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Quality

Master Perpetual Performance Improvement Plan FY 2017 - 2018

Overview

This document represents the Master Perpetual Performance Improvement (PPI) plan for Eckerd. It outlines the approach utilized by the organization to implement perpetual performance improvement and quality assurance process. Together, with relevant documents, this plan comprehensively addresses and supports a culture of perpetual performance improvement throughout all levels of the organization, engaging all five Spokes. The Spokes represent the five domains that support the youth, families and communities that Eckerd serves. The Spokes comprise the domains of Quality, Growth and Transformation/Operations, Staff, Finance, and External Relations

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Introduction (Mission, Vision, Scope)

The Master Perpetual Performance Improvement (PPI) plan is the impetus for ensuring that quality services are provided at Eckerd. This plan focuses on quantitative data and uses qualitative data as an analysis component of performance improvement. **Eckerd knows that outcomes are important to our clients, our funders, our communities and our Board.** The PPI Plan supports continuous efforts toward improvement throughout the entire organization.

Eckerd's mission is to develop and share solutions that promote the well-being of children and families in need of a second chance. The supporting vision is to ensure that each child has the opportunity to succeed. With quality programs and services that produce "best in class" outcomes, Eckerd will be able to accomplish our mission and vision.

The mission of Eckerd's Quality Spoke is to improve client outcomes and the supporting process that achieve them as well as to promote an organizational culture of quality and safety.

Quality is an integral part of the organization's values: we embrace perpetual performance improvement, innovation, and creativity; hold ourselves accountable for achieving superior outcomes; and strive for excellence in all endeavors. The Organizational Perpetual Performance Improvement Committee (OPPI), chaired by the Chief Strategy and Performance Officer, is a cross functional team comprised of Senior Operations and Spoke Leadership. The OPPI committee collaborates with all Eckerd services, programs and departments to achieve outcomes based on best practices and regulatory obligations, including licensing, contracts, agreements, legal entities, and accreditations. The entire organization is accountable for the data and outcomes, including but not limited to the daily collection and entry of data, interactions with consumers and stakeholders, and any actions necessary to successfully meet the organization's mission and vision.

Purpose and Charter

The Master Perpetual Performance Improvement Plan purpose is to ensure that leadership at all levels of the organization have a systems approach to ensuring that the organization performs in a manner that promotes organizational strength across all functional areas, Quality, Finance, Personnel, External Relations and Growth and Transformation.

The Master Perpetual Performance Improvement Plan is a culmination of retrospective analysis, research, cross-functional team guidance, and preferred practices. The results of this plan will be used to implement and improve policy and practice.

Goals

The PPI plan supports the following organizational goals.

- Quality: Hold ourselves accountable for achieving superior outcomes.
- Staff: Engage people from a strength based perspective.
- Finance: Be good financial stewards.
- External Relations: Build strong and lasting relationships.
- Growth and Transformation/Operations: Have the courage to innovate and change.

Perpetual Performance Improvement Process – Developing Operating Plans and Balanced Scorecards

The PPI process begins with a review of Eckerd's Strategic Plan and current year performance. This analysis, led by the Chief Strategy and Performance Officer with participation by the members of Eckerd's Executive Management Team, results in the development and publication of the Eckerd End of Year Report and Next Year's Operating Plan. This Plan outlines notable current year accomplishments, documents the current year's performance against targets, sets performance targets for the upcoming operating year and identifies the execution paths for each Eckerd Spoke that will be pursued to achieve targets while advancing the execution of the Strategic Plan.

This process is also informed by the Board of Directors who adopts an annual Eckerd Balanced Scorecard. Balanced Scorecards are also prepared for the Eckerd Community Alternatives Circuit 6 and Circuit 13 Boards which are subcommittees of the larger Eckerd Board.

This process also results in the development and adoption of each of the Spoke's Performance Scorecards. This Scorecard sets performance targets for each of the five major operating responsibilities within that Spoke.

