizations (CMO), as needed, in developing an action plan to improve child welfare practice. However, it is ultimately each Case Management Organization’s (CMO) responsibility to address deficiencies and provide a plan of action to eliminate future occurrences of deficiencies. Also, the FSSNF Quality Management Team works collaboratively with the FSSNF Contracts Department to ensure additional oversight and monitoring are in place to assist our Case Management Organization (CMO) partners. As stated above the FSSNF Quality Management Department will participate in regularly scheduled meetings with other FSSNF departmental staff, Case Management Organization (CMO) staff, and other community stakeholders to discuss performance, share best practices, and address areas in need of improvement.

Section 3: Seamless QA/CQI of Case Management

A. Unit Supervisory Discussions

At a minimum, existing policy requires case management supervisors review all open cases in their units on a quarterly basis (i.e., every 90 days). The supervisory review process for Duval and Nassau Counties will be as follows:

1. A supervisory review is required on all cases open 30 days or more in any 90 day period. The Family Services Counselor Supervisor (FSCS) will be required to review 100% of the cases in their unit every 90 days to ensure child safety, well-being, and permanency are being addressed for every child.

2. The FSCS shall use the Supervisory Discussion Guide or similar and approved document to assist in conducting a qualitative supervisory review. The focus of the review will be to address: Participants, Child Safety (i.e., Permanency, barriers, etc.), Mental Health/Well-Being, Case Status, and Next Steps/Follow-up.

By utilizing the Supervisory Discussion Guide or similar and approved document to focus on the safety, permanency, and well-being of the case, the FSCS and FSC will have the opportunity to identify gaps and resolve them timely. This discussion would assure appropriate safeguards and services are in place and the cases are moving toward successful closure.
3. The FSCS shall input a chronological note in Florida Safe Families Network (FSFN) by selecting “Review-Supervisory” as the note-type to indicate the completion of a supervisory case review and include, at a minimum, the focus of the review listed in #2 above.

4. The FSCS shall complete and enter all chronological notes into FSFN within two working days of the completion of the supervisory case reviews.

Each child reviewed must be selected as a subject of the note for the review in order to document compliance with the requirement to document a supervisory case review every 90 days.

5. The FSSNF Data Department will continue to report the completion of supervisory case reviews on at least a monthly basis to show compliance by each Case Management Organization (CMO).

6. The FSSNF Quality Management Team will continue to review the quality and completion of the supervisory reviews and report the findings to the FSSNF’s Management Team, FSSNF Contracts Department, and FSSNF Board of Directors, and each Case Management Organization (CMO) as required.

7. Case Management Organizations (CMO) with supervisors not meeting expectations will be required to submit corrective action plans for performance improvement, per stipulations of their contract with FSSNF.

B. CBC Quality of Practice Standards (QPS) Reviews

The case management Quality of Practice Standards (QPS) Reviews will continue to occur each quarter. The reviews will assist in determining the quality of services provided to the children and families. The process for preparing and conducting the reviews will be as follows:

1. Each quarter, the DCF Office of Family and Community Services-Child Welfare will provide to FSSNF an extract of all recipients during the defined selection period. A random number of cases will be selected per quarter. The FSSNF Director of Quality Management or designee will be required to draw and assign the random sample of cases from the extract for Duval and Nassau counties, and ensure the cases meet the criteria for the population quadrant under reviews by in-home (non-judicial and judicial) and out-of-home care.

2. The sample will represent, as much as possible, an equal share of in-home (non-judicial and judicial) and out-of-home cases.

3. The case reviews will be conducted by using the following schedule:

   Duval and Nassau
   • July-Sept. 2013 (at least 15 cases throughout the quarter)
• Oct-Dec. 2013 (at least 15 cases throughout the quarter)
• Jan-March 2014 (at least 15 cases throughout the quarter)
• April-June 2014 (at least 15 cases throughout the quarter)

4. FSSNF Quality Management Team will request action from the Case Management Organizations (CMO) if at any time the reviews note significant safety concerns that require follow-up.

5. The FSSNF Director of Quality Management or designee will track, analyze, and report the findings of the quarterly QPS Reviews to the FSSNF’s Management Team, FSSNF Contracts Department, and FSSNF Board of Directors, and each Case Management Organization (CMO) on a quarterly basis and the DCF Northeast Region staff and the DCF Office of Family and Community Services-Child Welfare when requested and according to the required due dates.

