



QUALITY MANAGEMENT PLAN

FY 2019-20

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I. Background and Introduction

Section A. Lead Agency Overview

Embrace Families is the lead agency for foster care and adoption related services in Orange, Osceola and Seminole Counties. Orange and Osceola Counties comprise Judicial Circuit 9 and, Seminole is one of two counties (the other is Brevard), that comprise Judicial Circuit 18. Embrace Families is one of five (5) lead agencies that comprise the Central Region of the Department of Children and Families. Embrace Families (formerly known as Community Based Care of Seminole and Community Based Care of Central Florida) has held the lead agency contract since 2004 in Seminole County and since 2011 in Orange and Osceola Counties. The contracts were administered separately by the Department of Children and Families (Department) until October 2016, when they were administratively combined. The protective investigation function is conducted by the Seminole Sheriff's Office in Seminole County and by the Department of Children and Families in Orange and Osceola Counties. Children's Legal Services (CLS) represents the state in dependency proceedings in both judicial circuits. In Orange County the Guardian Ad Litem Program (GAL) is administered by Legal Aid Society of the Orange County Florida Bar Association, with pro bono attorneys representing the best interest of the child; in Osceola and Seminole Counties lay volunteers assist professional staff in the advocacy role.

Embrace Families operates a county level operations management model with an agency level administrative function. Embrace Families' service locations include four county service centers (Seminole, Osceola, East Orange and West Orange) and a centrally located Administrative Support Center (ASC). Case management is subcontracted to community partners in all three counties: Seminole: Children's Home Society; Orange: Children's Home Society, Devereux, and One Hope United; and in Osceola: Gulf Coast Jewish Family and Community Services. Each case management agency (CMA) is also contracted to provide diversion staff, to include staff that are co-located at each CPI service center and assist CPI staff with referrals to services or resources; and staff to provide care coordination for family support cases or to provide an oversight role when care coordination is referred to another program, in accordance with Embrace Families Operating Procedures for Family Support Services. Each CMA has staff assigned to provide secondary case management support for older foster care youth required at age 16.5 with primary assignment for youth age 18+; and for children with an adoption goal (secondary from goal change through finalization).

The Department assigns a contract manager to provide oversight of the lead agency contract; and the Department's Office of Child Welfare Performance and Quality Management assigns requirements for each CBC lead agency according to a sample size based on the number of primary children served by each area in either in-home (judicial or non-judicial) or out-of-home care. The sample size is based on an annual 90/10 confidence level and margin of acceptable error and is statistically valid at the state level.

The general quality assurance review framework required by the Department for each CBC lead agency for FY 2019-2020 consists of an established number of targeted Rapid Safety Feedback (RSF) reviews (case file reviews utilizing a Department standardized review tool, focused on safety practice areas within a defined and prioritized in-home sample population); an established number of Child and

Family Service Reviews (without interviews) and a number with interviews (in-depth reviews, involving interviews with all significant case participants) and ratings are applied utilizing the Child and Family Service Review standards and tools. Rapid Safety Feedback reviews are entered into an approved web based program “Qualtrics” and CFSR reviews are entered in the Child and Family Services (Online Management System utilizing the On-Site Review Instrument) located in the federal portal.

The Department received approval by the Children’s Bureau (CB) as an “option state,” for the Round 3 state reviews, which allowed the Department to submit results of case reviews completed by Department and subcontracted CBC Lead Agencies qualified quality assurance staff, alleviating the requirement for the **onsite** review of case files by federal reviewers. CFSR’s are designed to assist states in identifying strengths and areas in need of improvement in their child welfare practices and programs, and to implement systemic changes that would improve child and family outcomes. The Department/CBC’s completed the Round 3 case reviews (April 2016 – September 2016) that included results of 80 case reviews conducted throughout the state, with collated findings for each case review on the 18 items, which impact results in the seven practice areas that are categorized as either safety, permanency or well-being outcomes. Systemic factors were rated based on the statewide assessment submitted prior to Round 3, results of practice indicators, and interviews conducted with stakeholders across the state in focus groups which included representation from the regions. The results of Round 3 found that all seven practice areas, and four of the systemic factors presented as areas in need of improvement (note: the CB requires states to achieve a 95% substantial conformity for each outcome measure, and every state that completed Round 3 has been placed on a program improvement plan). Following the review, Florida was required to enter into a program improvement plan (PIP) sanctioned by the CB. The PIP required that for the following 2-3 years that Florida would have to continue to submit findings from case file reviews as evidence of progress, the sampling which must mirror the method and case types of the cases that were reviewed for Round 3. At the end of the 7th reporting period (June 2019) the State had met the PIP goal on 4 items (items 2, 5, 14 & 15). Embrace Families has designated a primary Quality Assurance Manager (QAM) that is the lead on all CFSR PIP cases assigned to Embrace Families, minimally this number is six cases every six months. Likewise, the Department has designated a primary co-reviewer to participate alongside the CBC QAM.

The chart below outlines the requirements for Embrace Families and the corresponding CMA case assignment planned to meet the requirements. Embrace Families exceeds the Department’s requirements for the number of required reviews in order to have a sufficient representative sample for each CMA. Data from reviews are captured at CMA, county, and agency level.

County/Agency	Rapid Safety Feedback Reviews	CFSR PIP Monitored-with case interviews	Child & Family Service Review (with interviews)- In-depth	Child & Family Service Review- CQI	Total
Seminole-CHS	6 each quarter	Nov: 1; May: 1	0	5 each quarter	46
Orange-Devereux	5 each quarter	July: 1, Aug: 1, Oct: 2; Nov: 1; Jan 1, Mar: 1, April: 2 June: 1	0	Q1: Dev 3, CHS 3, OHU 4 Q2: Dev 4, CHS 3, OHU 3 Q3: Dev 3, CHS 4, OHU 3 Q4: Dev 3, CHS 4, OHU 4	35
Orange-OHU	5 each quarter		0		36
Orange-CHS	5 each quarter		0		36
Osceola-GCJFCS	6 each quarter		0	5	46
Totals:	108 (40 required)	12	0	81 (40 required)	201

Embrace Families submits an updated Quality Management Plan each Fiscal Year (due August 31) to the Department which includes a description of the required reviews, discretionary reviews, and systemic factor reviews planned or needed.

1. Mission

It is the mission of Embrace Families to empower families to safely care for their children by engaging, protecting, and inspiring every child every day.

2. Vision

Embrace Families, the national leader in progressive child welfare systems, forges community partnerships and innovations that promote healthy, safe, and self-sufficient families.

3. Philosophy and Purpose of the Quality Management Model

Philosophy

Embrace Families core value is a belief that all children have the inalienable right to grow up safe, healthy and fulfilled with families that love and nurture them. While the safety and well-being of children is at all times the foremost concern, we also believe that the family is the principal resource we must work with to meet the child's needs. This value drives Embrace Families' commitment to the continuous improvement in quality services and outcomes for children and families we serve. Embrace Families strives to promote excellence and continuous improvement through a broad based, organization wide philosophy that is endorsed by the Embrace Families Board of Directors, and is shared throughout the community: from the Community Alliances, case management agencies, network providers, contract providers, and in the communities at large.

Purpose

The purpose of the Embrace Families Quality Management System is to strengthen practice, improve the timeliness, accessibility, quality and effectiveness of services and increase natural and enduring community supports for children and families. Embrace Families seeks to identify in-process drivers and end-process measurements that align with these goals while also ensuring substantial conformity with federal requirements of the Adoption and Safe Family Act (ASFA) and achievement of the contract performance measures set forth in the Embrace Families contracts.

The Embrace Families Quality Management Plan is designed to measure progress toward the long term priorities and goals set forth in the Embrace Families strategic plan. The QM plan evaluates the organizational performance of Embrace Families while assessing the quality of service delivery of our network to ensure positive client outcomes. Embrace Families believes it is essential, not only to continually provide information to our stakeholders/community, but also solicit reciprocal input and feedback from the community. We recognize that an informed, integrated, and participatory community affords the best opportunity to maximize resources and produce the best outcomes for children and families.

Embrace Families produces data that provides quantitative, qualitative and financial cost information, (as applicable) on the:

- Demographics of the population served

- Services needed and service availability
- Quality and effectiveness of services delivered
- Contract performance
- Level of care needed and provided (licensed care)
- Safety in care and periods of time after service provision has ended
- Time to permanency and type of permanency
- Level of services provided (Diversion/Family Support, In Home Non-Judicial Services, In-Home Judicial Services, Out-of-Home Care, Post Placement Supervision, Post Termination of Parental Rights, Youth Services, Extended Foster Care and Post Adoption)
- Caseload size, turnover, vacancies, and staff professionalism (Child Welfare Certified)
- Foster home and group care capacity, placement stability and utilization patterns
- Performance on quality assurance instrument reviews
- Program Performance and Compliance Indicators
- Complaints and Grievances
- Incident Reports
- Exit Interviews (licensed care)
- Stakeholder Survey results (internal and external)

This information is often shared with the community, network providers and case management agencies for the purposes of planning (program improvement, contracting, policy and procedural changes), identifying training needs and reallocating resources or enhancing funding sources. The process of gathering, sharing, evaluating, and acting upon information is continuous as the needs of the population of clients receiving child welfare prevention and intervention services changes over time, and because the funding for services and the availability of services changes as well. Continual evaluation of performance and other data elements provide the basis for defining quality assurance activities that both support and encourage quality improvement activities.

Embrace Families

Strategic Plan Goals 2018/19 (NOTE: the Strategic Plan will be updated as we are moving into a strategic planning session this fall).

Goal	Objective	Action	Responsibility
1. To ensure the Organization has an integrated technological infrastructure to support all users in the system of care	Implement conversion to electronic records	Workgroup developed to lead implementation to include timeline and training, and operationalizing	Stacy
2. Create a culture of ongoing feedback and analysis to develop strategic improvements throughout the organization.	Define Interdepartmental interlocks	Process mapping	Subject matter experts
3. To maximize utilization both internally and externally for the benefit of children and families	Create and implement system and effective utilization plan.	a. Continue to improve service referral system with Managing Entity b. Monitor Temporary Assistance for Needy Families referral progress	Mike Bryant Kim Brien Susan Lowe

		<p>with Managing Entity and expand universal Community Based Care referral form to all Managing Entity funded services</p> <ul style="list-style-type: none"> c. Reorganize and implement efficient service referral and authorization procedures under Network Support Department d. Implement Preferred Provider designation and expansion of provider network 	
4. To continuously build a robust System of Care that meets the complex needs of the children and families we serve	Identify and develop best practices, including cultural competency, innovation, leadership & creativity	<ul style="list-style-type: none"> a. Fully develop and implement a statewide Proficiency Training Model that ensures improved fidelity of practice through the Unit Supervisor level b. Further develop and implement Supervisory Training c. Fully develop and implement approved Safety Management and Cost Allocation Plan d. QPI reboot to increase foster homes by 40 with 10 of them being home for teens. 	Kim and Diane
5. To ensure transparent and impactful communications both within the organization and throughout the community	Develop plan for assuring two-way sharing of information effectively and efficiently throughout the organization	Enhance CBC website and Intranet to become a more robust / user-friendly internal communication tool	Maureen
6. To ensure continuous quality workforce recruitment and retention by supporting the development of committed child welfare professionals	.Provide an environment that supports, recognizes, empowers, and trains case managers to reach their full potential	<ul style="list-style-type: none"> a. Continue Quality Parenting Initiatives for case managers b. Develop internal plan for communicating appreciation to child welfare professionals for 	Nicola, Jill, Katria

		<p>the valued roles they play including strategies to deal with challenges presented by partners as well as activities conducted to address areas workforce/network analysis.</p> <p>c. Focus internally on onboarding, performance reviews and compensation review</p>	
7. Company Rebranding	Rebranding: To develop a cohesive brand identity and a comprehensive branding strategy for our large, multi-faceted, not-for-profit organization.	Launch rebranding	Maureen

4. Quality Management Concepts and Definitions

Quality Assurance (QA) an “externally” driven system that validates internal practices and uses sound principles of evaluation to ensure that data is collected accurately, analyzed appropriately, reported, and acted upon. The QA function looks at the entire system of care. Products of the QA function include reports that validate data at the unit, provider agency, county and lead agency level; evaluates the impact of practice on in-process and end-process measurements; and provides recommendations for actions to be taken.

Quality Improvement (QI) is an “internally” driven process that is conducted and initiated by the staff actually providing or supervising the service. QI provides opportunities for all staff to use data and make improvements in their daily work environment. QI is an ongoing process that is dynamic and occurs as a result of action planning that is designed to result in program improvement.

Continuous Quality Improvement (CQI) is the progression toward desired improvements in process, products or outcomes through incremental steps, with periodic review and readjustment of objectives.

Quality Management (QM) is the systematic integrated review of Quality Assurance and Improvement activities.