Upon completion of the Eckerd Operating Plan for the upcoming year, Eckerd's Quality Spoke, led by the Chief Strategy and Performance Officer and Sr. Director Quality with the assistance of the Director of Quality Improvement, Programs and Eckerd's Data and Reporting Unit, produce draft Balanced Scorecards for each of Eckerd's Programs and Networks. After all draft scorecards are complete, the Organizational Committee will meet and all Spokes will verify that their measures are accurately reflected on each program scorecard. These Balanced Scorecards are then used by Program and Operations Leadership to produce an Annual Operating Plan for each program.

During calls between Quality and Operations Leaderships, the performance measures and contractual or Board targets are reviewed and agreed upon. These Operating Plans and the Balanced Scorecards they contain, form the basis for reporting and reviewing the performance of every Eckerd program.

These performance targets are also used to develop *Annual Staff Performance Goals* that are entered into the Eckerd staff development system and serve as the basis for how staff performance is evaluated.

Perpetual Performance Improvement Process – Monthly Performance Reviews and Reporting

Weekly, each Eckerd program and each Spoke Chief is required to have a Leadership Team Meeting the purpose of which is to review the status of Program/Spoke priorities, initiatives, improvement plans, etc. Additionally, each Program Leader and Spoke Chief holds a weekly "one on one" staff supervision meeting with their direct reports to discuss the status of performance and development goals. The Monthly PPI process builds on this significant base of leader supervision.

The organizational perpetual performance improvement process consists of many functions and is designed to ensure quality and performance initiatives are effectively identified, reviewed, addressed and reported. Site specific and departmental perpetual performance improvement teams will meet in accordance with [Eckerd policy A4.01, Perpetual Performance Improvement Committees](#) and will provide Monthly Program PPI Status reports and related documents, as per policy. Regional leadership will review all program reports from their areas of responsibility monthly and ensure they are posted on Eckerdnet.

By the 15th of each month, the Eckerd Data and Reporting Unit post on Eckerdnet each program's Balanced Scorecard performance for the prior month. Each Spoke's Performance Scorecards are also posted at this time.

Within five business days of the scorecards being posted, each program holds a Monthly Program PPI Meeting which may substitute for the required Leadership Team Meeting. At the Monthly Program PPI Meeting, staff reviews their prior month performance to include the status of any program developed improvement plans and prepares their Monthly Program PPI Status Report. This Report is forwarded to the respective Operations Directors and posted on Eckerdnet next to their scorecard.

Within five business days of the Spoke Scorecards being posted, each Spoke holds a Monthly Spoke PPI Meeting which can function as that week's Leadership Team Meeting. This meeting is used to review performance from the prior month, determine the impact of any prior corrective actions and develop new action steps to address performance issues if necessary. The results of this meeting are incorporated into the next Weekly Spoke Goals status report provided to the Eckerd Chief Strategy Officer.

Within five business days of the posting of the Program Monthly PPI Status Reports, Operations Directors from across Eckerd programs, each of Eckerd's Spoke's Designee, led by the Director of Quality Improvement, hold the Monthly Organizational PPI Committee Meeting. The purpose of this meeting is to:

- Review the Program Monthly PPI Status Reports to ensure that each program's plan(s) to correct or prevent performance deficiencies are adequate and have a high likelihood of success.
- Identify any assistance or resources the programs may need from the Support Center to improve their operations.
- Finally, should this review determine that a program requires intensive assistance to solve a specific performance issue, the Committee recommends to Eckerd's Chief Strategy and Performance Officer that any program that requires intensive Executive-level assistance to resolve a specific performance issue be added to the Eckerd Weekly Performance & Quality Review Meeting Agenda.

The Organizational PPI Committee then prepares a report which is submitted to the Eckerd Executive Leadership Team. Eckerd's Chief Strategy and Performance Officer then uses the information from this report to produce the Monthly Eckerd Execution Status Report and the President's Report that goes to the Board of Directors prior to every meeting.

