



# FSSNF QUALITY MANAGEMENT PLAN Fiscal Year 2018-2019

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## CBC Quality Management Plan General Requirements

### Introduction

The Family Support Services of North Florida (FSSNF) strategic plan covers the period from 2016 through 2020. 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*.

In order to receive federal funding, each state must submit a five-year Child and Family Services Plan (CFSP) to the Children's Bureau, Administration for Children and Families, U.S. Department of Health and Human Services. The CFSP is a comprehensive strategic plan that sets forth the vision and goals to be accomplished by the State to strengthen the overall child welfare system. A primary purpose of the Child and Family Services Plan is the integration of the programs that serve children and families. These include Title IV-B, Subpart 1 (Child Welfare Services) and Subpart 2 (Promoting Safe and Stable Families); the Child Abuse Prevention and Treatment Act (CAPTA); the Chafee Independent Living Program and Educational Training Voucher (ETV) Program; and the Title IV-B/IV-E Training Plan.

The DCF Office of Child Welfare staff developed the 2015-2019 Florida Child and Families Services Plan with a description of the measures of progress, objectives, interventions, and milestones laid out in the Plan for Improvement section of the CFSP, based in a high-level statewide performance assessment, including a comprehensive approach to these three primary goals:

- Goal 1. Children involved in child welfare will have increased safety and expanded protection.
- Goal 2. Children involved in child welfare will live with permanent and stable families, avoiding disruption and return to out of home placement.
- Goal 3. Children involved in child welfare will have improved well-being (education, physical health, and behavioral health) and live with nurturing families.

Achievement of the primary goals will be accomplished by substantial conformity with title IV-B and IV-E child welfare requirements which consists of six safety, permanency, and well-being outcomes and seven systemic factors. Conformity will be assessed during the 2017 Child and Family Services Reviews (CFSRs) statewide review process.

## Section 1: QA Process

FSSNF 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 employs a comprehensive approach to ensure quality case management services are provided to the children and families served. One of the guiding principles behind accomplishing this 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 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 case management 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 CMO with the guidance and support of the FSSNF Quality Management (QM) team.

FSSNF utilizes the PDCA Cycle of Continuous Quality Improvement to facilitate the performance and quality improvement process. The PDCA Cycle is a checklist of the four stages that allow a performance and quality improvement (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: Analyze the current areas needing improvement, gather data, and identify possible actions to make improvements. Specify desired outcomes. Create a corrective action plan.
- DO: Implement planned actions for improvements.
- CHECK: Determine if the actions taken worked as intended and resulted in the desired outcomes; revise as needed.

- ACT: Standardize the actions for improvement that resulted in the desired outcomes.

## Section 2: Data Collection and Analysis

### *A. Florida Safe Families Network*

The FSSNF Data Department receives weekly data reports from our CMO agencies for data integrity verification. If there is a discrepancy in the weekly report, our FSSNF data department sends out notice to our CMO for correction. In addition, our FSSNF data department holds monthly data integrity meetings with our CMO's. These meetings are held face-to-face once a quarter and by conference calls for the other two months of the quarter.

### *B. DCF Contractual Requirements*

FSSNF and the CMO are required to provide case management services in a manner that achieves performance targets outlined in contractual standards. A list of the performance standards and other review areas are as follows:

1. Children served in out-of-home care who are not maltreated by their out-of-home caregiver
2. Children served in in-home services who are not neglected or abused.
3. Children who are not neglected or abused after receiving services.
4. Children under supervision who are seen every 30 days.
5. Children exiting foster care to a permanent home within 12 months of entering care.
6. Children achieving permanency in 12 months for children in foster care 12 to 23 months
7. Children who do not re-enter foster care within 12 months of moving to a permanent home.
8. Children in out-of-home care who have received medical services in the last 12 months.
9. Children in out-of-home care who have received dental services within the last 7 months.
10. Sibling groups where all siblings are placed together.

11. Children's placement moves per 1,000 days in foster care.
12. Required number of Adoptions Finalized for FY 17-18
13. Young adults in foster care at age 18 who have completed or are enrolled in secondary education, vocational training, and/or adult education.
14. Client Complaints and Incident Reports

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 FSN, 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 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.