II. PQI Structure

The Embrace Families Board of Directors and the Embrace Families Management Team believe it is imperative for leadership to promote a culture, in the communities we serve, that is committed to

improving and expanding the quality of services provided and available to children and families. We believe in strengthening community providers through ongoing collaboration. Embrace Families will continue to improve our community and lead agency outcomes by contracting with network providers that demonstrate high performance, and ongoing improvement towards program goals. The strategic plan developed by Embrace Families in collaboration with the Embrace Families Board of Directors, sets the strategic goals and framework to create efficiencies in service delivery and movement toward desired outcomes.

Embrace Families PQI structure is multi-tiered to ensure information exchanged throughout the Embrace Families System of Care (from stakeholders, network providers, the Embrace Families organization, and Embrace Families Board of Directors) is provided in an accurate and efficient manner. The focus is on performance reporting, problem/gap identification, solution driven activities, and system and outcome improvements.

Section A. Overview of the Quality Management Model: Embrace Families Management and Board

Embrace Families Management team/Embrace Families Board of Directors

It is the role and responsibility of the Embrace Families Board of Directors and the Embrace Families Management Team to promote and sustain continuous quality improvement in order to maintain a successful organization. Making quality a priority changes the culture from one with a compliance focus to one which focuses on qualitative services, and improved and sustained outcomes. Embrace Families internal PQI processes incorporate the critical functions of utilization management, network development/support, data management and reporting, program management, quality assurance, and finance. Integrated Health internal PQI processes incorporate medical and mental health alerts and system controls to monitor child well-being and promote optimum health and maximum benefit of available resources.

1. **Embrace Families Board of Directors** Note: on July 1st, 2013 Embrace Families changed its organizational structure creating a parent company: Embrace Families and five separate company organizations: Embrace Families-CBC; Embrace Families- Foundation (created in 2016); Embrace Families-Integrated Health, LLC; Embrace Families Solutions; and Embrace Families-Innovations & Technologies, LLC. Each of the companies was created based on their connection/relevance to the advancement of the core mission of Embrace Families-CBC (Foster Care).

The Embrace Families Board is responsible for reviewing the effectiveness of the implementation of the strategic plan across each of the three counties (separately and collectively). The Embrace Families CEO or COO (in the CEO's absence) presents information to the Board regarding recommendations from the Embrace Families Management Team, on trends, risk, systemic factors/barriers and community feedback. The Embrace Families Board has an essential role in ensuring that continuous quality improvement is occurring and the strategic plan goals are being achieved. The Board's established standing committees present reports and recommendations to the Board for appropriate action. The Board may establish special committee/task forces as needs are identified, to research and present information and recommendation for Board action.

2019-2020 Board Membership (Embrace Families, Inc.):

Board Member	Board(s)	Affiliation
Owen Wentworth	Embrace Families, Inc. & Solutions & Foundation (chair)	Retired
Shawn Smith	Embrace Families, Inc. & CBC	Healthcare Practice Leader - FL
Mike Neswold	Embrace Families, Inc. & CBC & Solutions (chair elect)	Titan Electric (CEO)
Jason Smith	Embrace Families, Inc.	Valley National Bank (Senior VP)
Susie Oliver	Embrace Families, Inc. & Solutions	Brink's Security US (retired)
Mark Jackson (Chair)	Embrace Families, Inc. & CBC (Chair)	JCJ Insurance Agency (partner)
Shannon Clark	Embrace Families, Inc. & CBC	Florida Citrus Sports (Chief Customer Officer)
Peter Amico	Embrace Families, Inc. & CBC	RTI International (Senior Health Economist)
Ken Lay	Embrace Families, Inc.	UCF (Adjunct Professor)
Christie DeNave	Embrace Families, Inc.	Florida Blue/Guidewell (Sr. Media Relations Cons)
Angela Folger	Embrace Families, Inc. & Solutions	Nemours Children's Hospital (Dir. Of Pharmacy)
Dede Shaffner	Embrace Families, Inc. & Solutions	Seminole County School Board (retired)
John Newstreet	Embrace Families, Inc. & CBC	Kissimmee/Osc. County Chamber (President)
Liefke Meyers	Embrace Families, Inc. & Solutions	Orlando Economic Partnership (VP Investor Relations)
Craig Kesler	Embrace Families, Inc. & Solutions	Optima Partners, Broker Owner
Diane Nesbit	Embrace Families, Inc.	Johnson & Johnson (Sr. Manager)
Pat Plair	Embrace Families, Inc.	Orlando Health (CFO)
Chris Kolos	Embrace Families, Inc.	Holland & Knight (Partner)
Chris Linde	Embrace Families, Inc. & Solutions	Losey PLLC (Attorney)
Greg Barnett	CBC & Solutions	Seminole County Sheriff's Office (Retired Captain)
Lien Nguyen-Davis	CBC	Tupperware Brands (Dir. Financial Reporting)
Jose Del Cueto	CBC	DMG Solutions (President/CEO)
Brittany Harvey	CBC & Solutions & Solutions	Jerry Harvey Audio LLC (retired)/foster parent
William Belt	CBC	Altamonte Springs Police Department
Betty Martinez-Lowery	CBC	Walt Disney World (Mgr, Community Relations)
Helene Welch	Solutions	9 th Judicial Circuit Court (Court Operations Consultant)

Sara Meyer	Solutions	Thrivent Financial (Financial Advisor)
Jeff Cannon	Solutions	Orange County Consulting (President)

Embrace Families standing Board Committees and responsibilities related to PQI are as follows:

- **Executive Committee** (members: Greg Barnett, Owen Wentworth, Susie Oliver, and Mark Jackson): This committee meets monthly to discuss issues, coordinates the Board involvement in assessing areas of overall risk that include but are not limited to: the ability to pursue strategic goals, compliance with legal requirements including licensing and mandatory reporting laws, fiscal accountability/governance, insurance and liability issues, and contracting practices. This Board also serves as the Board Development Committee.
- **Finance and Audit Committee** (members: Owen Wentworth, Jason Smith, Peter Amico, Lien Davis and Pat Davis): The Finance Committee is responsible for ensuring financial accountability of Embrace Families. This committee oversees the budget development, manages the Request for Procurement process for the third party audit and reviews the annual budget set forth.
- **Performance and Quality Improvement and Risk Oversight Committee** (members: Shawn Smith, Mike Neswold, Peter Amico, Angela Folger, Christy DeNave): This committee is responsible for oversight of the management and implementation of the QM plan, reviews performance measures and goals, client outcomes and provides support.

Provider Advisory Board: All Embrace Family service providers, subcontractors and network partners are invited to participate in the Provider Board which meets bi-monthly. The meeting agenda is structured to explore issues related to network performance and to identify and develop solutions to overcome any barriers or mitigate any concerns pertaining to the quality care or services. The ongoing opportunity to share strategies and address challenges builds a cohesive provider network and leads to innovative new practices. The Provider Advisory Board is chaired by a service provider.

2. Embrace Families Management Team Meeting

The Embrace Families Management Team meets weekly, the meetings focus on reporting out of underperforming areas (scorecard); progress on strategic plan (rocks); and staff changes, any significant occurrence, special initiatives or upcoming events/reviews/meetings/legislation (headlines). Any underperforming areas where additional detailed discussion is needed are moved to the Identify, Discuss and Solve (IDS) part of the meeting, where management team members vote on priorities for discussion. In addition, follow up occurs on anything relegated to the task/to do list. Additional requirements for the meetings:

- 1) Everyone contributes information that meets the Scorecard, Rocks, Headlines definitions
- 2) Focus is on the most important priorities
- 3) Identifies if there are operational objectives or processes that need to change and seeks action around those areas through successful resolution
- 4) Ensures the integration of information on the strategic plan and monitors progress
- 5) Management Team is held accountable for what they have committed to

The Embrace Families Management Team along with the Embrace Families CEO or Embrace Families COO defines the course of actions to be taken, the timeframe to complete the identified actions, and establishes how the informational flow will be handled with the Board, Embrace Families staff, Embrace Families network providers, and stakeholders. It is the responsibility of the Embrace Families Management Team to set forth action and to evaluate the effectiveness of the actions selected.

The Embrace Families CEO delegates responsibilities to the Embrace Families Management Team to conduct QA/QI activities for specific management functions. In order to ensure all quality assurance activities/outcomes are maintained in a central location, the Embrace Families Management Team reports the specific management function QA/QI activities to the Chief Operations Officer, Embrace Families Quality and Training Director and Embrace Families Risk & Accreditation Manager. It is the joint responsibility of the Embrace Families COO and Quality and Training Director to ensure that feedback is translated into results that are understandable to Embrace Families, the Board, stakeholders and network providers specific to how they are performing and the comprehensive nature of Embrace Families QA/QI activities.

Section B. Overview of the Quality Management Model: Internal and External Monitoring

There are numerous opportunities to collect data and information and to examine utilization, contract compliance and case management performance throughout the Embrace Families System of Care. The QM Model takes advantage of these opportunities during routine events/processes that happen during the life of a case: at Case Transfer Staffing; High Risk staffing; assignment and approval of diversion services; participation in Level of Care Reviews; Family Service Team Meetings; Placement Support Staffing; service authorizations; Licensed Out-of-Home Care Audit; Adoption (Progress) Audits; Separated Sibling Staffing, Adoptive Applicant Review Staffing, and Youth Transition Team Meetings. The QM Model allows for immediate feedback to be given to the case manager/supervisor, requires coordination and cooperation among the parties and providers involved in a case, and results in a more individualized course of action which thereby imposes a greater likelihood that outcomes will be achieved more timely. The immediate feedback also allows for critical life, health, or safety factors that may affect a child to be addressed and corrected in a timely manner. By involving everyone from the case manager, supervisor, program director, and provider to Embrace Families staff and managers in the daily activities of QM it ensures that all staff are engaged in the process of examining feedback and case data and are making improvements. It allows for the early detection of performance deficiencies as well as promotes promising practice.

Embrace Families-CBC has program operational staff in each county specifically assigned to program oversight, and quality management staff specifically assigned to coordinate quality management functions. The staff person with the lead role of administering the plan is titled the Quality and Training Director. The Embrace Families Quality/Training Director (QTD) has the primary responsibility for execution of the quality management plan submitted by Embrace Families and accepted by the Department's Office of Child Welfare. The QTD provides coordination and oversight of all QM required activities and ensures all appropriate information is relayed to the Department's Office of Child Welfare Performance & Quality Management staff on ratings from RSF and CFSR reviews. The QTD is also responsible for maintaining and updating the Embrace Families Quality Management Plan & reporting progress on any active Contract Oversight Unit Corrective Action Plan and providing this information to the Embrace Families Chief Executive Officer (CEO), Chief Operational Officer (COO),

Network Support Director, Vice President of Operations and County Executive Directors for reporting to the Embrace Families Board/ Provider Advisory Boards and stakeholders. The Quality Management Plan provides the framework to evaluate system performance and compliance with local Embrace Families processes/protocols, the System of Care, Florida Administrative Code, Florida Statutes, and the Adoption Safe Family Act.

Quality Assurance Staff	
Administrative Service Center:	Diane Greene, QTD
Seminole County:	Jordan Dailey, QAM
Orange County:	Johanna Moronta, QAM Sheryl Charles-White, QAM Seanna Liburd, ICPC/OCS Manager (all 3 counties)
Osceola County:	Miguelina Jorge, QAM Amanda Rudy, Risk and Accreditation Manager (all 3 counties)

The QTD is responsible for implementing the Quality Management Plan and ensuring the following objectives are met:

- The QM plan is efficient operationally;
- The QM plan is continuous, and
- The QM plan is coordinated with case management's agency level QA processes and instruments, and
- that the data gathered is reliable and can be extracted at appropriate intervals to guide adjustments in practice that will influence desired outcomes

The Quality/Training Director is responsible for coordinating quality assurance activities as well as reviewing and analyzing all program initiatives for potential impact on quality assurance outcomes. The QTD makes recommendations for changes or modifications in practice and for updating/amending the QM plan when the Department or Embrace Families-CBC's Operating Procedures, Florida Administrative Code or Florida Statute changes.

