



**Community Partnership for Children**

*protecting children . . . fostering family stability*

*Serving Volusia, Flagler and Putnam Counties*

**Annual Quality Assurance  
Review Findings and  
Continuous Quality  
Improvement Report  
FY 2018.2019**

*The mission of CPC is to design, implement, and manage a quality child protection system for the citizens of Volusia, Flagler and Putnam Counties. The agency endeavors to restore families, support caring relatives, connect children with loving homes, and prepare adolescents for adulthood.*

**Annual Quality Assurance Review Findings and Continuous Quality Improvement  
Report  
FY 2018.2019**

**Introduction**

Community Partnership for Children (CPC) is the lead agency providing child welfare and adoption services to three counties – Volusia, Flagler and Putnam - in Florida’s Judicial Circuit 7. The following content of this report compares, summarizes and analyzes trends of our case management case review results – Rapid Safety Feedback and Florida CQI - as evidenced over the past fiscal years.

The Quality Assurance Department is comprised of one Quality Assurance Manager and three Quality Assurance Specialists who are state credentialed Child Welfare Professionals. The Specialists positions are designated to conduct quality case reviews on a quarterly basis as required by the DCF contract and complete internal quality reviews when requested. The Specialists share responsibility for other ongoing performance improvement activities and compliance measures, such as incident reporting and exit interviews; and disseminating weekly, monthly and/or quarterly data to the appropriate staff. The Specialists also provide technical support and trainings to staff as requested.

Other QA/CQI tasks assigned to the QA Specialists during the fiscal year that involved performance and performance improvement goals included:

- Conducting special reviews to identify specific gaps in service delivery, review and track corrective actions, ensure deficiencies or gaps are rectified, and provide opportunities and tools to case management to improve client care;
- Creating a positive culture by completing side by side reviews and consults to educate staff regarding the expectation and requirements of the continuous quality improvement process;
- Monitoring and reporting contractual compliance requirements set forth by the DCF;
- Assuring all programs are providing services in accordance with agency standards, state and federal guidelines;
- Providing ongoing assistance to all agency departments to identify discrepancies and follow up on service delivery and staff development needs and;
- Ensuring, through agency reports, that client needs are accurately assessed and needed services are identified and delivered, and that client progress is evaluated.

## Outcome Measures and Performance Measures

CPC's Quality Assurance Management Program is a continuous process that begins with gathering pertinent data from case reviews and performance improvement activities, examining the status of contract measures, evaluating performance of subcontracted providers, and reviewing stakeholder and client satisfaction data. This examination is focused on measures which produce the critical outcomes of safety, permanency and well-being for our children, national performance standards and recognized best practices. This collaborative evaluation assists in identifying for us those measures that will form the basis of our quality assurance and improvement efforts. Contract outcome measures are systemically integrated in the focus areas we select for quality assurance.

### Performance Improvement

As required in the FY 18.19 Windows into Practice Guidelines, the CPC Quality Assurance Team completed the following contractual review per quarter: 10 Rapid Safety Feedback reviews, 17 FLCQI case reviews, 1 FLCQI in-depth case review with interviews and 1 Performance Improvement Plan (PIP) review. Following the completion of each case review, QA Specialists consult with the appropriate Case Manager Supervisor and Case Manager to discuss the strengths and opportunities for improvement.

The Rapid Safety Feedback reviews are targeted reviews designed to flag key risk factors for open in-home cases that could greatly impact child safety. These factors have been determined based on reviews of other cases where child injuries or tragedies have occurred. Factors include but are not limited to the parents' ages, the presence of a paramour in the home, evidence of substance abuse, or previous criminal records, and prior abuse history. The critical component of the RSF review process is the case consultation where the reviewer meets with the case manager and supervisor to discuss the outcomes of the case.