#### C. Case Management Supervisory Reviews

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 tools for the rapid safety feedback review and FSSNF supplemental reviews include an item that directs review of the quality of supervisory reviews. 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 Quarterly Universal Supervisory Review Form or similar approved document to assist in conducting a qualitative supervisory review. The focus of the review will be to address: Child Safety, Permanency, Well-Being, and Case Status, Conditions for Return, Parental Behavior Change, 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 weekly basis to show compliance by each CMO.
6. The FSSNF Quality Management Team will continue to review the quality and completeness of the supervisory reviews and report the findings to the FSSNF's Management Team, FSSNF Contracts Department, and FSSNF Board of Directors, and each CMO as required.
7. CMOs with supervisors not meeting expectations will be required to submit corrective action plans for performance improvement, per stipulations of their contract with FSSNF.

#### D. Statewide CBC Quality Assurance Rapid Safety Feedback Reviews

FSSNF will conduct ongoing Rapid Safety Feedback reviews focused on child safety in open Family Assessment and Support Team (FAST) family preservation and in-home court ordered services cases for children ages 0-4. Samples will always include the youngest children. The tool in the DCF Qualtrics portal consists of 5 items derived from the Child and Family Services Review Instrument. After each case review is completed, the QM Specialist will schedule and conduct a case consultation with the FSC and/or FSCS. The rapid safety feedback review process allows limited statewide resources to focus reviews on a targeted population of children who are most impacted by negative outcomes before those unwanted outcomes occur.

The reviews and consultations will assist in improving the quality of day-to-day case work practice provided to the children and families. The process for preparing and conducting the reviews will be as follows:

1. The DCF Office of Family and Community Services-Child Welfare will provide a report in FSFN of all recipients meeting sample criteria in-home services (non-judicial and judicial). Ten cases will be selected for review per quarter. The FSSNF Director of Quality Management or designee will draw and assign

the sample of cases from the report for Duval and Nassau counties, ensuring the cases meet the criteria for the review.

2. FSSNF Quality Management Team will provide consultation to the FSC, FSCS, and other CMO management following each review. The goal of the consultation is to assist the FSC in developing critical thinking skills around their casework practice in order to immediately impact and improve their day-to-day practice in the field and subsequently improve child and family functioning and outcomes.
3. FSSNF Quality Management Team will request action from the CMO if at any time the reviews note significant safety concerns that require follow-up. A Request for Action (RFA) will be created by the FSSNF QM Specialist for any safety concerns that need immediate attention.
4. The FSSNF Director of Quality Management or designee will track, analyze, and report the findings of the review to the FSSNF Management Team, FSSNF Contracts Department, and FSSNF Board of Directors, and to each CMO on a quarterly basis and to the DCF Northeast Region staff and DCF Office of Family and Community Services-Child Welfare when requested and according to the contract due dates.
5. Each CMO will be responsible for addressing any shortcomings noted during the reviews.

#### E. Florida Child and Family Services Reviews

The Florida Family Services Reviews (CFSR) will be completed for 20 cases per quarter; 2 of the cases will include case participant interviews. The federal CFSR tool in the CFSR portal will be used for the review of the selected cases. The process for organizing, managing, and conducting the Florida CFSR reviews for Duval and Nassau Counties will be as follows:

1. The DCF Office of Family and Community Services-Child Welfare will provide a report of all recipients meeting sample criteria in-home services and out-of-home services. Each quarter, the FSSNF Director of Quality Management will select sample of cases that have not previously been selected for review during that quarter. Discard criteria defined in the Windows into Practice guideline will be applied in selecting cases.
2. The Florida CFSR review includes reading the case files of the children, reviewing documentation in FSN and, for two of the cases each quarter, interviewing case participants.



3. FSSNF Quality Management Team will request action from the CMO if at any time the reviews note significant safety concerns that require follow-up.
4. The FSSNF Director of Quality Management or designee will follow the implementation requirements of the Windows into Practice to track, analyze, and report the findings of the FL CFSR Reviews to the FSSNF's Management, FSSNF Contracts Department, and FSSNF Board of Directors, and to each CMO on a quarterly basis and to the DCF Northeast Region staff and the DCF Office of Family and Community Services-Child Welfare when requested and according to the contract due dates.