1. Description of Specific QM Activities

Activity	Method	Frequency	Responsible Party
Oversight of key processes	Acceptance and assignment of (safe but high risk/very high risk) diversion cases; Attend CTS and chair FST/LOC staffings Licensed Care Audits, AARC, Separated Sibling, Youth Transition Team, Adoption Audit	CTS: 2x weekly FST: weekly Shelter Audit: monthly or biweekly; Adoption Audit: monthly; YTM as needed.	CMA Program Director; Embrace Families' County Executive Director/County Program Operations Staff (Permanency Specialist, Adoption/YS).
Key document and chronological review	Daily review of incoming reports, court orders and client/provider contact notes	Daily	Case Management Agency Supervisor
Placement Support Staffing	Staffing of all children in which a 30-day notice has been executed or when the CPA identifies that the placement is at risk of disrupting	ASAP	I&P Unit arranges and Embrace Families Clinical staff lead staffing, GAL, Licensing, Program Staff, CMA DCM/DCMS, CPA or CPA therapist as appropriate attend
Supervisor Consultations/Reviews	Case file review and one on one staff conferences Supervisors follow	Consults in accordance with SDMM practice guidelines;	Case Management Agency Supervisor

	guidelines in operating procedures that outline requirement for supervisory consults at key points during case work activities	a minimum of quarterly supervision documented in person & comprehensive	
Supervisor Unit Meeting	Discussion of unit best practices, review of OP and performance are discussed with unit staff	Monthly	Case Management Agency Supervisor
Program Director review of Supervisor Review	CMA PD signs off on child welfare certification packets for staff/reviews quality of casework/supervision	Ongoing	Case Management Agency Program Director
Child and Family Service Review (without interviews)	Includes 4-6 CFSR reviews for each CMA	Quarterly	Embrace Families QTD and QAMs
In-depth Child & Family Service Review	Includes 2 CFSR's completed quarterly per lead agency contract. *PIP cases may substitute.	Continuous/report to the Department quarterly, tool standardized.	Embrace Families QTD and QAMs; CMA QA staff will be advised and may participate as a co-reviewer as they are able to do so. also invites stakeholders to participate as a co-reviewer when interest is expressed
Rapid Safety Feedback Review	Includes 5-8 cases per case management agency each quarter.	Quarterly reported to the Department through Qualtrix.	Embrace Families QAM's with a second party review conducted by the QTD.
Discretionary and/or Special Review:	Requests for discretionary reviews can be made by Executive Management, DCF Administration, staff, or stakeholders. Prior to conducting the review, QM staff will determine the purpose of the purpose and scope of the review.	Results are shared with leadership and the requesting party.	Embrace Families QM Department or other approved staff when requested.
Contract Monitoring	Fiscal, administrative and programmatic components are reviewed using standardized review procedures and tools. The comprehensive review includes, but is not limited to, an onsite review of records, interviews and direct observations by the review team.	Frequency determined by Embrace Families Network Support Department in accordance with risk (value of the contract, previous findings or corrective actions, nature of services, and changes to key executive staff).	Embrace Families Network Support Department coordinates the administrative and programmatic components of the monitoring; when possible they are further coordinated with the data collected by the Vice President of Administration, QTD, and Director of Utilization Management.
Data Tracking and Reporting	FSFN, data reports, provider reports, aggregate information from staffings	Daily, Weekly, Monthly, Quarterly	Staff
Critical Case Reviews	Incident reports will be monitored by the Incident Report Manager (IRM); critical case reviews are identified for review by the QTD when children have been seriously injured, while the case is open to services.	As needed	Embrace Families-CBC QAM will coordinate with the Department and CMA in conducting the review.
Performance Management Team Reports	Maintenance of data indicators and information on programmatic, financial and utilization measurements	Monthly	Embrace Families CEO, COO, VP of Operations QTD, NSD, UM, DOA, CFO, County Executive Directors
Quality Team Meetings	Best practices and areas in need of improvement are discussed with operation staff for purposes of determining QI actions	Bi-Monthly (as needed)	CMA Lead/ QAM or Trainer
Provider Advisory Board	Information sharing, bridges communication between contracted providers, vetting of system of care ideas and changes.	Every two months	Embrace Families CEO, COO, VPO, NSD, and County ED's
Residential Provider Board	Provide training presentations, information sharing on DCF/ requirements, feedback on Case Management services to their children	Every two months	Embrace Families Network Support Department, VPO, and county ED's
Distribution of information to stakeholder and Board	Information on performance is shared	Ongoing: emails are sent out as needed, but as frequently as weekly	Embrace Families CEO & Executive Support Manager collects and distributes information to Board; Embrace Families county Executive

Critical Incident Tracking and Client Complaint Tracking	Aggregate information will be analyzed and reported as relevant	Quarterly	Directors distribute to stakeholders. Embrace Families QTD, IRM ((Incident Report Manager), Risk & Accreditation Manager, and county Executive Directors Client complaint tracking is done by county Executive Director but Administrative Assistant enters into the system.
Diversion and Prevention Services program review	Case file reviews and interviews	As determined by the DPDM or QTD, individualized by county	Embrace Families Diversion Program Development Manager, QTD and peer review participant by Diversion Manager
County Risk Management Meeting	Analyze, discuss key risk indicators with functional area staff	Quarterly (minimally)	Embrace Families QAM, UM, Licensing and Program Management Staff/County Director
Federal Funding Eligibility Review	Eligibility File, FSFN case and payment review	Quarterly	Embrace Families Information and Eligibility Managers, Client Payment Manager and Director of Administration
Record Room Peer Review	Record room maintenance and file set up	Quarterly	Embrace Families Record Room Specialist, Information and Eligibility Manager and Director of Administration

The Core Components of the Quality Management System are summarized below.

2. Network Resource Management Network Resource management is designed to ensure that the service requested is the most appropriate service available for the child and family. Network Resource (NR) staff ensure the availability of services throughout the fiscal year by tracking expenditures and the rate of resource depletion and availability. Information gathered from utilization review (service use) provides a foundation for determining the amount and type of services needed for the next contract year. Services that are denied due to priority for funding or for insufficient provider capacity will also be monitored as they may indicate a need to enhance the capacity for those services.

The authority and responsibility to authorize a funded service rests with Embrace Families Network Resource staff. The authorization process varies depending on the actual service need identified. Generally, Embrace Families NR authorizes mental health services not covered by Medicaid (child and parent services) within established funding and eligibility guidelines. In addition, Case Management Agencies are allocated a budget for immediate service needs (daycare, rent, utilities, etc.) and those services are authorized by the Case Management Agency Program Director.

All authorizations for service are monitored by the Embrace Families Network Support Director to ensure funds are appropriately obligated and disbursed. All service approvals are tracked in ARGOS/FSFN. Licensed out of home placements are tracked in ARGOS and FSFN. The Embrace Families Network Support Director matches contracted provider invoices to authorizations prior to submitting the invoice to the Embrace Families Controller for payment.

Utilization management is integrated into every major process. Case management staff utilizes an all in one automated funding request process to quickly access service authorization for the children and families on their case load. Out of county and any placements that require funding above the standard Embrace Families board rate require approval from the Embrace Families Utilization Manager prior to authorization. At the CTS staffing, the CMA Program Director reviews the service needs and safety plan developed by the CPI. The Dependency Case Management Supervisor reviews the timeliness, appropriateness and effectiveness of services being delivered during monthly case supervision with the Dependency Case Managers. Case plan progress and permanency goals are reviewed regularly (a minimum of every 90 days) at the FST led by an Embrace Families Operations Management staff. Level

of care appropriateness is reviewed ongoing by Embrace Families Utilization Manager and Multi Disciplinary Team staffings are typically conducted monthly to review treatment progress.

3. **Physical Health Care Coordination:** Embrace Families employs two Nurse Care Coordinators (NCC). The Nurse Care Coordinators ensure that the initial Health Risk Assessment is completed and refer children in need of health care management, health coaching or care coordination to the Sunshine Health Care Management Department as needed. The NCCs also assist with ongoing coordination of health care needs as well as participating in Sunshine Health's discharge planning. In addition, the NCC is available to participate in MDT's and Youth Transition Team Meetings (and coordination of medical services listed in the YTM plan).

4. **Behavioral and Mental Health Services & Oversight:** An Embrace Families Clinical Utilization Manager is assigned to each case management agency to oversee Child Placement Agreements, higher level of care children-including those in group care to the highest level of care SIPP (statewide inpatient psychiatric). They ensure appropriate clinical services are in place and children are in the most appropriate and least restrictive level of care. Clinical Coordinators also oversee the quality of CBHA referrals received and psychotropic medications.

The Embrace Families human trafficking (HT) point of contact monitors the HT screenings and HT placements, works closely with the DCF POC, CPIs and Child Advocacy Centers regarding screening, services and placement.

On a regular basis the Embrace Families Director of Utilization Management meets with the Clinical Coordinators to review monthly performance reports tracked by county/CMA.

General CPA & Psychotropic Meds Status		
Total number of children on Child Placement Agreements		
Sexual Abuse victims on CPAs (battery, molestation, exploitation)		
Human Trafficking Victims on CPAs		
Problematic Sexual Behaviors on CPAs		
Severe Self-Harm on CPAs		
Juvenile Sexual Behaviors on CPA		
Behaviors that are a significant threat to others (animal cruelty, destructive to property, fire setting, physically assaultive, other) on CPA		
Severe Self Harm on CPA		
Number of children on medications		
Number of medications prescribed		
Number of children under 11 on 2 or more medications		
Child Placement Agreements Measures	Number Completed	Number required

For an emergency placement, a verbal agreement was completed and documented in FSFN within 2 business days.		
For a planned placement, a Child Placement Agreements was completed and signed by the caregiver at the time of placement.		
FSFN Monthly Home Visit by DCM documents the review of the CPA (review 20% of all children on plans)		
Signed Child Placement Agreements are uploaded into FSFN.		
Psychotropic Medication Measures		
Medication Inventory Forms Completed at time of placement		
Medication Tabs Completed Fully (review 20% of children on medication)		
FSFN notes by DCM documenting monthly review of medications at home visit (review 20% of children on medication)		
Medication Logs collected monthly by Case Manager.		
Number of Monthly Medication Logs uploaded into FSFN (review 20%).		
Pre-Consent Completed for children 10 or under on 2 or more meds prior to starting medication or within 4 days of an emergency administration		

5. Federal Funding Quality Management Activities

Procedures are current and accurate

The Embrace Families Director of Administration and/or Information and Eligibility Team participates in the Department's conference calls and the Department's Region Meetings specific to federal funding and FSFN to ensure compliance with federal guidelines and requirements. As changes occur, the process and procedures utilized are reviewed for compliance and adjusted accordingly. At a minimum, procedures are reviewed by the team annually.

Quality Assurance (QA) activities are conducted at various intervals of a case and throughout the year generally categorized in daily, weekly, monthly or quarterly activities described below:

- Daily, Information & Eligibility Manager (IEM) reviews are completed on all eligibility determinations and case setups prior to approval.
- Monthly, children receiving dependency services for 12 months require a case data and eligibility review.
- Monthly, penetration rates of Title IV-E Foster, Title IV-E Adoption and Adoption TANF eligibility funding categories and Medicaid eligibility are reviewed to identify negative trends.
- Monthly, IEM will conduct supervision meetings to emphasize ongoing policies and procedures.
- Quarterly, federal funding and eligibility reviews are completed for each funding category: Foster Title IV-E, Adoption Title IV-E and Temporary Assistance for Needy

Families (TANF). These reviews are completed per the guidelines outlined in the annual *CBC Federal Funding Eligibility Monitoring Plan*.

- Quarterly, policy and procedures are reviewed and updates are made as necessary to *Information & Eligibility Handbook*.
- Quarterly, training occurs with staff to deliver updates that may have occurred.

Initial Review and Approval

1. IES submits eligibility work to the IEM who will complete a review of eligibility in FSFN and supporting documentation in the eligibility packet.
2. Once the review is completed, any processing errors or incorrect determinations identified are communicated back to the IES. IES will ensure all errors are corrected.
3. IEM will discuss negative trends with Information & Eligibility (I&E), Management Team and/or IES team to identify actions that may improve inaccurate determinations.
 - IEMs may use the IEM scorecard template, daily tracking tab to identify specific trends.
4. At IEMs discretion based on identified error volume or trends they may conduct reviews of initial Title IV-E Foster, TANF, Adoption IV-E or Adoption TANF determinations. IEM will review applicable checklist, sign and date checklist and document review in a FSFN Narrative note.
 - Contact Begin Date = Date of IEM Review
 - FSFN Narrative category Federal Funding Reviews
 - Type: CBC-IV-E Foster care **or** CBC-IV-E Maintenance Adoption Subsidy
 - Select the child(ren) for which the review was completed
 - Select no request for action
 - Type narrative: Child's eligibility is accurate. Case setup review completed.

Monthly Validation

1. IEM will utilize the Embrace Families: OHC Eligibility and Case Review and Embrace Families: Post Adoption Eligibility and Case Review auto-email reports identifying all new youth in Out of Home Care or new Post Adoption Children to ensure case set up completed.
2. IEM will utilize the ARGOS Eligibility Tracking Summary and Listing Report to identify trends in Ineligible IV-E Foster and IV-E. The trends maybe discussed during management meetings to identify actions that may resolve any negative trends. The actions taken and result will be documented on the Eligibility Trend Tracker.
3. IEM will utilize the applicable Adoption TANF Annual Spreadsheet to track ongoing Adoption TANF determinations. Trends regarding ineligible determinations will be monitored to identify actions that may resolve any negative trends. The trends may be discussed during management meetings to identify actions that may resolve any negative trends. The actions taken and result will be documented on the Eligibility Trend Tracker.
4. IEM will utilize the FSFN reports: FSFN Children in Care Eligibility On-Demand Listing – OCWDRU for records labeled as “No applicable Eligibility” to ensure all cases have been processed for eligibility determination as well as “IVE Non Reimbursable” to determine if a redetermination is necessary.
5. Client Payment Manager (CPM) will utilize the FSFN Payment Download Results Report to monitor penetrations rate of Maintenance Adoption Subsidy payments by Other Cost

Accumulator (OCA). If a child is identified with a pending eligibility status, CPM will notify IEM for resolution.