Weekly, Chief Strategy and Performance Officer holds weekly Performance & Quality Meeting(s). Eckerd's Executive Operations Leadership along with the impacted Program Leadership attends these meetings supported by other Chief Executives from the other Eckerd Spokes as required. This Meeting focuses on programs and performance indicators that require Executive attention and course correction to reach required performance levels. Programs remain on these weekly meetings until such time as they can demonstrate consistent satisfactory performance on the outcomes that brought them to Executive management's attention.

Perpetual Performance Improvement Process - Support and Assistance

Eckerd's Quality Spoke along with the Eckerd Organizational PPI Committee facilitates improvement efforts within Programs through the following activities:

- The QI Specialists review scorecards to identify any trends and contact the Programs to determine if assistance is needed.
- Programs are reviewed in the Performance and Quality Committee for monthly tracking of poor performance and assessment of any need for assistance.
- Direct assistance is provided, as available, through the deployment of competency-based support teams from the Support Center and other services/programs; this may also include internal and external resources, as appropriate. Ongoing assistance, as available, is provided as deemed necessary and/or upon request.

Communication and Responsibilities

External stakeholders request and review information about Eckerd services. The stakeholders' analysis of that information is used to support recommendations and make decisions regarding legal, funding, contractual, and licensing matters. Stakeholders also provide Eckerd with expertise, knowledge, and skills utilized to enhance performance and quality of service. A stakeholder is defined as a person, group or organization that has a vested interest in the services provided by the organization. Examples are clients, employees, consumers, funding organizations, referral organizations, vendors and governmental bodies.

The Board of Directors will routinely receive and additionally may request information regarding Eckerd data and outcomes from the following Board sub-committees:

- Performance Improvement Committee
- Fund Development
- External Relations
- Finance

These committees focus on continuous perpetual performance improvement for all levels of the organization. The Board of Directors may then communicate information pertaining to the organization's outcomes to external entities.

The Executive Leadership Team (ELT) has responsibility for all performance and perpetual performance improvement activities organizationally as well as within their respective divisions (Spokes). The ELT evaluates data based on the results of perpetual performance improvement

activities and the organizational scorecard. The ELT also responds to Board recommendations and feedback regarding performance and quality improvement.

The Performance and Perpetual Performance Improvement function, under the leadership of the Eckerd Chief Strategy and Performance Officer collaborates with all programs and Spokes and oversees the internal program review process, collects, aggregates and analyzes organizational data and produces reports.

An Organizational Perpetual Performance Improvement Committee (OPPI) consisting of Senior OPS/Spokes leadership convenes on a monthly basis to review and evaluate the monthly program scorecards via the Monthly Organizational PPI Status Report. The team members are a cross-functional group of problem-solvers designated to recommend change to support the organization's direction. A Safety Committee works collaboratively with the Organizational PPI Committee to ensure continuity and a culture of quality. The Organizational PPI Committee also ensures coordination of the collection, aggregation, and analysis of organizational data and the production of Executive Reports.

The Operations Directors are the organizational experts coordinating perpetual performance improvement activities within their programs: they are responsible for communicating and collaborating throughout the organization. Operations Directors use data to measure and improve performance, establish benchmarks (e.g. targets), monitor operations, and make decisions and recommendations for the practitioner, programs/services, and organization. They review reports, evaluate and analyze data, interpret findings, manage the data collection process, and take action regarding missing data. They have oversight responsibilities for ensuring that internal and external action plans are written, implemented, and monitored for outcomes. The Operations Directors provide and ensure guidance to programs for understanding data and ensuring that data collectors are trained. Additionally, they approve the ongoing perpetual performance improvement activities, identified in policy [A4.01 Perpetual Performance Improvement Committees](#) that are implemented by programs to assure that they are valid and supportive of the organization's direction.