6. The report of the quarterly QPS Review findings will include at a minimum the overall performance in the five practice areas:

• Assessments
• Family Engagement
• Service Planning and Provision
• Promoting Case Progress
• Supervisory Review and Oversight

7. Each Case Management Organization (CMO) will be responsible for addressing deficiencies and providing a plan of action to eliminate future occurrences.

C. CBC Quality Service Reviews (QSR)

The Quality Service Review (QSR) process will provide a “window into practice” in real-time, and help focus quality improvement efforts at the local and state level. The QSR process will also be used in combination with other data to get a baseline measurement of practice and help determine what training, local partnerships, and resources are needed for practice development. The process for organizing, managing, and conducting the QSR reviews for Duval and Nassau Counties will be as follows:

1. Each quarter, the DCF Office of Family and Community Services will provide to FSSNF an extract of all recipients during the defined selection period. The minimum number of at least 2 cases will be randomly selected per quarter. The FSSNF Director of Quality Management or designee will be required to draw and assign a random sample of at least 2 cases from the extract for Duval and Nassau counties, and ensure the cases meet the criteria for the population quadrant under reviews by in-home (non-judicial and judicial) and out-of-home care.

2. The cases will be reviewed and related-interviews conducted, per the implementation requirements of the QSR Protocol, using the following schedule:
Duval and Nassau
- July-Sept. 2013 (at least 2 cases throughout the quarter)
- Oct-Dec. 2013 (at least 2 cases throughout the quarter)
- Jan-March 2014 (at least 2 cases throughout the quarter)
- April-June 2014 (at least 2 cases throughout the quarter)

3. The sample will represent, as much as possible, an equal share of in-home (non-judicial and judicial) and out-of-home cases.

4. FSSNF Quality Management Team will request action from the Case Management Organizations (CMO) if at any time the reviews note significant safety concerns that require follow-up.

5. Once the reviews have been completed, the FSSNF Quality Management Specialists will write the case review summaries. The summaries shall include some basic demographics and facts about the child and family. The core of the summaries will describe the child’s and caregiver’s status, factors contributing to favorable or unfavorable statuses, to include some analysis of what’s working now and why as well as some practical steps to sustain success or overcome problems.

6. The final step in completing the QSR will entail the FSSNF Quality Management Team conducting a debriefing with the Case Management Organization (CMO) case manager, supervisor and others as deemed appropriate. The debriefing is intended to tell-the-story about the child and family as learned from the file review and all of the interviews; and to discuss or clarify any gaps or address any additional questions. The debriefing also includes an opportunity to discuss what may be the most appropriate next steps to take in working with the family from the family’s perspective, the case manager’s perspective, and from the reviewers’ perspectives. The debriefing, at a minimum, shall include information as to the strengths of the child and family and practice as well as the challenges.

7. The FSSNF Director of Quality Management or designee will follow the implementation requirements of the QSR Protocol to track, analyze, and report the findings of the quarterly QSR Reviews to the FSSNF’s Management, FSSNF Contracts Department, and FSSNF Board of Directors, and each Case Management Organization (CMO) on a quarterly basis and the DCF Northeast Region staff and the DCF Office of Family and Community Services-Child Welfare when requested and according to the required due dates.

D. Description of QA/CQI Activities during Transition/Transformation

Currently, the QA/CQI Management Team, regions and the CBCs, have agreed that while the Safety Methodology (ie Transformation) is being trained and implemented in various parts of the state, existing QA/CQI protocols will remain in place for Quarters 1
and 2 of FY 2013 - 2014, albeit somewhat modified, with the intent to begin practicing with the new Fidelity Tools during Quarters 3 and 4. As a result, FSSNF will continue to abide by the requirements by utilizing the current protocol and tools to conduct QPS, QSR, and the supplemental case reviews.

In an effort to support culture change and prepare for the transition, FSSNF hired a Transformation Trainer and allocated funds for the hiring of four Transformation Champions for some of our Case Management Organization (CMO) partners. The Transformation Champion positions are responsible for providing implementation guidance on case management services for better reunification outcomes for children and families and/or to assist in maintaining children safely in their own homes. They are also involved in such areas as training, staff retention, and ESI case transfer, case assignment, placement, permanency, and reunification staffings.

There are several weekly and/or biweekly conference calls and meetings with staff members from FSSNF, our Case Management Organizations (CMO), Children’s Legal Services, Guardian Ad Litem, Department of Juvenile Justice, Child Protection Team, Duval and Nassau Judiciary, Early Learning Coalition, Nassau County Interagency Council, the Department of Children and Families, and other Community-Based Care Organizations and community partners. This list also includes participation from the four (4) FSSNF/CMO Safety Practice Experts and the five (5) CMO Transformation Champions. Transformation training is ongoing while we continue to ensure performance improvement.