6. IEM will utilize the IEM Record Room Maintenance Review form to monitor and document identified issues or non-compliance of their service center records room. Results shall be reviewed with Record Management Specialist.

Quarterly Validation

Utilizing the FSFN: Client Active Receiving Services In-Home or Out-of-Home Services Daily Listing by Agency (CARS) report, a sample of children meeting the criteria for each eligibility category will be identified by the service center IEM. A minimum of 10% of the IV-E and TANF population for the identified service center will be reviewed. Utilizing the FSFN Payment Download Results a 10% sample review of the Maintenance Adoption Subsidy (MAS) files will be completed during each review period. An IEM will not conduct a review for eligibility they completed or approved.

1. Upon completion of the review, IEM will compile findings in a QA quarterly monitor report by the last day of the review period. The review summary shall include findings and recommendations for improvement. The IEM will provide findings and recommendations to the I&E team.
2. Review documentation will be saved to the appropriate folder on the G drive using the following format: *Last name, First Name*.
3. IEM will document the file review by entry of a FSFN Narrative note for each case:
 - FSFN Narrative category: Federal Funding Reviews
 - Type: CBC-IV-E Foster Care **or** CBC Maintenance Adoption Subsidy
 - Select the child(ren) for which the review was completed
 - Select no request for action
 - Type narrative: Review of Eligibility completed

Annual Validation

1. For annual interim reviews, IEM will use the FSFN Children Active Receiving In-Home or Out-of-Home Services Daily Listing by Agency Report monthly to identify all active youth with Service Begin Date and/or Most Recent Removal Date within the period being reviewed and provide to IES with due date.
 - ✓ At the IEM discretion, IEM may use the FSFN DCF TANF Redetermination Due – Relative/Non Relative/In Home (FSFN BOE) to identify cases weekly.
2. IES will utilize the Interim Redetermination for Reasonable Efforts to Finalize Permanency (REPP) form or the Interim Eligibility Review for In Home Rel/Non Relative and Non IV-E children to complete case and eligibility review.
3. IES submits form to IEM.
4. IEM will review form and approve applicable eligibility, if applicable, and document the review by entry of a FSFN Narrative note.
 - FSFN Narrative category: Federal Funding Reviews
 - Type: CBC-IV-E Foster Care or CBC-Other (for TANF) Select the child(ren) for which the review as completed
 - Select no request for action

- Type narrative: Interim Redetermination and data review completed. Court order dated xx-xx-xxxx contains/did not contain permanency language. Child is Eligible Reimbursable/Non-Reimbursable.
- OR
- Interim Review completed. Child is TANF Eligible/Ineligible. Case review completed.

Records Room Peer Review Guidelines

Embrace Families RMS will conduct record room and case file reviews quarterly. Each Embrace Families service center location is visited a minimum of one time each year to conduct the Records Room Peer Review. The RMS peer reviewer utilizes the Records Room Peer Review Binder Tool and Records Room Maintenance Review Tools. Random samples of all case file types are reviewed. The RMS completing the review randomly chooses cases utilizing the FSFN Children Active Receiving In-Home or Out-of-Home Services Daily Listing by Agency report. Upon completion of the peer review, the report with the identified sample and the peer review tools are submitted to the service center IEM. The IEM reviews the peer review findings, and shares results with the service center RMS. RMS is required to rectify identified issues. The peer review sheet is initialed and dated upon correction of the error. The tools are kept in a 3 ring binder at each service center location and findings are discussed at the next all staff records meeting.

Data Integrity and Management Data integrity is critical to the effective operation of a system from contractual, financial, and resource management perspectives.

The data extracted from FSFN/ARGOS is used to alert Embrace Families and CMA managers on the success or failure of achieving contractually required outcome performance requirements. FSFN/ARGOS data also provide “the status” of the current situation to Embrace Families Management. FSFN/ARGOS provide a mechanism to quickly access information from the number of children in a particular living arrangement or legal status to stratification by length of time in care at the lead agency level, county level down to the case manager level. The use of data enables management to evaluate if a situation/problem is systemic or isolated to an agency, unit or case manager. Corrective action plans and performance improvement plans are developed based on data that has been analyzed and are monitored by using data points.

Data should have integrity between systems. Information entered in FSFN should be consistent with information in ARGOS. Information from FSFN should match invoices received from vendors and utilization information tracked by the Embrace Families Network Support Director and Embrace Families Director of Utilization. Reports from ARGOS (maintained by the Intake and Placement Agency) regarding the out-of-home care census population should be consistent with information in FSFN and the case management file.

Information & Eligibility Specialist (IES) validate and distributes client and case information. The information validated and distributed is tracked on Daily, Weekly Monthly Report Checklist. Reports are distributed and used as tools to communicate case information as it is captured in FSFN, Argos or other data systems.

Data is managed by ensuring the consistency of information between systems and by limiting the persons managing the data for placement location and type, removal, and eligibility information to a

few well trained staff. The Dependency Case Management Supervisors are responsible for reviewing and verifying the accuracy of information in FSFN during their review of the units' caseload.

Data validation continues to be a focus during many staffing processes. During the Out of Home Licensed Care Audits the CMA Program Director reviews FSFN data and the Intake and Placement Provider compares data from ARGOS. The Embrace Families County Director and CMA Program Director ensure that discrepancies in data are immediately corrected through communication with the Embrace Families Information and Eligibility Specialists.

Contract Performance Measures At the time of the initial transition (2004) Embrace Families identified and began tracking numerous data elements that have continued to be analyzed and reviewed to determine how the Embrace Families System of Care, as it is implemented, affects performance; the sensitivity of data points specific to a system change; and the residual affect of a change in one data point on other data points.

The current contract performance indicators established by the Department include:

Performance Measures FY 19-20		Performance FY 18-19
(SCM1) Rate of abuse or neglect per day while in foster care.	=/< 8.50	Q1 6.79% Q2 8.25% Q3 8.45% Q4 7.20%
Number of children with finalized adoptions between July 1, 2019 and June 30, 2020.	=/> 286	Exceeded
(SCM2) Percent of children who are not abused/neglected during in-home services	=/> 95%	Q1 94.57% Q2 94.37% Q3 93.9% Q4 94.4%
(SCM3) Percent of children who are not neglected or abused after receiving services	=/>95%	Q1 95.8% Q2 96.3% Q3 96.9% Q4 96.9%
(SCM4) Percentage of children under supervision who are required to be seen a minimum of once every thirty (30) days, who were seen a minimum of once every thirty (30) days.	>/= 99.5%	Q1 99.59% Q2 99.60% Q3 99.60% Q4 99.58%
(SCM5) Children exiting foster care to a permanent home within twelve (12) months of entering care.	>/= 40.5%	Q1 39.95% Q2 41.47% Q3 43.04% Q4 41.88%
(SCM6) Percent of children exiting to a permanent home within 12 months for those in care 12 to 23 months	=/> 43.6%	Q1 54.84% Q2 59.29% Q3 57.40% Q4 52.74%
(SCM7) Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home.	>/= 91.7%	Q1 90.89% Q2 91.84% Q3 90.84% Q4 89.56%

(SCM8) Children's' placement moves per 1,000 days in foster care.	4.12 or less	Q1 4.26% Q2 3.88% Q3 3.59% Q4 3.77%
(SCM9) Percent of children in out-of-home care who have received medical services in the last twelve (12) months.	>= 95%	Q1 97.70% Q2 97.49% Q3 97.44% Q4 96.52%
(SCM10) Percent of children in out-of-home care who received dental services within the last seven (7) months.	>= 95%	Q1 96.34% Q2 95.46% Q3 97.44% Q4 96.52%
(SCM11) Percent of young adults exiting foster care at age 18 who have completed/are enrolled in secondary education, vocational education, or adult education	>=80.0%	Q1 85.7% Q2 84.0% Q3 81.2% Q4 75.9%
(SCM12) Percent of sibling groups where all siblings are placed together	=/>65%	Q1 65.35% Q2 64.88% Q3 63.88% Q4 62.14%

Contract measurements can be extracted from FSFN through data reports. Embrace Families monitors FSFN Child Welfare Reports posted on BOE to obtain information as available about performance measures. CBC also downloads data from FSFN and adjusts to capture county, case management agency and unit level performance. The data is scheduled to be sent out at varying intervals to Embrace Families staff and available through dashboards constructed for Leadership and functional departments. Embrace Families uses a proprietary system, ARGOS, which produces performance reports and where the dashboard are accessed. Embrace Families agrees that the contract measurements are valid and important indicators of a child welfare system and that should strive to achieve a higher level of performance each year. In a child welfare agency there are many outside (systemic) influences that have some level of impact on process and that ultimately influence an outcome. The influence may be positive or conversely negative. Our focus is on partnering and championing changes necessary for system improvement.

The Department's staff, the current dependency case management staff and providers acknowledge that other entities have significant influence on the achievement of performance goals. Several barriers identified that have a negative impact on the achievement of performance include, but are not limited to: the parents (who may not be invested in change or may not be engaged in the process), CLS (may not file documents timely, may request continuances), the judiciary (docket may not allow for an abbreviated schedule for dependency hearings for example: it may take 3 weeks to get a hearing date scheduled for an Arraignment Hearing after Children's Legal Services (CLS) files a non-shelter Dependency Petition or to get trial time for a TPR trial), and relatives (that have agreed to adopting the child) may not feel any urgency about obtaining the required paperwork and completing the activities necessary to convert the relative placement home to an adoptive home because they do not have an urgency, as child is already in their home. Solutions to many of the systemic barrier related to CLS and judicial process have received mandates through the most recent legislative changes that may reduce these specific issues.

Embrace Families continues to determine processes that are impacted negatively by external factors and addresses the issue with those parties. It is Embrace Families' belief that the parties involved are

not always aware of their collective influence on an outcome, may have other workload barriers or conflicting priorities, but when possible they are willing to make the necessary modifications or accept additional responsibilities in the system of care so that outcomes are achieved. In the past fiscal year, CLS Managers have been instrumental in partnering around “rocket docket” and obtaining partner information timely to process legal work.

The Embrace Families monthly data report is provided monthly to internal and external stakeholders, the Embrace Families Board, the Community Alliances and Services Sub-Committee members. Information on results of quality assurance reviews are shared in a similar manner. The information provided in the monthly report is frequently discussed, and ideas for improvement or additional service needs are prioritized. A System Collaboration/County and Case Management Agency Program Director meeting is held every month and representatives may include CLS, CMA Program Directors, and Operations and QA staff, who are invited to discuss barriers to performance and develop strategies to address them.

Program Improvement Plan Embrace Families works with region Department staff to ensure that the Program Improvement Plan is consistent with region and statewide priorities. Performance outcome measures set forth in the Program Improvement Plan are tracked and reported in the monthly CMA Program Director meeting. The Program Improvement Plan is updated quarterly and findings from any reviews conducted are incorporated into the Program Improvement Plan to track improvement from quarter to quarter.

9. Staff and Provider Training Embrace Families assigns a specific staff (Training Manager) to oversee the System of Care Training Plan, as well as to manage training committee meetings focused on identifying the training needs of case management staff/system of care. Invitations to attend training are extended to each counties Network or Stakeholder partners, including the SCSO Child Protective Services Staff Trainer and the Department of Children and Families. A training event listing is sent out system of care-wide on at least a monthly basis identifying all upcoming training events for the tri-county area. In addition to this, a mass emailing is sent to all users and also sent with the Leadership/Management Team meeting minutes on a regular basis.

Pre-Service Training

The DCF-mandated CORE and Case Management track pre-service curriculum is delivered by a dedicated Embrace Families Pre-Service Classroom Trainer. This training features several days of training on the SACWIS system (FSFN) and provides a comprehensive basis for child protection work, including laws, types of maltreatments, removal and placement, interviewing families, assessment, case planning, special placements, and adoptions. The curriculum is downloaded from Florida’s Center for Child Welfare (operated within the University of South Florida’s College of Behavioral and Community Sciences and funded by the Department).

To obtain perspective on the responsibilities that Dependency Case Managers assume on a daily basis, Embrace Families requires new hires to complete shadowing activities during pre-service training. There are working agreements that are developed in order to try and ensure that a variety of shadowing opportunities related to interviewing skills are provided. There is another structured component of pre-service that is referred to as Practicum Days where field trips are trainer-led to variety of services and providers.

Immediately following Pre-Service Training, there are small group training sessions delivered by Embrace Families County System of Care Trainers. The purpose of these is to aid in the transfer of learning from the classroom to the field. During these sessions, trainees develop a field book and receive reinforcement of specific timeframes and policies of Embrace Families as they relate to their newly assigned cases. The main purpose is to promote best practice, having trainees thoroughly review cases prior to making contact with their newly assigned cases and the case transfer form is used as a guide.