The Program/Service and Spoke Leadership members are recognized as the localized/subject-matter experts coordinating perpetual performance improvement activities within their services/programs/departments. Leadership is accountable for knowledge of quality requirements pertaining to contracts, accreditation, licensing, funding, and organizational policies and procedures. They are also responsible for communicating initially within their specific area and collaborating throughout the organization, as relevant. Leadership uses data to measure and improve performance, establish benchmarks (e.g. targets), monitor operations, and to make decisions and recommendations for the practitioner, programs, and organization. Leadership members review reports, evaluate and analyze data, interpret findings, manage the data collection process, including the identification of responsible personnel and appropriate resources, and have knowledge of and take action regarding missing data. They are responsible for writing, implementing, and monitoring outcomes of internal and external action plans. Leadership provides and ensures guidance to staff for understanding data and ensuring that data collectors are trained. Leadership is also responsible for identifying and initiating creative performance improvement solutions based on this data.

The PPI Committees and Safety Teams are established and operate in accordance with Eckerd policies and procedures [A4.01. Perpetual Performance Improvement Committees](#) and [D2.11. Safety Teams](#). These committees are inter-related programmatically as well as within the organization and as such may share minutes or collaborate when topics are relevant.

Reports: (examples: E-Bytes, program data sheets, Performance Enhancement Reviews) are used to meet the requirements of regulatory entities, identify outcomes and trends, communicate to stakeholders, document the effectiveness of the process, and drive to improve performance. The reporting formats and timeframes are defined and determined by the needs of the requesting entity.

Raw data is collected by programs and departments. It is used for aggregation, analysis, and reporting. It may also be used for comparison with external source data. Data must be collected in a timely and accurate manner. (Reference [Eckerd Policy A4.02. Data Collection, Reporting and Analysis](#))

Eckerd Organizational Processes

Leadership teams are charged with the responsibility of leading divisions, departments, and services/programs in perpetual performance improvement and of assuring compliance of the process. Each program, service and Support Center department will develop a Perpetual Performance Improvement process that minimally includes:

- Monthly and weekly reporting (i.e., expense tracking, performance improvement plans, weekly supervision, client chart review, etc.)
- Development and review of annual goals that reflect and support the organizational strategic plan, organizational initiatives, and key performance indicators
- Adherence to the requirements of Eckerd policies and procedures:
 - [A4.01. Perpetual Performance Improvement Committees](#)
 - [D2.11. Safety Teams](#)
- Generate and review of data reports against benchmarks
- Gather and analyze information from stakeholders
- Develop action plans for improvement and/or build in efficiencies

Additionally, all divisions, departments, programs and services are encouraged to recognize their employees and each other for quality successes.

A toolbox of supporting performance enhancement improvement documents, form templates, etc. is compiled and accessible to the organization.

Evaluation

Evaluation is predicated upon pre-determined thresholds and organizational adopted policies and procedures which are based on industry-preferred practices, contract, licensing and accreditation standards, state and federal laws, budgetary procedures and audited accounting measures. Quality is evaluated within the organization through the following venues:

- The Balanced Scorecard of Key Performance Indicators (KPI)
- Internal Program Enhancement Reviews (PER) or Focused Compliance Reviews
- Internal division/department reviews
- External monitoring activities and audits
- Program and department PPI teams as documented in minutes
- Desktop reviews.

The Balanced Scorecard is evaluated based on the definition for each key performance indicator. PERs occur based on an established schedule and in collaboration with Operations as to priority assignments. Schedule development is guided by past review results, recommendations from the Operations Directors and senior leadership as to priority assignments and external review schedules. Reviews may be a complete PER which includes review of all standards, a focused review based on targeted standards or desktop/telephonic reviews. During these reviews, program performance is also compared to the previous internal review and the most recent external audit and monitoring reports. Each program and department will conduct Perpetual Performance Improvement Team Meetings in accordance with Eckerd policy and procedure and will incorporate findings from the PER as perpetual performance improvement goals, when appropriate. External activities occur based on the external agencies' notification or schedule.