#### F. Federal Child and Family Services Review

The Federal Child and Family Services Review was conducted from April through August 2016 for FSSNF. The review process was a collaboration between DCF regional staff and the FSSNF QM Team. FSSNF reviewed 2 Foster Care and 2 In-Home cases during the CFSR review period. DCF conducted the 2<sup>nd</sup> party review and the Children's Bureau made the final approval in the CFSR portal. Florida completed its CFSR cases in September 2016 and the Children's Bureau issued the final report on December 28, 2016. The state was given 90 days to develop a Program Improvement Plan (PIP) for failing to meet performance goals. The PIP was approved on March 28, 2017 by the Children's Bureau and implementation began July 1, 2017.

#### **FSSNF PIP Case Review Schedule:**

August 2017: Out of Home  
September 2017: In-Home  
October 2017: Out of Home  
December 2017: In-Home  
January 2018: Out of Home  
March 2018: In-Home  
April 2018: In-Home  
May 2018: Out of Home

#### G. Description of QA/CQI Safety Methodology Activities

FSSNF created a Safety Practice team comprised of several departments (i.e. QM, CMO services, and Training departments). This team had several focus groups to come up with Fidelity monitoring tool and new staffing process. Part of the process is for FSSNF Quality Management staff to focus on conditions for return and parent behavioral change during the Permanency staffing. In 2017, FSSNF redesigned the Permanency staffing Referral form again to include the Progress Update to further improve Fidelity and minimize duplicate work for our CMO's. FSSNF is also looking to incorporate our Fidelity staffing to replace our 3 month Permanency staffing to ensure our CMO's are completing the Safety Plan, FFA-O, and Progress

Update properly. FSSNF contracted with ACTION to provide training to all our CMO's and CLS staff for child protection with case consultations to be practiced at our Fidelity staffings.

### *Section 3: Internal Reporting of Findings*

#### **1. Data and analysis reporting:**

- a. FSSNF Senior Director of Quality Management provides quarterly data reports for reviews that have been completed and includes a summary of strengths and areas needing improvement. Recipients of the quarterly reports include: CMO Directors and FSSNF Vice-President of Case Management and Senior Director of Case Management Services.
- b. FSSNF Quality Management Specialists meet with the CMO staff on every RSF and CQI case review to go over findings and review best practices to turn areas needing improvement into strengths.

#### **2. Meetings with Case Management Organization (CMO) staff:**

- a. FSSNF staff meet quarterly with the CMO Executive Directors or Chief Executive Officers, Program Directors, and Associate Directors to share information provide training, and address concerns related to various aspects of the dependency case process.

#### **3. Meetings with the FSSNF Board of Directors:**

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

#### **4. Meetings with Regional Administrator to Review CBC Performance:**

- a. FSSNF Management and DCF Contract Managers, Circuit Administrator and other staff meet quarterly at our Partnership meeting to discuss performance measures, current outcomes, resolutions/corrective action plans, DCF Score Card, and other concerns.
- b. FSSNF has a monthly Barrier Breakers meeting with various in sundry stakeholders in our community as well as our CMOs, CLS, and DCF partners to review areas needing improvement for better overall child safety practice and support for our families.

## **5. Risk Committee Meetings:**

- a. 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, etc.

## **6. Quality Management (QM) Department Meetings:**

- a. The QM Department Meetings occur weekly to review PIP case summaries, best practice, and cases with barriers from Permanency staffings.
- b. 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 contract due dates.

## **Section 4: Methods to Improve Practices**

FSSNF employs a variety of methods to improve case work practices. The consultation process following the rapid safety feedback review has been acknowledged by the CMO as an effective method reinforcing areas that are strengths and working together to identify potential solutions for areas identified as needing improvement. Also for the rapid safety feedback reviews, the Quality Management Specialists monitor deficiencies until they are corrected; this accountability reinforces and ensures appropriate case work practices.

Intense statewide media focus on child deaths during or following involvement with DCF and/or the CBCs resulted in the development and implementation of the supplemental reviews for children ages 0-5. The FSSNF Lead QM Specialist reviewed 234 out of home care cases during the fiscal year 2017-2018 and compliance issues were addressed by Requests for Action. The 234 reviews were divided into three types of reviews: Reunification Home Studies (51 cases), Relative/Non-Relative Home Studies (136 cases), and Out of Home Care targeted well-being/permanency reviews (47 cases). The overall average percent of compliance was 86% which is up from 81% in FY 16/17.