In-Service Training

In-service training is provided on a regular basis with training needs identified by direct line-staff, their supervisors/managers or Embrace Families Management. In-service trainings frequently involve the use of Subject Matter Experts (SMEs). Lunch 'n Learns or Brown Bag sessions have proven to be a valuable strategy of training delivery as they do not interfere with the "work day." All of the subcontracted case management agencies are accredited and therefore have additional in-service training requirements. Training is regularly delivered on topics such as legislative updates, safety planning, assessment and case planning, meeting the special needs of children, and case management processes.

Supervisor Training & Program Specific Training

As SDMM practice has become the norm, the need to develop proficiency of Embrace Families staff, as well as the supervisors and managers of the Case Management Agencies has remained a priority. Within six months of hire into a position of supervisor, program director or Embrace Families operations, an individual is expected to complete the proficiency process which includes providing case consultations under the supervision of a mentor, completing an essay test and demonstrating understanding of main concepts in a phone panel and role play situation. This should be included as a component of the individual's training plan.

Recognizing the need to fully support a learning culture environment, great effort has been placed into developing supervisors in their role as trainer. Learning Circles have been held on a monthly basis as part of the CMA supervisor's unit meetings. Topics addressed have focused on safety planning, parent engagement and barriers to parent engagement and psychotropic medication management. This application of information to real casework tends to lead to a greater understanding of a concept for participants than traditional classroom training. This learning circle concept has been expanded to include CMA Supervisory Learning Circles to assist supervisors in their skill development by addressing how processes are completed, allowing for successes to be shared and barriers addressed. This allows CMA Program Directors to see their role in the development of their supervisors.

Foster Parent/Adoptive Parent Training

Embrace Families-CBC contracts with Child Placing Agencies (CPA) to provide foster care parent licensure home studies, retention and support. Embrace Families employs Foster Parent Trainers (assigned to each county) to deliver the PRIDE training to prospective adoptive/foster parents. CPA staff (or current foster parents) are utilized as co-trainers to ensure integration of practice. Foster Parent Preparation Pre-service Training is mandated by Chapter 65C-13 of the Florida Administrative Code (F.A.C.). Embrace Families contracts with the CPA's to complete the foster parent, licensing process and continue with retention and support services; and requires the CPA to ensure that each

licensed foster parent receives not less than eight (8) hours of in-service training per year; as well as training in the recognition of indicators and reporting procedures for child abuse and neglect, behavior management and trauma informed care.

Embrace Families continues to participate in **Quality Parenting Initiative (QPI)**. QPI focuses on the improvement of communication and relationship building between the foster parent and case management entities. The primary focus is the recognition of the foster parent as part of the professional team. Additionally, engagement of the biological parent(s) creates a trifecta approach to permanency. Policies and procedures regarding normalcy, babysitting and travel have been developed and finalized and training continues across the system of care to endorse and promote the practice of prudent parenting allowing the foster parent enhanced discretion in decision making regarding these matters.

Staff Development

Supervisors are responsible for developing a training/development plan as part of the performance assessment for employees after the employee's achievement of the FCB Child Welfare credential. The credential must be achieved within a year from the date of completing pre-service training. Maintenance of the Child Welfare credential is dependent upon ongoing training. Embrace Families System of Care Trainers and/or Quality Assurance staff deliver enhanced training as indicated through quality assurance reviews, contract monitoring reviews and training committee meetings.

Additionally, the Embrace Families System of Care Trainers, provide training sessions several times a month to case managers, supervisors, program directors and the provider community on a variety of topics. Often other subject matter experts are called upon to co-train; for example, Children's Legal Services partners in providing training on Court Preparation or Permanency Options. Subject matter experts from within our family of companies are also heavily relied upon to provide training; for example, the Clinical Coordinators provide training on topics that they support case management with such as psychotropic medications and Child Placement Agreements.

10.Oversight of the CTS Staffings and FST Meetings the CPI can access a CTS staffing at any juncture in their involvement with a family, when their assessment concludes that the safety to the child requires the ongoing supervision of a formal support system, or the involvement of the judiciary to protect the child. CTS staffings are scheduled by calling the Intake & Placement Unit (I&P). The I & P Unit determines the most appropriate unit assignment of a case based on characteristics of the case identified in a basic intake screening. All things being equal, cases will be assigned by the CMA Program Director on a rotational system. The I & P Unit advises the PI of the staffing date and time and forwards by email notification to the CMA Program Director (CMAPD), and any open providers that are involved with a family or whose services we plan to engage (specifically the Family Intervention Specialist, Domestic Violence Advocate, Nurse Care Coordinator, Child Protection Team Case Coordinator or Child Advocate, and Safety Management Service staff).

Inviting partners to the CTS that will be involved in a case creates an environment for information to be shared reciprocally, provides for better planning of services, identifies who the people are that will be working with the family and what role and responsibilities they will have. Parents are invited and frequently attend the CTS staffing. At the conclusion of the CTS staffing any outstanding or immediate responsibilities (CPI/DCM) are written on the CTS form and a process for continuing to share information determined. Generally, the DCM will assume full case management responsibility following the CTS, and becomes the lead on filtering information, as appropriate, to the service providers involved with the family.

In the Embrace Families System of Care the Case Management Agency Program Director/or Embrace Families Operations Manager chair the CTS. The primary reason for assigning this responsibility to the CMAPD or Embrace Families Operations Manager is to provide utilization and quality oversight in the process. The CTS facilitator/lead has a primary responsibility of ensuring that the service level requested is appropriate (is the current and pending safety of child clearly identified and does it match the proposed service level), is the safety plan in place appropriate, and is there a need for care precaution or behavior management plan? The CMAPD can authorize services needed that may result in timely decision making regarding the services a child needs, preventing removal or timely reunification when conditions for return are met. The CMAPD can assist the CPI with determining if expedited TPR should be considered and assisting the DCMS with identifying cases where concurrent case planning should be utilized. The signature of the CMAPD on the CTS form qualifies as their approval of the appropriateness of the level of intervention and the safety plan.

“Family Service Teams” (FST) are individuals who meet regularly (at a minimum of every 90 days) for the purpose of coordinating services to the family, discussing case plan progress and evaluating the appropriateness of the identified permanency goal and placement setting if the child is in out-of-home care. The team includes the family, caregiver of child, case manager, dependency case management supervisor, service providers engaged with child or family, Guardian ad Litem, Child Legal Services, attorney for parents, Embrace Families Operations Managers/Program Staff or county Executive Director; and any other party the family identifies as a support. The FST’s are required to be convened in all cases where the child is in an out-of-home placement setting and continues to be convened until the child is returned home, an adoption finalization occurs, or the child reaches the age of majority, whichever occurs first. Youth Transition Team Meetings may substitute for the FST when the child has a permanency goal other than reunification and is age 16.5+.

Authorizations for service are recommended or approved at these staffings, decisions are made about placements (level of care), service delivery is coordinated, case plan progress and the continued appropriateness of the permanency goal and placement of child is reviewed.

Specifically, the team determines:

- The need for continued custody of the child;
- The need for continued out-of-home care placement of the child;
- The appropriateness of the child’s current placement;
- If reunification is the plan, the extent of progress made by the parents toward improving the conditions that caused the child to be removed;
- Evaluating for conditions of return;
- Efforts made by the case manager to engage the parents, or diligent efforts to locate if contact has not been established or maintained
- The barriers or safety issues that prevent reunification from being achieved;
- The services that have been provided to help the family achieve the goals identified in the case plan;
- The services that are still needed to help the family achieve the goals identified in the case plan;
- Child well-being (medical, dental, mental health, education, psychotropic medication)
- Efforts to locate relative caregivers or permanent connections for youth
- Parent and child visitation (quantity and quality)

- The extent of achievement toward meeting the case plan objectives (focused on the change in behavior);
- The most appropriate permanent plan for the child and how to achieve the plan;
- The most appropriate alternative permanent plan for the child; and/or
- The expected date by which the permanent plan will be achieved.

Sometimes FST's are convened to address something specific in a case that potentially has a significant impact on the capacity to achieve the permanency goal or involves service delivery that must be coordinated to ensure child well-being or safety. Situations that might necessitate this might include: discussion of a higher level of care for child; a motion for reunification has been made and a coordinated response to the motion needs to be determined and a plan for child's safety crafted if child is reunified against case management recommendation. Case managers are required to provide information to the Embrace Families operational staff chairing the staffing that all parties including parents, child if age appropriate and caregivers were invited to attend the staffing, if unable to attend the case manager will get a statement as to their perception of case progression, additional needs or concerns.

11. Supervisor Review All mail (courier, US Postal etc.) is delivered to case management through the Case Management Agency Administrative support staff to be date stamped and routed to the appropriate parties. Court orders, provider progress reports, psychological assessments, comprehensive behavior health assessments, etc. are sent to the case manager through the supervisor. The supervisor is required to review the information, initial the bottom right corner of the document and forward the document to the case manager with instruction within 24 hours. Case manager chronological/visit sheets are reviewed at least monthly during case consultation meetings between the case manager and the supervisor. Supervisors are encouraged to review contacts daily with new staff and as the supervisor determines that a case manager has progressed, is making effective and appropriate decisions with a high level of frequency, this level of oversight of the case chronological can be reduced.

Frequent reviews and consultation between the case manager and supervisor provides the case manager an opportunity to initiate necessary actions to correct a situation before a larger problem results, it also provides the case manager with reassurance as they build increasing competence, and results in more sound decision making that impacts everything from child safety to achievement of permanency.

A formalized, qualitative case review between the case manager and supervisor occurs at least every 90 days. The review includes a discussion of each case, a review of the permanency goal and progress of the family, and a verification that the data entered in FSFN continues to be accurate. The supervisor enters the review in FSFN and uses the case-type specific Supervisor Review Checklist to ensure the entry includes the continued appropriateness of the safety plan and specific instruction regarding the level of visits that are required to ensure safety and achieve the permanency goal established for the case as documented on the case plan. In addition to the quarterly supervisor reviews, supervisory consults are completed between the case manager and supervisor on a regular basis. The consults provide Safety Decision Making Methodology (SDMM) document-specific guidance and approval, in order to strengthen the case manager's assessment of the family's needs and behavior change. A consult is completed upon supervisory approval of the Family Functioning Assessment-Ongoing,

Progress Updates, Case Plan, Safety Plan, and Other Parent Home Assessment (OPHA). Consults are also completed after the case is received from the CPI and prior to the case manager's first home visit, prior to attendance at a Family Service Team staffing, and prior to court proceedings. The supervisor will use the Supervisory Consults Guide for reference, and each consult is entered into FSFN.

At a minimum the supervisory reviews and/or consults will include a review of the following information:

- Safety plan effectiveness/monitoring
- family functioning assessment/progress update (ensuring it is updated as needed),
- the most recent Family Service Team meeting form,
- the family's progress in meeting the current case plan objectives,
- strengths/barriers in achieving the goal,
- valid (not expired case plan) with correct permanency goal
- the frequency and types of contact the case manager is having with the family to include engagement activities (including the child, both parents and the caregiver),
- sibling and parent visitation
- identification of relatives or other connections for the child
- CBHA recommendations
- Child wellbeing needs (physical, dental, mental health and school needs)
- Psychotropic Medication utilization and procedural compliance
- Evaluation of conditions for return
- Assessments of risk
- Legal status of the case
- Independent Living Services/caregiver form
- Ensure appropriate follow up to previous case directives occurred

During supervisor reviews the supervisor provides feedback and directions to case managers that result in cases moving toward permanency, to include reviewing past directives to ensure they have been completed. Supervisors are required to use the Supervisor Review Checklist tool which addresses early and ongoing family engagement/contact. The supervisor should provide suggestions to the case manager regarding case plan outcomes and services to discuss with the family; as well as ensuring that the case manager completes in depth family assessments and that all participants had a voice in the family functioning assessment and case planning process. All supervisory reviews are entered in FSFN and quality of supervision is monitored during quarterly file reviews by the QAM.

At least once per month the supervisor holds a unit meeting. The meeting covers best practices, policy and operation updates, information on how well the unit is performing; the unit's performance compared to other similar units, and how well the unit is performing overall compared to the contract performance indicators. Embrace Families program operations/quality management staff or trainers are available to attend unit meetings at the request of the unit supervisor/program director and can assist with leading a discussion regarding the current trends presently observed in the unit. This allows the Embrace Families operational staff to help target training issues for the unit and provide one-on-one technical assistance as needed. Incremental goals will be set around indicators that need improvement, committed to by staff through consensus building, and progress reviewed at each staff meeting. At every opportunity the supervisor will pair case managers that have different skill sets and encourage staff to continue to learn and grow professionally. The supervisor (lead case manager or

mentor) will set time each month to attend court hearings and complete home visits with staff that are provisionally certified by the Florida Certification Board. Informally the supervisor will seek information from families and providers on staff performance. The DCMS is as much accountable for the development of their staff as they are for their daily supervision.