Data collection is the process of gathering data from various sources, including surveys, interviews, and electronic records. It precedes data measurement and statistical analysis. The collected data is determined by the defined performance measures and desired outcomes. Data is collected in hard copy as well as electronic database systems. The data is aggregated, analyzed and interpreted as described in Eckerd policy [A4.06 Organizational Perpetual Performance Improvement Committee](#). Eckerd leadership continuously monitors the data and uses it to make informed decisions for improvement and to strategize for future planning.

Annually, the Organizational Performance Improvement Committee will oversee the review of the Master Perpetual Performance Improvement Plan.

Lead Agency Specific Activities

In addition to the activities enumerated thus far in the master plan, Eckerd's lead agency programs perform additional quality management activities. These include weekly data calls, multiple qualitative review processes as well as additional activities related to review of stakeholder and client feedback. All members of the review team for each circuit inclusive of the QM Director's, Lead Quality Specialists and Specialists involved in the review process are required to be certified as QA reviewers by the Department of Children and Families.

Weekly Data Call and Packet: On a weekly basis, ECA's management teams meet with case management leadership to discuss and evaluate the progress made towards meeting statewide performance indicators, locally negotiated contract measures as defined in the lead agency contract, and identified performance improvement initiatives. Statewide performance indicators align with the Federal safety, permanency, and wellbeing indicators. As practice improvements are identified and performance is tracked, root causes are discussed and countermeasures are put in place. Beginning in fiscal year 2017-2018, there is a public-facing data packet which provides a streamlined synopsis of our system of care. The data packets are available at:

<http://www.eckerd.org/programs-services/system-of-care-management/eckerd-community-alternatives-hillsborough/success-metrics/weekly-data-reports/>

<http://www.eckerd.org/programs-services/system-of-care-management/eckerd-community-alternatives-pasco-pinellas/success-metrics/weekly-data-reports/>

Eckerd's Data and Reporting Unit is responsible for obtaining data from Mindshare, FSN, and the Department's dashboard website to publish the report which is submitted to the stakeholders electronically the night before the conference call. ECA executive leadership facilitates the meeting. The process is designed to be iterative, fluid and flexible to allow for the addition of performance measures at any time depending on the issues impacting the System of Care.

Qualitative Review Processes

- **Windows into Practice Case Reviews and CFSR Reviews:** Eckerd's Quality Management team conducts case reviews utilizing the Windows into Practice Model on a quarterly basis. Each Circuit has a Director of Quality. In Circuit 13 there are a total of five QM Specialists who each report to the QM Lead. Circuit 6 has four QM Specialists who each report to the QM Lead. Case samples as determined by the Department of Children and Families are selected utilizing a stratified sampling method to ensure that each Case Management Organization (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. Analysis includes 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 within two business days for administrative RFAs and one business day for safety RFAs.

- **Eckerd Rapid Safety Feedback Reviews (ERSF):** ERSF case reviews are cases selected to be reviewed based on a higher probability of poor safety outcomes. Cases are selected based on known fact patterns associated with fatal maltreatment, reviewed based on nine domains of critical thinking including supervision, and staffed within one business day to address any safety concerns. In the staffing, concrete action items are jointly developed by the reviewer and the CMO and then monitored to completion by Eckerd. Roll-ups of this data are completed and discussed with leadership from Eckerd and the CMOs on a monthly basis, with a breakdown per agency, per agency unit, and per question. Each question on the tool aids in the identification of systemic issues.
- **Discretionary and/or Special Reviews:** Discretionary, or special reviews, are conducted by Eckerd Quality 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, Eckerd QM staff determines the purpose of the review in conjunction with the requestor. Results are

shared with ECA leadership and the requesting party. These reviews are child specific and/or topic specific. For example, Eckerd Quality has previously completed reviews for missing children in Circuit 6, placements in Circuit 13, and all abuse reports received on open cases.