The FLCQI case file reviews are a version of the Federal CFSR process adopted by Florida in 2015. The reviews look at in-home and out of home cases, both open and closed, through reviewing case file documentation to determine child safety, permanency and well-being based on eighteen (18) items. An additional FLCQI in-depth case review is completed using the same 18 items but requires the agency to conduct specific interviews with case participants and stakeholders to determine outcomes. In this process, the in-depth case type is selected to alternate the scheduled Federal PIP selected for that quarter.

The following tables compare, summarize and analyzes trends of our case management case review results – Rapid Safety Feedback (3-years) and Florida CQI (4-years):

### Safety Findings

Community Partnership FLCQI Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18	FY 18.19
		% Subs Achieved	% Subs Achieved	% Subs Achieved	% Subs Achieved
<b>Outcome S1: Children are, first and foremost, protected from abuse and neglect.</b>					
<b>Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment</b>	91.60%	97%	95%	92%	96%

Community Partnership FLCQI Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18	FY 18.19
		% Subs Achieved	% Subs Achieved	% Subs Achieved	% Subs Achieved
<b>Outcome S2: Children are safely maintained in their homes whenever possible and appropriate.</b>					
<b>Item 2:</b> Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry into Foster Care	85.80%	97%	97%	97%	100%
<b>Item 3:</b> Risk and Safety Assessment and Management	77.70%	74%	91%	89%	79.30%

Community Partnership for Children Rapid Safety Feedback Outcomes					
1.0	Family Assessments	FY 15.16	FY 16.17	FY 17.18	FY 18.19
1.1	Is the most recent family assessment sufficient?	75%	77.5%	77.5%	63%
1.2	Is the most recent family assessment timely?		57.5%	22.5%	23%
<b>2.0</b>	<b>Case Manager Visits</b>				
2.1	Is the quality of the visits with the child sufficient?	53%	92.5%	67.5%	60%
2.2	Is the frequency of the visits with the child sufficient?		87.5%	75%	48%
2.3	Is the quality of the visits with the mother sufficient?		89.7%	82.5%	74%
2.4	Is the frequency of the visits with the mother sufficient?		84.6%	87.2%	63%
2.5	Is the quality of the visits with the father sufficient?		72.9%	68.8%	50%
2.6	Is the frequency of the visits with the father sufficient?		59.4%	58%	41%
<b>3.0</b>	<b>Background Checks and Home Assessments</b>				
3.1	Are assessments completed when needed?	80%	95%	75%	60%
3.2	Is the information assessed and used to address potential dangers threats?		95%	80%	60%
<b>4.0</b>	<b>Safety Management</b>				
4.1	Is the safety plan sufficient?	65%	72.5%	55%	55%
4.2	Is the safety plan monitored?	53%	57.5%	48%	30%
<b>5.0</b>	<b>Supervisory Case Consultation and Guidance</b>				
5.1	Is the supervisor regularly consulting with the case manager?	48%	67.5%	45%	35%
5.2	Is the supervisor following up on recommendations?		60%	38%	35%

**Permanency Findings**

Community Partnership FLCQI Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18	FY 18.19
		% Subs Achieved	% Subs Achieved	% Subs Achieved	% Subs Achieved
Item 4: Stability of Foster Care Placement	88.50%	88%	91%	89%	93%
Item 5: Permanency Goal for Child	82.10%	91%	85%	78%	81%
Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	75.40%	81%	85%	67%	62%
<b>Outcome P2: The continuity of family relationships and connections is preserved for children</b>					
Item 7: Placement with Siblings		93%	94%	100%	87%
Item 8: Visiting with Parents and Siblings in Foster Care		72%	75%	78%	85%
Item 9: Preserving Connections		87%	85%	86%	81%
Item 10: Relative Placement		90%	85%	89%	87%
Item 11: Relationship of Child in Care with Parents		30%	57%	40.60%	52%