The CMA Program Director will randomly select three case records quarterly from each unit* to review and will use the Case Management Supervisory tool as a guide to complete the review. The CMA PD will include information in their review as to the appropriateness of DCMS case directives given to the case manager. The CMA Program Director will assess the quality and appropriateness of the direction provided and review the data entered in FSFN to verify accuracy. If there are any concerns about the quality of the supervisor review the CMA Program Director will discuss the case with the supervisor within the constructs of child safety, safety planning/monitoring, case planning, well-being and permanency. *The CMA Program Director may substitute the Field Based Child Welfare Certification Packet review for these reviews and outlined in the Embrace Families Training Policy.

The CMA Program Director is as much responsible for the development of the unit supervisor, as the unit supervisor is to the case manager. The development of both is critical to the overall improvement of the organization. Embrace Families will encourage the CMAPD's to develop training plans for each supervisor under their authority. The training plan should be negotiated with the supervisor. The CMA Program Director will ensure that the supervisor has time committed to completing the training plan, and will review the training plan at least semi-annually to assess the status of completion. Similarly, the supervisor will negotiate a training plan with each case manager under their authority. The CMA Program Director will maintain a copy of all training plans of staff on the units for which they are responsible. Training plans must be updated annually, preferably at the time of the annual staff performance review.

12.FCFSR and RSF QA Model QM staff attended FCFSR specific training in February 2016 and in April 2017. The practice guidelines developed by the Children's Bureau are descriptive and provide detailed instruction on ratings; this is further enhanced by the frequently asked questions continuously added to by the Department. The Embrace Families Quality and Training Director attends quarterly state level QA meetings and reinforces information from the meeting during monthly Embrace Families QA Team Meetings. All completed QA reviews have a second party review conducted by the Embrace Families QTD, this assists in building inter rater reliability with the local team and at the state level.

RSF reviews are conducted by the Embrace Families Quality Assurance Manager assigned to the county. The RSF Review consists of a file documentation review. The CFSR Review includes a file review, as well and in a few CFSR cases interviews with key case participants is required (minimally: case participants, caregivers, service providers, and other essential persons involved with the case, such as the Guardian Ad Litem and Children's Legal Services Attorney). Results from reviews are entered into Qualtrics (managed by the Department) or the Federal OMS portal, and debriefed within 5 business days with the case manager/supervisor (minimally, any case with immediate safety concerns are immediately debriefed). A semi-annual summary report for each case management organization in reference to the results of the reviews conducted is completed. At least once annually the Embrace Families County Quality Assurance Manager presents information on the Embrace Families Quality Management process to an "all staff" audience of the case management organization.

Case Sample

Rapid Safety Feedback Reviews: The Department posts a sample universe (report located at: Public Folders/OCWDRU Reports/ QA) from which after filtering by criteria defined by the Department further narrows the selection, identifying cases per case management agency in each county, with a sample that includes in-home (voluntary, judicial or post placement supervision) cases. Cases are filtered according to young age of child, maltreatments for children 1+ to include and/or substance abuse and domestic violence (see sampling guidelines as defined in “Windows into Practice”). Cases open to services that have a new abuse report are prioritized for review. **Child and Family Services Reviews:** in-home cases are identified through the same report as RSF cases but without applying filters. Out-of-home cases are randomly selected (by case management organization eligible cases) from the AFCARS report located in the Department’s Web Portal Imaging Lite Folder.

	Rapid Safety Feedback	Florida Child and Family Service Reviews (FCFSR)	Federal Child and Family Services Review
PUR	Current status-most recent 2-3 months	The beginning of the quarter, a year back; i.e. a case reviewed 8/15/19 would have a PUR 7/1/18-8/15/19.	The beginning of the quarter, a year back; i.e. a case reviewed 8/15/19 would have a PUR 7/1/18-8/15/19.
Sample	Report: Children receiving in-home services daily QA listing	OCW provides case listing report that meet sampling frame from an AFCAR extract (OHC) prior to the beginning of every new AFCAR reporting period using the most recent AFCARS extract or OCW Children receiving in-home services	Selected by OCW and sent to the QTD at least one month prior to scheduled review date
Case Stratification	Case currently open	Open or closed @ time of review	Open or closed @ time of review
	In-Home Services Case	In-home case open at least 45 consecutive days during the PUR; OHC open during sample period in OHC for at least 24 hours during the PUR	In-home cases open at least 45 consecutive days during sampling period with no child in the family unit placed in OHC for longer than 24 hours during any portion of the PUR
	Open to for at least 30 days		
	Apply filters in following order:		
	1. Child under age 4, maltreatment of substance ab/DV with a new abuse report		
	2. Children under age 4, where caregiver has been a/p for family violence and substance misuse		

	3. Children under age 4, where caregiver has been a/p for family violence <u>or</u> substance misuse		
Discretionary:	Sample can be set to parent or caregiver under age 27 or expanded.		
Review Tool	Rapid Safety Feedback/Case Management Services	CFSR Onsite Review Instrument	CFSR Onsite Review Instrument
Documented:	Qualtrix Portal	CQI Federal Online Management System (OMS) @ https://www.cfsrportal.org/oms	Federal Online Management System (OMS) @ https://www.cfsrportal.org/oms

Discard Criteria/Rapid Safety Feedback Reviews:

1. Discard any sibling of a child included in the current sample
2. If the child is in a case open only for continued adoption subsidy payments
3. If the child was placed for the entire PUR in a locked juvenile facility or commitment program
4. Case open less than 30 days at the time of the review
5. ICPC, other state jurisdiction
6. Case closed prior to the review date

Discard Criteria (FCFSR): any case eliminated must be documented on the Case Elimination Worksheet:
<https://training.cfsrportal.org/resources/3105>

In-home Cases

1. In-home services case open for fewer than 45 consecutive days during the PUR
2. In-home services case in which any child in the family was in foster care for more than 24 hours during the PUR

Out-of-home Care Cases:

1. An out-of-home care case in which the child is in OHC for fewer than 24 hours during the PUR.
2. An out-of-home care case that was discharged or closed according to agency policy before the sample period.
3. A case open for subsidized adoption payment only and not open to other services.
4. A case in which the target child reached the age of 18 before the period under review.
5. A case in which the selected child is or was in the care and responsibility of another state, and the state being reviewed is providing supervision through an Interstate Compact on the Placement of Children agreement.
6. A case appearing multiple times in the sample, such as a case that involves a sibling in OHC in separate cases or an in-home services case that was opened more than one time during the sampling period.
7. An out-of-home care case in which the child's adoption or guardianship was finalized before the period under review and the child is no longer under the care of the state child welfare agency

8. A case in which the child was placed for the entire period under review in a locked juvenile facility or other placement that does meet the federal definition.

The Child and Family Service Review sample includes a sample of in-home and a sample of out-of-home care cases. The CFSR on-line tools are built on case work processes that impact the three major child welfare constructs: Safety, Permanency and Well-Being.

Embrace Families conducts any additional specialized review requested by the Department to include Executive Management and Region discretionary reviews. If the specialized review is initiated by the Department, the Department provides reasonable notice, and identifies the scope and purpose of the review. Embrace Families accommodates for the review by cooperating with venue, arranging for any case files to be transported to the site where the review will occur, and for their return. When the review involves Embrace Families case records, Embrace Families assigns qualified QA reviewers to the review project. If the Department requests that Embrace Families conduct a specialized review and provide the results, the Embrace Families Q/T Director will work with the Department's lead to review the required tool and review parameters. The Embrace Families Q/T Director will then select a review team; qualifications will be based on the specifics of review. The Embrace Families Q/T Director will provide oversight of the review and the coordination of the review results. When Embrace Families (Chief Executive Officer, Chief Operations Officer, Vice President of Program Operations, Network Support Director or county Executive Director) identifies the need for a specialized review, the Q/T Director will take the lead on organizing the review and conducting the review within the parameters agreed upon. Peer reviewers will be solicited to assist in specialized/targeted reviews, as generally these are determined necessary when there is a need to collect information quickly for purposes of taking necessary actions to address a significant discovered deficiency. If the Case Management Agency Program Directors request a specialized review the Q/T Director will review the request and determine if Embrace Families will conduct or participate in the review. During any of the review processes if a reviewer identifies that there is a critical life, health, or safety threat to the child a communication form/request for action (RFA) will be immediately brought to the attention of the assigned Case Management Agency Program Director to handle. This critical issue will be documented on a communication form for tracking purposes and recorded in FSFN. The Case Management Agency Program Director will provide the reviewer with documentation of completion or status of completion within 24 hours.

The ***Rapid Safety Feedback tool*** evaluates the case file documentation specific to:

- Timeliness and sufficiency of family functioning assessments: danger threats, child vulnerability and caregiver protective capacities
- Frequency and sufficiency of case manager visits with children and parents/ legal custodian
- Background checks & home assessments
- Safety plan sufficiency and monitoring of safety plan
- Quality of supervision/consultation & follow up on directives

The ***Florida Child and Family Services Review*** evaluates seventeen (18) items related to safety, wellbeing and permanency.

Safety

Agency response to child abuse reports initiated and f:f with child within timeframes required by the state

Concerted efforts to provide services to prevent entry into foster care/re-entry
 Concerted efforts to assess and address the risk and safety concerns

Permanency

Stability of foster care placement
 Appropriate permanency goal established timely
 Concerted efforts to achieve permanency goal
 Concerted efforts to place siblings together
 Sufficient frequency and quality of visitation between child with siblings and parents
 Preservation of connections to child's community, neighborhood, faith, school, friends and Tribe (if applicable)
 Efforts to place child with relatives when appropriate
 Efforts (other than visitation) to promote, support and maintain the child in foster care's relationships to parents or caregivers removed from

Well-being

Assessment of needs and provision of services to children, parents, caregivers to achieve case goals and address reason for involvement
 Involvement of parents and child in case planning process, ongoing
 Frequency and quality of case managers visits with child
 Frequency and quality of case managers visits with parents
 Efforts to assess children's educational needs and address identified needs
 Addressing physical health and dental needs of children
 Addressing mental/behavioral health needs of children

FCFSR Program Improvement Plan Review Schedule

FCFSR PIP Reviews: Embrace Families coordinated with Brevard Family Partnership and the Department's Region QA staff to identify dates for the Embrace Families PIP monitored case reviews:

	In-Depth Reviews	Schedule
July 2019	1 case: Circuit 9	July 16-18
August 2019	2 cases: Circuit 9	Aug 6-8
October 2019	2 cases: Circuit 9	Oct 8-10; Oct 22-24
November 2019	Seminole; Circuit 9	Nov 5-7 ; Nov 19-21
January 2020	Circuit 9	Jan 14-16
March 2020	Circuit 9	Mar 3-5
April 2020	2 cases: Circuit 9	Apr 14-16; Apr 28-30
May 2020	Seminole	May 5-7
June 2020	Circuit 9	June 2-4

In-depth reviews: (Orange/Osceola & Seminole) completed quarterly by the Embrace Families QA Department

Adoption Program reviews: (Orange/Osceola & Seminole) Adoption Audit Monthly

Diversion/Family Support Program: As determined by the Embrace Families Seminole Quality Assurance Manager leads peer review with Embrace Families Diversion Managers and case management agency diversion staff as co-reviewers.

Specialized Reviews (Orange/Osceola & Seminole): Are as requested by the Department or as need determined by Embrace Families Management. In FY 18/19 reviews included: Adoption Program; Youth Services 13-18 year olds, Family Support and Safety Management Services; and children re-entering care from permanency within 12 months of case closing. A focused safety plan review of all open cases from one of the Orange County case management agencies was conducted at the request of the Embrace Families Chief Legal Officer.

Psychotropic Reviews (Orange/Osceola & Seminole): Embrace Families Clinical Coordinators review the FSFN Psychotropic Medication Report weekly which details any incomplete medication tab information. The Clinical Coordinator assists the case management staff in completing the medication tab correctly. The Clinical Coordinator reviews the medication tabs monthly for each child in OHC that is prescribed medication, and ensures the information is correct based on court orders and the medical report. Tracking is maintained that identifies that the coordinator has monitored the following: review of children under age 11 on two or more psychotropic medications; completeness of medical report; compliance with consent requirements; verification that medication logs were obtained from caregiver, and validation of medical tabs in FSFN.

System Review of the Quality of Integration of Key Processes: As indicated through RSF and FCFSR process.

Specialized Supervisory Review: The CMA PD will complete a QA review of (3) documented supervisions per supervisor/per quarter; review of Field Based Certification Packets may substitute (the Embrace Families Training Manager ensures reviews occur at the time packets are submitted for processing to FCB).

Council of Accreditation Site Visit: Embrace Families was re-accredited in February 2019, this accreditation is effective through February 28, 2023. The Council will schedule a phone consult within 30 days of receiving a renewal application and work with Embrace Families Risk and Accreditation Manager to identify dates for the site visit to occur. A self-study is due 60-90 days prior to the site visit.