FSSNF has created key positions focused on improving case management service outcomes that are supported by a strong data team. FSSNF added a CMO QM

position to their contract to process data/compliance measures for quality indicators then teaming with CMO staff to drive improvements in our performance measures. FSSNF has a new Process Improvement team to assist in data driven performance standards.

The Quality Management reports show which CMOs are meeting their goals and following procedures and which ones need improvement. FSSNF's Quality Management team uses these reports to guide its quality improvement process. After reviewing the results of the reports, the FSSNF Quality Management team assists the CMOs, as needed, in developing an action plan to improve child welfare practice. However, it is ultimately each CMO's 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 amendments to the CMO contracts to assist our CMO partners.

As stated above, the FSSNF Quality Management Department will participate in regularly scheduled meetings with other FSSNF departmental staff, CMO staff, and other community stakeholders to discuss performance, share best practices, and address areas in need of improvement.

FSSNF will continue to complete weekly and/or monthly data reports to address performance issues, and continue to work with the CMOs 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 RSF, CFSR CQI, and Supplemental reviews and the performance scorecard to gauge growth and current performance.

FSSNF has been accredited by the Council on Accreditation (COA) since 2008. Current accreditation is for Network Administration and for the direct provision of Foster Care/Kinship Care and for Adoption Services.

## Section 5: Description of QA/CQI staff resources

FSSNF Director of Quality Management supervises staff dedicated to quality operations, assurance and improvement activities. The staff currently includes one Quality Management Specialist Manager, one Lead Quality Management Specialist, Oversight Coordinator and four Quality Management Specialists. The Lead Quality Management Specialist has been designated to focus on the supplemental reviews for children 0-5 years old. 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.

FSSNF Quality Management Specialist works with the CMO QM staff to ensure contractual compliance on cases for RSF and CFSR, Incident Report follow up, Child Placement Agreement compliance, and Permanency/Fidelity staffing action items. FSSNF QM Oversight Coordinator works with the CMO point of contact for Psychotropic Medication compliance on a weekly basis.

The Director of Quality Management reports to the FSSNF Vice President-Legal, General Counsel; the FSSNF Vice President-Legal, General Counsel reports to the FSSNF Chief Executive Officer; and the FSSNF Chief Executive Officer reports to the Board of Directors.



The Director of Quality Management and the Quality Management Specialist Manager 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 CMO to address findings in future trainings.

The Quality Management Specialist Manager supervises staff dedicated to quality assurance and improvement activities.

Other responsibilities of the Quality Management Specialist Manager, the Lead Quality Management Specialist, and/or the Quality Management Specialists:

**Quality Management Specialist Manager, Lead Quality Management Specialist, and the Quality Management Specialists:**

- In collaboration with FSSNF service delivery staff and CMO, complete all DCF-required quality assurance reviews and interviews. For FY 18-19 this will be Rapid Safety Feedback (RSF); Florida Child and Family Services Reviews (FCFSR) Continuous Quality Improvement (CQI) reviews; FCFSR Program Improvement Plan (PIP) case reviews.
- Complete internal 0-5 Supplemental case reviews.
- Complete DCF-required supplemental reviews as directed.
- Analyze completed reviews to identify case practices that contributed to ratings of area needing improvement.
- Assist the CMO in quality improvement planning by ensuring compliance with statute, rule, and policy.
- Process incident reports and enter into IRAS as required by FSSOP.
- Review client complaints, work on resolutions and track results.
- Review and track compliance for psychotropic medications for all children in out of home care.
- Conduct permanency and other out-of-home care staffings on a monthly and/or quarterly basis at the CMOs' sites.
- Facilitate, monitor, and report on PIP activities.
- Participate in Permanency Round Table staffings.
- Review, track, and ensure compliance with Child Placement Agreements. (i.e. Behavior Management Plan and Care Precaution Plan)
- Ensure compliance with the 45 day medical screening recommendations.

Section 6: Description of QA/CQI Infrastructure

A. Lead agency and sub-contracted provider agencies

FSSNF implements and supports a continuous quality improvement system that includes input by all levels of FSSNF staff and partners across departmental and community lines. FSSNF currently provides direct court-ordered dependency

services in Nassau County and subcontracts with the following CMOs to provide in-home and out-of-home services:

1. Children's Home Society
2. Daniel Memorial, Inc.
3. Jewish Family & Community Services, Inc.
4. Neighbor-To-Family – Jacksonville, Inc.