- **Incident Reporting:** Completion of an incident report is required by all contracted providers when an incident or accident occurs. This provides Eckerd 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.

Eckerd also made a significant practice change as it relates to Incident Reporting. During the last fiscal year, Eckerd dedicated one Quality Management position in each circuit to the reviewing of incident reports and child history, to identify trends and make recommendations based on safety factors. Identified trends and follow-up items are provided to an Eckerd Director, as well as the CMO staff assigned to the case.

- **Trend Identification and Analysis:** Eckerd leadership meets weekly to discuss emerging systemic trends. Eckerd leadership also meets with the CMO Program Directors on a bi-monthly basis. Quality also reviews the Key Indicators Report on a monthly basis to identify trends. Emerging trends, including trends identified through the CFSR PIP process, are discussed as part of both meetings. Similarly, the ECA Directors of Quality Management hold monthly to bi-monthly meetings with CMO Directors and their identified Quality staff (PQI). Trends are identified through various case reviews on several levels, including CFSR/CQI, ERSF, Operations reviews, special reviews, Safe Return Reviews, and the Eckerd weekly data packet, etc. Counter-measures are developed and evaluated on an ongoing basis until the emerging trend improves and shows steady improvement for at least 3 months. Evaluation of the effectiveness of counter-measures is done through various file reviews, as indicated above in the identification of the trends, as well as through constant review of data. Quality also reports on emerging trends in a monthly report that is provided to leadership within Eckerd and with the CMO leadership. In C6, the Eckerd Operations team meets with each CMO Director and their supervisors for a monthly performance discussion where the CMO identifies areas needing improvement within their respective agency. They present data on the identified area, as well as counter-measures developed to improve that particular area.
- **Re-removal Roundtables:** Re-removal roundtable discussions in each circuit are held on a quarterly basis to review all children who were re-removed during the previous quarter. This protocol is designed as a professional case consultation that provides support to the case manager by taking an in-depth look at parental breakdowns. The goal is to identify systemic and case barriers, as well as red flags, to create supports and enhance our system of care to help prevent future breakdowns.
- **Safe Return Reviews:** Eckerd developed a predictive tool designed to focus on the re-entry population by specifically identifying children at high risk of returning to care. The Safe Return process is similar to that of ERSF, wherein it contains a file review using a standard questionnaire and a case consultation following the completion of the review.

Stakeholder and Client Feedback

- **Child Exit Interviews:** The Eckerd QM Department is responsible for the oversight of child exit interviews (feedback). Results are aggregated on a macro level for system improvements. If an issue is identified on the form, the Eckerd QM Specialist follows up with the internal licensing department and the Licensing Provider or Contract Department for follow-up with the residential providers. The results of the interviews are shared with leadership, case management organizations, foster parents and stakeholders.
- **Client Relations Concerns:** Eckerd 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 Eckerd ECA Client Relations Specialist retrieves, returns, and logs Concern Line calls and DCF Trackers within 48 business hours of receipt. The Eckerd ECA Client Relations Specialist takes a 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 Eckerd ECA 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 Eckerd ECA Client Relations Specialist within 24 business hours. Eckerd ECA 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.
- **Consumer Grievances:** Eckerd ensures that client and community concerns are addressed and resolved quickly, to the satisfaction of the inquirer, whenever possible. Eckerd 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 needed. Eckerd believes these concerns and inquiries should be taken seriously and resolved quickly, to the satisfaction of the inquirer whenever possible. The Eckerd ECA Director follows up on the concern by working directly with the assigned Case Management Organization or Eckerd ECA staff to address the concern. The Eckerd 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 Eckerd Executive Director. In the event the grievance is still not resolved, the complainant will be afforded an opportunity to address the grievance with the Eckerd Chief of Performance and Quality for final resolution.