**Well-Being Findings**

Community Partnership FLCQI Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18	FY 18.19
		% Subs Achieved	% Subs Achieved	% Subs Achieved	% Subs Achieved
Item 12: Needs and Services of Child, Parents, and Foster Parents	58.4%	81%	72%	64%	78%
Item 12A: Needs Assessment and Services to Child		98%	93%	93%	97%
Item 12B: Needs Assessment and Services to Parents		82%	75%	67%	55%
Item 12 C: Needs Assessment and Services to Foster Parents		97%	94%	78%	90%
Item 13: Child and Family Involvement in Case Planning	70.70%	63%	71%	48%	57%

Community Partnership FLCQI Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18	FY 18.19
		% Subs Achieved	% Subs Achieved	% Subs Achieved	% Subs Achieved
Item 14: Caseworker Visits with Child	78.90%	72%	70%	52%	67%
Item 15: Caseworker Visits with Parents	51.10%	29%	45%	39%	50%
<b>Outcome WB2: Children receive appropriate services to meet their educational needs</b>					
Item 16: Educational Needs of the Child		87%	86%	87%	71%
<b>Outcome WB 3: Children receive adequate services to meet their physical and mental health needs</b>					
Item 17: Physical Health of the Child		57%	72%	93%	55%
Item 18: Mental/Behavioral Health of the Child		79%	94%	67%	59%

### **Quality Assurance/CQI Activities to Address Case Review Outcomes and Performance Measures**

The past fiscal year of 2018.2019 Community Partnership for Children continued to address the trends and findings of the Rapid Safety Feedback and FLCQI case reviews; and two (2) contract measures for which the agency is under a Corrective Action Plan (CAP). The measures are % of Children Exiting Foster Care to a Permanent Home within 12 Months of Entering Care (M05) and % of Children Who Do Not Re-Enter Care within 12 Months of Moving to a Permanent Home (M07).

The agency determined that the activities that would have the greatest positive impact on improvement performance were: mandatory ongoing trainings, directly related to the findings from our Rapid Safety Feedback, FLCQI and CFSR Program Improvement Plan (PIP) case reviews; and the initiation of two performance improvement projects that focus on the quality and frequency of Supervisory Reviews and Post Placement Supervision staffings.

**Training:** This past fiscal year the University of South Florida (USF) training staff became part of the Community Partnership team with four (4) Case Management Trainers and one (1) Manager. Ongoing trainings focused on safety and permanency outcomes from the case reviews; and performance measures.

**Safety - Safety Planning and Management (CFOP 170-7)** training had been completed on 100% of our case management staff by March 2019. From subsequent case review data, it was determined by Quality Assurance that the previous agency trainings had not been as effective as needed and, in conjunction with the Training staff, additional trainings were held but instead of the classroom format – the trainings were completed with each individual unit throughout the months of April and May 2019. Extra assistance was provided when requested by frontline staff. All trainings centered on the Case Manager’s understanding of how to develop sufficient safety actions, how to identify the appropriate safety monitors; and how to set adequate frequency standards for monitoring. An additional training conducted in June 2019 focused on the specifics of the Approval of Informal Providers in Safety Plans.

**Permanency** – training topics focused on permanency findings included Preserving Connections (also a PIP Activity) that was completed in February 2019, and two training sessions on Conditions for Return (CFR) – one completed during the 3<sup>rd</sup> quarter and another in the 4<sup>th</sup> quarter.

*Well-Being* – the main training topic to address the agency’s well-being findings focused on Quality Home Visits with Child and Parent Contacts. Additional activities completed by Quality Assurance in December 2018, included the development of tip sheets to bullet point critical information for frontline staff to ensure they document what was needed for a quality contact. Senior Management created new Child Visit and Parent Contact forms (that can be uploaded into FSFN at the time of their visit) and QA staff were involved in creating sample forms for each type of visit to include qualitative information. The forms were reviewed with and distributed to Case Managers and Supervisors during unit meetings and Senior Management Team Meetings. The information is also uploaded on the agency’s shared drive.

Action for Child Protection was utilized to conduct a 2-day training on Supervisor Consultation and Skill Building in March 2019. Additional trainings were completed at All-Staff Meetings and Senior Management Team Meetings that focused on the agency’s RSF and FLQI performance and trends; and Contract Performance Measure Outcomes.