#### B. Involvement of the contract manager

Reports of Quality Management activities include the results of performance measures outlined in the contract with DCF and will be shared with the FSSNF 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 of our CMO's. 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 we serve.

#### *Schedule of QA/CQI Activities*

##### **A. Rapid Safety Feedback review: Conducted Quarterly**

- July-Sept. 2018 (at least 10 cases throughout the quarter)
- Oct-Dec. 2018 (at least 10 cases throughout the quarter)
- Jan-March 2019 (at least 10 cases throughout the quarter)
- April-June 2019 (at least 10 cases throughout the quarter)

##### **B. Florida Child and Family Services Review(FCFSR): Conducted Quarterly**

- July-Sept. 2018 (at least 13 cases throughout the quarter)
- Oct-Dec. 2018 (at least 13 cases throughout the quarter)
- Jan-March 2019 (at least 12 cases throughout the quarter)
- April-June 2019 (at least 12 cases throughout the quarter)

##### **C. Federal Child and Family Services Review PIP cases: Conducted Monthly**

- July 2018-June 2019 (as assigned by DCF)

##### **D. Additional Reviews: Conducted Ongoing**

- Supplemental Review: Reunification case work for children 0-5
- Supplemental Review: Relative and Non-Relative placement for children 0-5
- Supplemental Review: Out of Home Care targeted well-being/permanency

*Other*

### **A. Special Reviews**

The FSSNF Quality Management Team conducts supplemental reviews as needed to address identified case work deficiencies throughout the year.

### **B. 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

### **C. Systemic Factor Reviews**

Systemic challenges are identified when agencies that provide ancillary services team up to assess and address the needs of children in child welfare. The DCF Regional Administrator and executive staff, FSSNF CEO and executive staff, and service provider agency staff participate in a standing Barrier Breakers team meeting to identify and resolve barriers. An example of a systemic issue that is being resolved through this team is the staff turnover issue. FSSNF added staff turnover to its Leadership Change workgroup to address barriers. Staff turnover negatively affects services to our children and families which impacts safety, permanency, and well-being.

### **D. Using the results of all QA/CQI findings**

FSSNF will use established means and meetings to use the results of special reviews, discretionary reviews, and systemic factor reviews. As a result, the Permanency staffing process continues to be revised to address deficiencies in our CQI case review findings. FSSNF added the Progress Update to the Permanency staffing referral form to improve Fidelity.

### **E. Local initiatives and innovations**

FSSNF RSF and CQI data shows 4 main areas in need of improvement: (1) Risk and Safety Assessment and Management, (2) Relative Placement, (3) Caseworker visits with child, and (4) Caseworker visits with parents. Due to these areas needing improvement, FSSNF has addressed these areas in our Program



Improvement Plan (PIP) with existing initiatives from last fiscal year and new innovative initiatives for the new fiscal year.

Local initiatives that we are continuing include the Kinship Navigator position which conducts diligent searches on relatives starting at time of case transfer from the CPI unit to our CMO. The goal of this position is to improve identification and involvement of the father by our CMOs, increase relative placement and consequently reducing the amount of children in foster care, and improve family connections even when relative placement is not feasible. FSSNF had a positive increase in our strength rating for Relative placement in our CQI OHC case reviews from 69% in FY 2016/17 to 79% in FY 2017/18. The Kinship Navigator sends the identified people from the searches to the FSSNF QM Specialist assigned to the CMO that has the case from case transfer staffing. The QM Specialist will ensure concerted efforts are made by the CMO to follow up on all people from the Kinship Navigator search. This will be reviewed at the first Permanency staffing and become an action item if the CMO did not make the concerted efforts. This process is twofold in that the searches will also improve our identification of the father's paternal family for family engagement. Identifying the paternal family up front will help with caseworker visits with the father and even the mother too. Caseworker visits with the child were lower with our CQI IHC compared to our CQI OHC. This is being addressed with our FSSNF Family Preservation team to re-train our Family Assessment Support Team (FAST) workers on the importance of meeting with the child alone during home visits and addressing services and needs of the child during the visit.