Stakeholder Surveys and Community Forums

- **Stakeholder Survey:** Annually, Eckerd distributes 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.
- **Community Forums:** Periodically, Executive Leadership within each Eckerd ECA holds a community forum at strategically chosen locations throughout the community. These events provide an opportunity for unfiltered dialogue with community stakeholders and reinforce a sense of accountability to the public. In addition to open question and answer periods and updates on ECA initiatives, comment cards are collected and analyzed for themes at each event. The Senior Quality Director also calls key stakeholders and reports concerns on a monthly basis for each Circuit. Stakeholders include the Department, GAL, Sheriff's office, and legal (OAG or SAO.)

Subcontractor Expectations

It is Eckerd'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. All subcontractors are required to identify staff responsible for the outlined activities. 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 Eckerd Senior Quality Director who will provide technical assistance and strategic direction and the Contract Specialist who will evaluate compliance with the plan through contract monitoring

Relationship with Eckerd Contract Management

The Eckerd Quality team routinely provides performance and quality data to the Eckerd Management Division to assist them in the on-going management of Eckerd ECA subcontracts in both Circuit 6 and Circuit 13. Additionally, when requested by the Eckerd Contract Division, Eckerd Quality Staff will participate in annual contract monitoring of these subcontractors. The contracting function for both Circuits has been moved into the Eckerd Quality Spoke and now reports to the Chief of Performance and Quality.



Perpetual Performance Improvement (PPI) Process

July, 2017

During the Annual Planning Process, the overall Organization and each Eckerd Program develop in partnership with the Spokes their **Annual Operating Plans and Program Scorecards** which include the next fiscal year's scorecard targets

The targets/actions contained in the Annual Operating Plans are used to develop **Annual Staff Performance Goals** for the next year that are incorporated into the Organization's staff development system

Throughout the year, each Program Leader holds a **Weekly Team Leadership Meeting**, the purpose of which is to discuss the status of priorities, initiatives, improvement plans, etc.

Each Program Leader holds a minimum of monthly **Individual "One-on-One" Staff Supervisory Meetings** with their direct reports to discuss the status of individual priorities, development plans, etc.

Monthly Program Scorecards and **Monthly Spoke Scorecards** are posted by the 15th of each month by the Eckerd Data and Reporting Unit in the Planning and Execution section of Eckerdnet.

Within 5 days of the Scorecards being posted each program will hold a **Monthly PPI Meeting** to review their scorecard and complete the **Monthly Program PPI Status Report**. This is reviewed by the one-up supervisor and posted to the program's PPI Folder.

Each Spoke holds a **Monthly Spoke PPI Meeting** (which can be that week's leadership meeting) to review their scorecard and any corrective action needed.

Following posting of the PPI Status Report, Ops and ECA leadership meet with Quality to review the Scorecards, Status Reports, best practices and corrective actions needed. These are summarized by Quality in the draft **Monthly Execution Status Report**.

Eckerd's Chief of Performance and Quality meets with each of the Chiefs to review their Scorecard performance to assist them where necessary to craft adjustments to improve performance.

By the 4th Wednesday of each month. The **Organizational PPI Committee Meeting** reviews programs/indicators/items in need of progressive attention. Results of the Organizational PPI Committee are communicated in the final **Monthly Execution Status Report**.

Programs with critical measures falling below target may be placed on an internal corrective action plan resulting in daily/weekly calls led by CPQO to include the Sr. Operations leader and Spoke leadership (as needed) until performance reaches target.

CPQO produces the *Monthly Eckerd Execution Status Packet* which includes:

1. The *Executions Status Report*: A summary of organizational performance highlights
2. The *Program Scorecards* and
3. The *SpokeScorecards*

This is reviewed by Eckerd Executive Leadership and posted on Eckerdnet.