Information from the Embrace Families QA Reviews (FCFSR, RSF and Specialized Reviews, Stakeholder Interviews and Foster Parents) is shared with staff, Board of Directors, and providers. Discussion includes:

- what was done well,
- what needs to be improved,
- establishing an appropriate target for next quarter,
- and; information on how this can be achieved

Performance Measures will be identified to ensure that progress is being made on areas identified as needing improvement with progress reported back to staff and providers that are involved.

Quality Assurance Review Report Format: By August 31st of each year the QTD prepares a comprehensive QA review report for Orange, Osceola and Seminole Counties. The review report includes findings from the RSF and FSFSR & PIP reviews. The report is forwarded to the Department's Contract Manager and to the Office of Child Welfare's Manager of Quality Improvement.

The Department sets the report format/parameters for the Annual CBC Lead Agency CQI Report. The format includes providing information on: organizational capacity to perform QA/CQI; outcome

measurements and performance metrics on safety, wellbeing, and permanency outcomes; systematic process employed to review practice trends and performance for purpose of performance improvement; findings over time; gap between findings and benchmark and intervention findings or plan.

13. Network Support Department Monitoring Embrace Families has formal subcontracted providers who are assessed annually for various risk factors to determine the risk level and establish a basis for the frequency of monitoring. Depending on the risk factor analysis, contracts are monitored annually, bi-annually or every three years. The Embrace Families Network Support Director develops an annual contract monitoring schedule for each provider contracted through 2020. The monitoring schedule is established sixty (60) days prior to the beginning of the fiscal year, or within the first sixty (60) days of a contract start date. The review team includes the Embrace Families Network Support Director and Chief Finance Officer or designee, and may include any additional staff or network provider staff that Embrace Families determines is necessary to execute an effective review. Both administrative and programmatic components are reviewed during the scheduled review using the review tools provided in the operating procedure.

The comprehensive review includes, but is not limited to, an onsite review of records, interviews and direct observations by the review team that involves:

- Client Satisfaction Surveys (administration and outcomes)
- Treatment and Activity Records (services authorized were delivered, clients were eligible for services)
- Interviews of the provider agency staff, board, clients and families/guardians
- Payroll Records (tax returns and payroll register for administration and program personnel)
- Organizational Charts
- Invoices and Supporting Documentation
- Verification of Required License(s)
- Observations of contractual terms and conditions
- Audit Reports or detailed review of the provider's accounting system
- Interim financial statements
- Compliance with previous year's findings and recommendations found in the previous year's administrative contract monitoring report
- Correction or clearance of all identified deficiencies identified in the previous year's administrative contract monitoring report
- Current operating budget and expenditure report
- Records and minutes of board and finance committee meetings
- Roster of all provider employees (by position, title and department)
- Record of tax exempt status
- Evidence of compliance with sponsorship and publicity requirements and lobbying restrictions
- Consistency in rate application documented on contract, provider invoice, and payment
- Match requirements were met when applicable
- Compliance with federal requirements
- Compliance with record retention rules
- Compliance with Civil Rights
- Accreditation reports with findings and recommendations if applicable
- Other state agencies or funders' annual monitoring's and audits as deemed applicable with findings and recommendations

Formalized contract monitoring is an annual event, however provider evaluation is a perpetual process reviewed by Embrace Families through monthly utilization tracking (payment and units of services consumed), provider reports and program performance data reports and less formally in LOC, Placement Stabilization, and FST staffings. Embrace Families reviews performance data monthly and share this information with Embrace Families providers and stakeholder groups. If there are deficiencies a Performance Improvement Plan is developed and progress on the plan is tracked monthly and discussed with the provider. This allows the provider an opportunity to demonstrate efforts at improvement.

Embrace Families holds bi-monthly (every other month) Provider Advisory Board meetings to provide a venue for announcements, updates, and discussion of provider successes and concerns. Unless otherwise scheduled individually by a provider, agendas are structured to explore issues related to network performance and to identify and problem-solve any barriers to quality care or services. The ongoing opportunity to share strategies and address challenges builds a more cohesive provider network and lead to innovative new practices. The Embrace Families Board receives updates quarterly as to the performance of contracts that have been monitored.

Embrace Families has informal contracted providers including, but not limited to: mental health therapy, mentoring, tutoring, respite, substance abuse treatment, behavioral analyst and other wraparound services. Embrace Families completes a Preferred Provider Network application process, as needed, to recruit and credential our informal service providers to ensure all approved providers are committed to providing the highest level of quality services to our children and families. Each Preferred Provider Network (PPN) provider is assigned a Network Resources Manager to ensure proper oversight and monitoring.

Selected network preferred providers practice our Embrace Families culture of RESPECT (Responsiveness, Empowerment, Support, Professionalism, Engaged, Communication and Trust) while working with children, youth, biological parents or guardians, caregivers, Case Managers and other professionals in our child welfare system. Providers must be committed to the following System of Care values:

1. The value of **family-driven and youth-guided care** means services provided are based on the strengths and needs of the youth and families that are served. A strengths-based model of assessment such as the CANS-C is a key component of a family driven and youth guided model. Agencies should be able to demonstrate how families and youth are considered the leaders and drivers of both the family team and the plan of care.
2. The value of **cultural and linguistic competency** means that services provided are sensitive to each family's culture and agencies strive to eliminate racial, ethnic, geographic, cultural and socioeconomic disparities and disproportionalities by tailoring services to reflect the cultural and linguistic needs of the families to be served. Partner agencies should participate in assessment and development of policies and procedures to ensure competency. This may include, but is not limited to: training standards for employees, incorporation of policies into service delivery, self-assessment of cultural and linguistic competence, and/or use of certified translation specialists and interpreters based on best practices.

3. The value of **community based services** means that services should be available within the family/youth's community, as defined by the family and youth. An agency should be able to demonstrate flexibility around location of services being offered and demonstrate efforts to collaborate, enhance partnerships with services systems and resources in the community.

14. Licensing: (Child Placing Agency) All initial and re-licensure licensing packets for foster care homes and/or child specific placement homes submitted by area child placing agencies are submitted to the Embrace Families Licensing Manager for final approval. Upon final approval the Embrace Families Licensing Manager submits an attestation packet consisting of:

- Licensing Application
- Embrace Families Cover Letter
- Notarized Attestation
- CPA request to License
- Standard Licensing Checklist

This attests that the packet is complete and complies with F.A.C. 65C-13 and 65C-15. The attestation is submitted along with the Licensing Standards Checklist for 24 Hour Family Care to DCF Licensing Office. The DCF Licensing Office then issues the foster home or child specific license.

The DCF Licensing Office conducts annual quality assurance reviews. The Department's Licensing Office informs Embrace Families of any findings from the review specific to an Embrace Families foster home or performance by a specific child placing agency. Embrace Families shares this information with all CPA's for improvement and continued quality performance.

The Child Protective Investigator notifies the Child Placing Agency, Licensing Authority (ACHA, DCF, APD), primary case manager of children involved in report, Intake and Placement Unit Supervisor, Embrace Families County Executive Director and Embrace Families Caregiver Information & Eligibility Manager of all institutional reports received involving a facility (residential group care) or foster home located in Orange or Osceola County. The CPI Supervisor assigned to the Institutional Unit schedules the Institutional staffings which are held every other week. The DCF Supervisor sends the notification to Embrace Families and other parties, and Embrace Families makes additional notifications to the Case Management Agency staff. The CPA and Embrace Families Licensing Manager who attend the staffing are responsible for ensuring follow-up to any licensing corrective actions that are determined necessary.

When the Florida Abuse Hotline receives information regarding a child placed in a foster home that does not meet the criteria for an abuse report, they will document this information as a "foster care referral." The Hotline will send this information to the Child Protective Investigation Unit Supervisor assigned to the Institutional Unit. The supervisor will review the referral and forward to the Intake and Placement Unit, Embrace Families Caregiver Information & Eligibility Director and designee for tracking. Intake and Placement will forward the referral to the Child Placing Agency assigned to support the foster home. The Child Placing Agency licensing staff will respond to the home within the designated time period and take appropriate action based on their findings. The outcome is relayed in writing to the Embrace Families Caregiver Information & Eligibility Manager who reviews, and approves the information and documents the information in FSFN.

The CPA contract with Embrace Families requires that the CPA notify Embrace Families through incident reporting any foster home referral, abuse report, complaint on a foster home that is received or otherwise known. The CPA is also required to notify Embrace Families prior to any corrective action they implement with a foster home or any revocation request or license surrender they request or recommend to the Central Region Licensing Office.

Exit interviews with children that leave shelter/foster care are conducted in a manner consistent with F.A.C. 65C-28.017. Children ages 5-18 are interviewed by their assigned Dependency Case Manager each time they leave the care of a licensed foster home or group home where they have been placed for thirty days, regardless of the reason for removal. A runaway recovery interview form is completed on all runaways. The movement of children from a foster home to another placement setting (to include other system exits) is tracked daily by the Intake and Placement Unit; and extracted weekly from ARGOS (Modified Placements) and is forwarded to the Guardian ad Litem Program. The information is also formatted into a daily auto-report as information is entered into FSFN/ARGOS regarding the child's exit from a qualified placement. The auto email is sent to CMA and the CBC Licensing Manager to ensure completion. The completed exit interview forms are reviewed by the Dependency Case Management Supervisor and forwarded to the Embrace Families Licensing Manager through the (CMA PD). The CMA PD reconciles the monthly report against the exit interview forms they have forwarded to the Embrace Families Licensing Manager to ensure that all required interviews have occurred. The Embrace Families Licensing Manager reviews the information (scans a copy of the exit interview into ARGOS) and forwards a copy to the Child Placing Agency who provides the regulatory function. The Embrace Families Licensing Manager, Caregiver Information & Eligibility Director and the Operations Review Specialist with the DCF Licensing Office discuss any concerns and/or any pattern of concerns regarding homes licensed by the CPA and are discussed in a Quality Staffing for further follow up and resolution.

The DCM sends an email or verbalizes any concerns they have regarding the care of the child, condition of the home, or any circumstance/situation that they have been advised of or have personally observed as it relates to the foster parent(s) to the Embrace Families Licensing Manager. The Licensing Manager will review the concern, and take appropriate action if warranted based on the concern identified, and then share information with the CPA of the home. Communication to the Licensing Manager does not resolve, nor does it delay, the DCM's responsibility to report suspected child abuse, neglect or abandonment to the Florida Abuse Hotline. Embrace Families may schedule a placement support staffing through the I&P unit as a vehicle for immediately gathering information regarding a concern that has been brought to the attention of Embrace Families. Children should be in safe, nurturing environments where they will thrive while in an out-of-home care setting. If a child is "uncomfortable" in a foster home or where the foster parent is otherwise unable to meet the needs of the child, a more suitable home or placement setting will be arranged. The needs of the child are paramount in consideration as to the placement setting.

The Child Placing Agency assigned to the foster home is responsible for ensuring that the placement of children does not exceed the licensed capacity of the foster home. The capacity of the home is established by the CPA requesting the foster home license and determined by the capability of the foster parent to provide care for the recommended number of children based on an evaluation of: their history as a foster home, the supports they have available, the physical environment of the home and adherence to sleeping requirements specific to the age and sex of the child. Exceptions to licensed

capacity are allowed by F.A.C. 65C-13 .032 and will be considered for placement of additional children in situations where: another sibling of child is placed in the home, to accommodate a large sibling group, or in situations where the child has previously been placed in the home has flourished and has re-entered care. The Child Placing Agency will contact the Embrace Families Licensing Manager for review who then obtains final approval from the Caregiver Information & Eligibility Director. The approval is then sent to Intake & Placement Unit–Intake & Placement will then authorize the placement in ARGOS and confirm the placement with the designated party who will be transporting and finalizing the placement of the child. All homes that are over licensed capacity will be reviewed monthly the first thirty (30) days of the over cap and then subsequently every ninety (90) days for the duration of the of the time that the home is over capacity and require an evaluation as to the added supports that will be needed to ensure the stability of the placement.

Each Child Placing Agency is required contractually to submit an annual retention plan to the Network Support Manager. The Vice President of Operations- Child Welfare and/or the Director of Caregiver Information and Eligibility-review the annual plan and provide feedback as necessary. The needs of Embrace Families (re: preferences and types of homes) are addressed in regular meetings with the CPA.

15. Quarterly County Risk Management Meeting This quarterly meeting provides the opportunity to communicate/share/analyze information at the county level across functional areas. The areas of focus identified by Embrace Families are areas that are correlated the closest to Embrace Families’ client related risk, and to determine if the information is linked to a practice, particular staff person/agency/county, or functional area; isolated or trending; and if it is connected or interrelated to other risk indicators. The County Executive Director/Director of Caregiver Information & Eligibility are then responsible for reporting this information at the Embrace Families Management Meeting and County Level Staff Meeting quarterly. The QAM (chair) provides minute meetings and a quarterly analysis report to the Risk & Accreditation Manager and the Quality and Training Director who will analyze similarities and differences in County analyses and report comprehensive information in the Management Team Meeting. It is recommended that the meeting occur as a “committee” meeting, and when possible prior to the county Executive Director Staff Meeting.