FSSNF pilot program for Post Reunification Support through our CMO, Daniel was fully operational as of February 2017 and is being continued as a local initiative. Our DCF scorecard measure for M05 for children achieving permanency within 12 months and M07 children not re-entering foster care within 12 months of permanency are both areas needing improvement for FSSNF internal standards of 95% strengths for all items. The goal for this program is to reduce recidivism for children reunified with their parents by providing additional support and services prior to and during reunification, as well as, after the case closes if requested. The other objective of this program is to ensure the children are safely maintained in their homes when reunified. This program is serving approximately 145 children. All of our CMOs make referrals for family engagement thirty to sixty days prior to reunification and can stay involved with the family after the completion of post placement supervision for up to four months past post placement supervision. Our QM Specialist ensures the referrals are made by the CMO caseworkers to Daniel after the permanency staffing. Daniel provides a monthly outcome data report to FSSNF Contract Department and CMO Services Director, whose team meets with Daniel staff to review data and outcome measures. We are looking at families who have been successfully served by the Daniel program. If families were unsuccessfully discharged or did not accept services, we are looking at the reasons why. We are also looking at whether to expand services to adoption and

guardianship cases. Daniel had a 91% success rate in preventing re-entry into foster care after reunification last FY.

FSSNF is continuing to be innovative with our Fidelity practice in order to improve our CQI and RSF outcome measures for risk and safety assessment and management. The FSSNF Safety Practice team held several focus groups to create a Fidelity tool as a guide for our CMOs to use and refer to for guidance. This Safety Practice team also finalized the Fidelity staffing process which occurs within 2 weeks of the Child Welfare Case Plan conference. CMOs receive guidance on preparing the final draft of the FFA-Ongoing, Safety Plan, and CWCP during the initial Fidelity staffing. The goal is to enhance our caseworkers and supervisors knowledge and application of Fidelity and encourage critical thinking to align with Safety Practice guidelines. The follow up Fidelity staffing occurs prior to the first Judicial Review hearing to ensure the Progress Update and Judicial Review worksheet are correct and meet all safety practice guidelines. We will be able to analyze Safety Practice proficiency through the results of the Fidelity staffing where we track the action items from each staffing. All supervisors for the CMO are invited to observe the Fidelity staffing so it used as a training mechanism for the entire CMO. Each CMO unit will take turns with a Fidelity staffing case to ensure all supervisors become proficient. The Fidelity staffing process with a sample of 10 cases each quarter will begin after the 2<sup>nd</sup> round of trial staffings in August 2018 (JFCS=3, Daniel=3, CHS=2, NTF=1, and Nassau=1).

Another new innovative initiative by FSSNF is the creation of the CMO Quality Management position. This will help the CMO take ownership of their quality management data so they are more involved in the improvement process. The CMO QM acts as a liaison between the FSSNF QM Specialist and the CMO caseworker and supervisor. The CMO QM ensures action items from Permanency and Fidelity staffings do not fall through the cracks and are completed timely. Constant monitoring by the CMO QM should have a positive impact on overall better case management services and less continuations of Permanency staffings due to previous action items being incomplete. The CMO QM is also a participant in all the RSF and CQI case consultations to help the caseworker and supervisor understand areas needing improvement. Another task for the CMO QM is tracking the 45 day medical follow up appointment from the 72 medical exam when children come into care. The CMO QM ensures the 45 day recommendations are uploaded into FSNF and sends the tracking spreadsheet to the FSSNF QM Specialist to follow up with the caseworker at the first Permanency staffing. The goal is to ensure all children coming into Out of Home Care receive their medical, dental, or mental health services.

All of our PIP action items and local initiatives are aimed to improve outcome measures for our RSF and FL CFSR. The success of these action items will be based on the monitored CQI Foster Care and In-Home Care, RSF, and CFSR PIP case review data. FSSNF Director of Quality Management tracks data from CQI In-Home, CQI Foster Care, and RSF outcomes each quarter for signs of

improvement. The data is also compared to last Fiscal Year results for Fiscal Year to Fiscal Year comparison. If improvements are not evident, existing procedures are reevaluated and/or new procedures are created. FSSNF also created a Process Improvement department to review agency data trends and come up with corrective measures as needed. This department works closely with the QM Department and CMO Services Department at FSSNF to address areas needing improvement.