E. Description of the Utilization of Results Towards Improvement

During this past fiscal year 2012-2013, FSSNF celebrated the areas of strength and identified the areas of opportunities for improvement. We placed more emphasis on improving performance at our Performance Quality Improvement (PQI) or Continuous Quality Improvement (CQI) related-meetings with our CMO partners and monthly meetings w/supervisors and directors which have resulted in improved performance as reflected on the statewide scorecard.

By creating key positions and having a strong data team working w/various FSSNF staff members and the Case Management Organization (CMO) quality management staff has been driving improvements in our performance measures. It is our plan to continue this effort.

F. Florida Safe Families Network

The FSSNF Data Department pulls reports weekly and/or monthly and assists the Case Management Organizations (CMO) regarding FSFN data integrity. These reports are sent to the Case Management Organizations (CMO) for timely and appropriate corrections. Data/performance meetings are also held frequently to discuss FSFN data integrity.
The qualitative and timely completion of documenting data into FSFN is also monitored during the FSSNF Quality Management Team’s quarterly case reviews. The results are discussed and shared with our Case Management Organization (CMO) partners and other appropriate staff persons to strategize on performance improvement and sharing best practices.

Section 4: Schedule of QA/CQI Activities

A. Activity Schedule

• QPS Reviews: Conducted Quarterly
  • July-Sept. 2013 (at least 15 cases throughout the quarter)
  • Oct-Dec. 2013 (at least 15 cases throughout the quarter)
  • Jan-March 2014 (at least 15 cases throughout the quarter)
  • April-June 2014 (at least 15 cases throughout the quarter)

• QSR Reviews: Conducted Quarterly
  • July-Sept. 2013 (at least 2 cases throughout the quarter)
  • Oct-Dec. 2013 (at least 2 cases throughout the quarter)
  • Jan-March 2014 (at least 2 cases throughout the quarter)
  • April-June 2014 (at least 2 cases throughout the quarter)

• Meetings with Case Management Organization (CMO) staff:
  • FSSNF staff meets every month with the Case Management Organization (CMO) Executive Directors or Chief Executive Officers, Program Directors, and Associate Directors (as of late-FY12/13, Supervisors meet quarterly) to share information, provide training, and address concerns related to various aspects of the dependency case process.

• Meetings with the FSSNF Board of Directors:
  • FSSNF Management staff meets every month on the second Tuesday of each month with the FSSNF Board of Directors.
  • One of the purposes of this meeting is to review the current performance for each CMO and overall agency objectives.

• Meetings with Regional Administrator to Review CBC Performance:
  • FSSNF Management and DCF Contract Managers, Circuit Administrator and other staff meet at least quarterly to discuss performance measures, current outcomes, resolutions/corrective action plans, DCF Score Card, and other concerns.

• FSSNF Board Quality Improvement Committee Meetings:
  • The FSSNF Board Quality Improvement Committee Meetings occur on the first Friday of each month.
- The purpose of this meeting is to conduct a comprehensive review of the QA program including risk assessment, resource management and improvement opportunities.

- **Risk Committee Meetings:**
  - The Risk Committee Meetings occur at least quarterly. The purpose of this meeting is to review and assess risks as it relates to client incidents, staff accidents, client grievances, building inspections, Council on Accreditation (COA) requirements, etc.

- **Quality Management (QM) Department Meetings:**
  - The QM Department Meetings occur on Tuesdays of each week.
  - The purpose of this meeting is to review and discuss the findings of current case audits to improve child welfare practice, discuss new policies and procedures, develop and implement strategies for continuous quality improvement system-wide, and share “best practices” of child welfare.

All data input and reports will be completed and/or provided to the DCF Office of Family and Community Services-Child Welfare and other entities per the required due dates.

**Section 5: Additional Reviews and Utilization of Results**

A. **Executive Management and Region Discretionary Reviews**

The FSSNF Quality Management Team will continue to work with the DCF Circuit/Region to respond to and complete special discretionary review requests (i.e. special case audit requests, child death reviews, etc.) within a mutually agreeable timeframe. This activity will likely require specially designed review tools and other protocols depending on subject matter. The FSSNF Quality Management Team will utilize the DCF approved review tool to complete these reviews.