Another ongoing key activity and related to the agency’s safety outcomes was the ongoing positive performance from the Family Builders Program, an intensive safety service provider, delivering services intended to maintain children in their homes and prevent removal. Monthly data compiled during this past fiscal year captured the number of cases per month by county and the number of parents and children served. Average yearly results revealed the percentage of children served without subsequent maltreatments during the service provision was 100% and the percentage of children with no verified or indicated findings of maltreatment perpetrated by the caregiver(s) during the 6 months following case closure was 90%. Monitoring of this program will continue in FY 2019-2020.

#### **CQI Activities:**

In December 2018, Quality Assurance staff developed a comprehensive tool to review the frequency and quality of Supervisor Reviews; and then provided one on one training with each Supervisor. QA also ensured that new Supervisors, as they were hired, received individual training.

Senior Management then implemented the Focused Supervisory Reviews process in order to ensure timely and qualitative Supervisory Reviews were completed. The Director of Case Management (DCM) sends a list each month to Case Manager Supervisors of all the cases in their unit that need a Supervisory Review. The listing is sorted with the goal of reunification color coded in BLUE and other goals in GOLD. All cases, reunification and non-judicial, need to be reviewed and documented in FSFN with a completion date entered on the spreadsheet. Activity is monitored by the DCM to ensure compliance.

In January of 2019, Quality Assurance developed the agency’s Supervisor Review Protocol and created a corresponding Excel workbook to track and monitor the frequency and quality of Supervisor Reviews. QA pulls a weekly list from Mindshare of all qualifying Supervisory Reviews and completes a review on each case using the QA Supervisor Review Tool. Outcomes are documented on the tracker, noting strengths and opportunities for improvement. These recommendations are requested to be completed within 7-days and are followed up on for completion on the tracker. The DCM and appropriate POA’s are notified of all correspondence.

In January 2019, Quality Assurance also developed a protocol to monitor and track the frequency and quality of monthly Reintegration staffings (Family Team Meetings) on each child under post placement supervision. The staffings are held to engage family members and assess family stability, continued behavior changes, service provision participation and address any other unmet needs of the children and/or family. Using the Reintegration Report in Mindshare, QA assesses the frequency and the quality of the staffings to provide feedback to the Program Administrators (POAs) who conduct the staffings.

The Quality Assurance Department pulls a bi-weekly list from Mindshare of all staffings at the 3-month and 5-month mark of post placement supervision. The staffing is reviewed for quality content and to complete a modified tool that contains elements of the RSF tool, to ensure the safety plan is sufficient, safety monitors have been contacted and that other service interventions are ongoing and sufficient. All outcomes are documented on the tracker, noting strengths and making recommendations on opportunities for improvement. Follow up on the issues and recommendations identified by QA are requested to be completed within a 7-day timeframe and followed through to completion by QA on the Excel tracker.

For any post placement case that has service provision issues that need to be addressed or a placement that could potentially disrupt, an Integrated Practice Team Meeting is scheduled immediately to develop a stability plan to intervene for the family.

Any post placement cases with case related issues that could potentially disrupt, are addressed with the Director of Case Management in order to prevent removal.

### ***Other Activities to Address Case Review Outcomes and Performance Measures***

In June 2019, CPC started working with Mindshare to create a Case Management Workflow (365-day) Report that tracks the completion all required milestones in a dependency case in order to manage the progress toward permanency within 12 months. Each Case Manager Supervisor and POA will have this report on their dashboard and will be able to easily identify, on a real-time basis, how each is progressing towards permanency.

Permanency Specialists are scheduling Permanency Staffings for all cases at the 4th and 9th month from removal. The staffing form was updated to a thorough discussion occurred with all participants regarding the Condition for Return. Written recommendations and required follow-up items are sent to the Case Manager, Supervisor and POA within 2 days of the staffing, to include the recommendation to schedule a Critical Juncture Staffing.