B. **Supplemental Reviews**

The FSSNF Quality Management Team conducts supplemental reviews on at least 10 additional cases each quarter in order to assess practice in an identified category using only the QPS standards related to that category. The identified categories consist of Psychotropic Medications, Independent Living, Adoption, Education, and Supervisory Reviews. The results are discussed and shared with our Case Management Organization (CMO) partners and other appropriate staff persons to strategize on performance improvement and sharing best practices.
Section 6: Measures and Outcomes

A. Additional Tracking and Reviews

FSSNF and the Case Management Organizations (CMO) are required to function at the performance target per contractual standards. A list of the performance measures and other review areas are as follows and are reflective of Fiscal Year 2013-2014:

- Children under supervision required to be seen every 30 days
- Required Mother & Father Contact
- Children reunified within 12 months
- Children Reunified who re-enter care
- Percentage of children in care 24+ months on July 1st who achieve permanency prior to their 18th birthday and June 30th
- FSFN tabs showing medical, dental, and immunizations
- Children in care at least 8 days but less than 12 months who had 2 or fewer placements
- Eligible youth age 17 will have a Fostering Connections staffing (transition plan) filed with the court within 90 days prior to the youths 18th birthday
- No verified maltreatments during in-home services or within 6 months of service termination
- Required number of Adoptions Finalized for FY 12-13
- Ratio of adoptions in last 12 months to children in care more than 12 months
- The percent of children adopted within 24 months of the latest removal
- Children ages 5 - 17 shall be enrolled in school
- Number of Supervisory Reviews Overdue
- Percentage of all children required to be fingerprinted shall be done
- Percentage of all children required to have a birth verification in FSFN shall be done
- Percentage of all children required to have a photo in FSFN shall be done
- Percentage of IL Assessments, IL Staffings, IL Life Skills Training Plan, Teen Plan, Education & Career Path Plan, SIL Evaluation, Transition from Care Plan, and K-12 Report Card shall be done
- No verified maltreatments during in-home services
- No verified maltreatments within 6 months termination of In-Home & Out-of-Home Services
- Children achieving Permanency within 12 Months of Entering Care
- Children Achieving Permanency after 12 or More Months in Care
- Children Not Re-Entering Out-of-Home Care within 12 Months of Achieving Permanency
- Children in Licensed Out-of-Home Care Age 12 and Under in DCF - Licensed Family Faster Homes
- Overall Score on Education Report Card
- Client Complaints and Incident Reports
• Birth Verification Compliance
• Photograph Compliance
• Fingerprint Compliance
• 30-Day visit Compliance

During the ongoing tracking and review process, an opportunity to address performance issues and discuss, plan, and implement improvement strategies is presented. FSSNF accumulates the outcomes and performance indicators from FSFN, the DCF Web Portal, and other related-data sources into a bi-weekly and/or monthly scorecard. The scorecard is distributed in regular scheduled meetings (or email) to the Case Management Organization (CMO) CEOs and directors to review, identify, and discuss with their staff the performance trends in need of immediate attention. This data is also shared with FSSNF Management and DCF.

B. Strategic Objectives

The current strategic plan covers the period from 2011 through 2015. The strategic plan compliments FSSNF’s mission statement which “is to be the leader in providing safety, stability, and quality of life for all children by working with the community to strengthen the family unit.” FSSNF is committed to ensuring high-quality, community-based care for abused and neglected children in North Florida.

C. Ongoing Improvement Initiatives

FSSNF utilizes the PDCA Cycle of Quality Improvement to facilitate the performance and quality improvement process. The PDCA Cycle is a checklist of the four stages that allow a PQI process starting from identifying the problem through making necessary revisions or changes to resolve the issue. The four stages are Plan-Do-Check-Act, and the cycle is illustrated below.

- **Plan** – identify and analyze items in need of improvement or change and create the corrective action plan for implementing the improvements. Corrective action plans should include
  - Statement of Need
  - Action Steps
  - Delineation of Responsibility
  - Target Dates
Follow/Up Completion Status

- **Do** - deploy steps of the plan.
- **Check** - follow up to ensure the plan was implemented properly and outcomes are desirable.
- **Act** - Plan is fully implemented and the cycle begins again to identify the next problems/issues identified.

FSSNF will continue to complete bi-weekly and/or monthly reports to address performance issues, and continue to work with the Case Management Organizations (CMO) to make improvements.

As in previous fiscal years, FSSNF worked and will continue to work with the DCF and other CBC representatives to address findings and share best practices. FSSNF expects to utilize the results from the QPS, QSR, and Supplemental Reviews and the performance scorecard to gauge growth and current performance.

**D. National Accreditation**

The COA Site Visit occurred in mid-October 2012, and shortly thereafter, FSSNF was advised of approved reaccreditation.