Current Focus Areas:

Placement Disruptions: The QAM tracks placement disruptions (completing the QA tool specific to children that are disrupting placements) to determine and isolate the factors and trends in the data/information. Embrace Families has implemented numerous strategies (QPI, PRIDE, Training – The Effects of Multiple Placements, Placement Support Staffings) for the purpose of reducing disruptions that also disrupt a child’s relationships (connections to friends/family/therapeutic support) and educational setting. A critical analysis of the information should provide a foundation for identifying further system improvements that can be implemented. Placement stabilization has historically been an area in need of improvement, with the Department placed on a statewide program improvement plan. A contract performance requirement measures the percentage of children in out-of-home care that experience no more than two placement settings within 12 months. (QTD will report in Management Meeting).

Failed Reunifications: The QAM tracks failed reunifications (children that are reunified with their parent and are returned to OHC in less than 6 months from the reunification date. A specific QA tool was developed by the Q&TD, which can be utilized to evaluate the factors that may have impacted the stability of the family. Evaluating this will identify the factors that are impacting performance in this area, and lead to targeted strategies for improvement.

Exit Interviews: The County Licensing Manager (LM) will present information reported by children (ages 5-18) exiting a licensed placement after a length of stay that equals or exceeds 30 days. The focus is on the quality of

care the child reports. An evaluation of trends to a particular home or CPA will be presented. (Director of Caregiver Information & Eligibility will report in the Management Team Meeting).

Institutional Staffings: The Embrace Families county Licensing Manager attends institutional staffings. Information/outcomes is tracked and analyzed for pattern/trends as to quality of care issues. The analyses are discussed and information provided to the Director of Caregiver Information & Eligibility and copied to the Risk & Accreditation Manager and Quality and Training Director. The Director of Caregiver Information & Eligibility will provide both comprehensive and county level information at the Embrace Families Management Team Meeting.

Client Complaints: The County Executive Director, or designee, tracks and processes client complaints to ensure an effective and appropriate resolution. The information derived from the complaint investigation is analyzed for trends and patterns. The county Executive Director, or designee, will provide a copy of the data and analysis to the Risk & Accreditation Manager and present the information to the Embrace Families Management Team.

Incident Reports: Critical incidents, as defined by the Department are entered in IRAS by the Embrace Families Incident Report Manager. The Incident Report Manager or the County QAM will track and report information and trends. A copy of the data and analysis is provided to the Risk & Accreditation Manager and Quality and Training Director. The Quality and Training Director will report county and comprehensive information in the Embrace Families Management Team Meeting as indicated.

High Risk Staffing QA Reports: At the request of the Embrace Families Quality and Training Director the County QAM will conduct a comprehensive quality assurance review. Reviews that meet the high risk staffing review include any child that received a serious injury (resulting in an abuse report) while open to diversion or dependency case management services. This County QAM will screen Incident Reports to determine the cases that fall into this category and consult with the Embrace Families Quality and Training Director. During the County Risk Management Meeting the County QAM provides information on the findings of the report, and discusses trends identified. The QAM provides the analyses to the Embrace Families Quality & Training Director who presents both the County and comprehensive analyses during the Embrace Families Management Team Meeting as appropriate.

Focus Area	Report in County Staff Meeting	Responsible for Analysis	Report in Management Team Meeting
Placement Disruptions	QAM/LM	QAM/LM	Director of Caregiver Information & Eligibility/QTD
Failed Reunifications	QAM	QAM	QTD
Exit Interviews	County LM	County LM	Director of Caregiver Information & Eligibility
Institutional Staffings	County LM	County LM	Director of Caregiver Information & Eligibility
Client Complaints	County ED	County ED	County ED
Incident Reports	QAM	IRM/QAM	QTD
High Risk Staffing Reports	QAM	Risk & Accreditation Manager	QTD

Quality Management Team and Peer Reviewer Qualifications

The Quality/Training Director has the primary operational responsibility for the Quality Management Plan. At a minimum the Quality/Training Director will have five to seven years of recent experience working in the management of family safety program areas of protective investigations/services, foster care or adoption. Supervisory experience, child protection certification, quality assurance experience and graduate degrees in social work are preferred qualifications. The Quality/Training Director is certified as a Florida Department of Children and Families Quality Assurance Reviewer.

Embrace Families employs a staff person, Risk & Accreditation Manager, who is assigned primary responsibility of managing the agency's COA compliance requirements and ensuring that COA Accreditation is achieved and standards are maintained continuously. This position is also responsible for regulating & updating agency policies & documenting any necessary agency changes. The Risk & Accreditation Manager reports to the Quality/Training Director.

County Quality Assurance Managers (QAM): assigns two Quality Assurance Managers to Orange County Operations, and one county Quality Assurance Manager in both Seminole and Osceola Counties. The QAM has the primary responsibility of implementing the QM Plan and ensuring the agency objectives are met in their county of assignment. The QAM is required to have a minimum of 3 years of relevant work experience in child welfare; and preferably have worked as a child welfare supervisor, possess a graduate degree in the social services field, and certification as a Child Welfare Professional and as a Quality Assurance Reviewer.

Qualification of peer reviewers will be determined by the Q/TD in consideration of the type of review being conducted. In order to participate in CFSR/RSF reviews the reviewer must attend one of the Department's approved quality assurance reviewer trainings and online CFSR training on the Federal OMS. Only Embrace Families QAM's and Q/TD may conduct/lead RSF/CFSR reviews. For all other specialized reviews, the experience and qualification of the peer reviewers are established by the Embrace Families Q/TD in consideration of the purpose and parameter of the review. All reviewers are trained on all instruments used in the review and all final review products are reviewed by the Q/TD, this will control for data integrity and produce a higher inter rater reliability.

16. Embrace Families Performance and Management Team Meeting On a weekly basis each of the Embrace Families & CMA county Leadership Teams meet to review the operational and financial performance of the system of care ("Healthy System Review"). The purpose of this review is to identify operational, financial or provider performance that needs to be adjusted to meet system outcomes. On a monthly basis the Embrace Families county Executive Directors lead an "all staff" county level meeting during which information is shared with staff on performance outcomes and areas in need of attention, changes to policies and procedures, and suggestions for improvement are obtained from staff. On a quarterly basis Embrace Families Senior Leadership staff lead county level all Embrace Families family of company staff & CMA meetings to communicate system-wide information (generally strategic plans/actions that are occurring or on the horizon).

17. Quality Teams The Embrace Families county System of Care Trainer/or Training Manager/or county Quality Assurance Manager will convene a bi-monthly Quality Team meetings. Participants identified for participation will generally be from the frontline of case management chosen primarily

for their willingness to help problem-solve and their familiarity with the issue being explored. The primary purpose of the Quality Team is twofold. First, the Quality Teams are the ongoing vehicle for identifying and addressing barriers to quality of practice at the operations level. At each meeting, time is set aside for county discussion of county level issues that need attention – which could range from issues around provider wait lists to issues related to internal communication or potentially serious risk management concerns. The goal is to problem solve, make recommendations for change, and forward those recommendations to appropriate Embrace Families staff for action.

The Quality Team may be asked to review performance indicators that need attention, or further evaluation. When this request is made, the information (indicator, baseline performance data and interim target) will be presented to the team by the Embrace Families System of Care Trainer/ or Training Manager (with input from the Embrace Families Performance and Management Team). The Embrace Families county System of Care Trainers, county Quality Assurance Managers, and county Operations Support Staff provide a consulting role to the Team. The Quality Team has the responsibility of conducting a further analysis, identifying potential root causes and testing their hypothesis. Once the team has identified two of the most significant barriers to achievement of the goal they will develop a course of action. The actions will identify how the barriers can be resolved and outline action steps and persons responsible. Sometimes it will be more appropriate to pilot a new process before fully implementing. The Quality Team has the responsibility of presenting their action plan to the CMA Program Directors and getting approval to implement (the CMA Program Directors may request that the Quality Team representatives present this during the monthly CMA/ Performance Management Team Meeting). The Quality Team will elect a person to track the process and performance and may present their findings and resulting improved outcomes at the county Performance and Management Team Meeting.

Secondly, the Quality Teams serve as a vehicle for the ongoing review of information related to incident reports, accidents, outcomes/performance measures and safety and risk management issues to identify areas needing improvement and areas of strength. The Quality Team is tasked with identifying recommendations for improvements when deficits are noted. For example, information from the data might indicate an upward trend in the number of clients that are complaining about unreturned phone calls. The team would review the data to determine if the complaint was specific to a counselor or unit or dispersed throughout the service center. Depending on their findings the Team would develop an action plan to address the problem. Part of their strategy might be to further analyze the problem and include technology recommendations. After implementation of a strategy the data would continue to be evaluated to determine what impact the action had on the indicator.

The Quality Team lead submits a report to the QTD which details their meeting minutes and activities that have occurred since the last meeting.

18. Stakeholders/Satisfaction Surveys

Stakeholder investment in quality assurance initiatives is the most effective way of ensuring that the quality assurance process moves from being one focused on compliance based activities to one that impacts positively the quality of services provided to the children and families we serve. Embrace Families relies on information gathered from gathering feedback (ongoing) and the surveying of both internal and external stakeholders to determine how well the system of care is functioning. After this information is gathered and analyzed the information is then presented to Embrace Families staff, the

Board and stakeholders to evaluate if a change in policy or practice needs to occur, or if a new type of service delivery may need to be developed. Embrace Families representatives attend the Community Alliance and Children's Cabinet meetings; this allows the community to establish priorities regarding the needs of the children at large and creates opportunities to collaborate on strategies or in resource acquisition and or pooling. Embrace Families arranges specialized meetings to address any stakeholder concerns/trends and involves the stakeholder in developing a solution whenever possible.

Stakeholders include but are not limited to the following:

- The children and families served by Embrace Families
- Network/Contracted providers
- personnel
- Board of Directors
- County & Provider Advisory Boards
- Youth Advisory Board
- The Judiciary
- Guardian Ad Litem Program
- Seminole County Sheriff's Office Child Protective Services
- Child Protection Teams/Child Advocacy Centers
- Community Alliance/Seminole Children's Cabinet
- The Florida Department of Children and Families
- Foster and Adoptive Parents
- Relative Caregivers

Stakeholder Interviews: The current review instrument for stakeholder interviews is comprised of approximately ten items. Each of the items is designed to elicit the interviewee's opinions on statements regarding the service delivery system. Stakeholder surveys are conducted annually* and the results may be incorporated into the annual reports, when appropriate. The results and feedback received from the stakeholder surveys are made available to the Embrace Families Board and stakeholder groups (as appropriate) at least annually. (Embrace Families may elect to utilize the Department's results from COU annual surveys instead of conducting an independent survey).

Foster Parent Surveys: The review instrument for licensed caregiver/foster parent surveys is comprised of 10-13 questions. The questions are designed to measure foster parent's opinions concerning the effectiveness and responsiveness of the service system in working with them and their foster children. Foster parent's surveys are conducted annually and the results may be included in the annual reports and made available to the Embrace Families Board of Directors and stakeholder groups annually. *Embrace Families may sunset the surveys if the COU surveys to foster parents (sent semi-annually) include the information Embrace Families finds necessary.

Satisfaction with service provision is routinely assessed by Embrace Families and its providers. Satisfaction with provider service is part of the providers own QA/QI plan, is a requirement of their contract with Embrace Families, and is also assessed during the quarterly QA review process. In addition, Embrace Families and/or the case management agency's conduct an annual satisfaction survey that includes the use of five survey instruments targeted specifically to:

- Parents/Children

- Adoptive Parents
- Foster Parents
- Stakeholders (GAL, CLS, Providers)

The instruments are designed to solicit information from the identified groups surrounding their satisfaction with Embrace Families (and the case management services provided by the CMA). Embrace Families will identify a statistically valid sample size from the universe identified above. For the children and parents sample the cases would be required to be open cases and include a range of clients who were recently staffed for CTS services, to those pending closure from services but still open on an “as of date.” This selection method provides information regarding a client’s satisfaction with services through all phases of service delivery from case initiation to case closure.

Information from all client satisfaction surveys (conducted by Embrace Families, CMA’s, or contracted providers) are maintained and data is produced and action items are added to the Program Improvement Plan as needed. All satisfaction surveys are forwarded to the QAM in each county for tracking purposes and reviewing the feedback provided in surveys; as well as summarized in the annual reports as relevant. The Embrace Families Management Team use information from satisfaction surveys in their review of the overall quality in meeting the needs of children and other stakeholders. This information may be reported in the Annual Report.

III. Measures and Outcomes

Embrace Families’ established measures are based on the agency’s long term and short term goals. Embrace Families desired outcomes are determined by data presented in contracted performance measures, strategic/programmatic measures, and aggregated data from stakeholder surveys. Embrace Families conducted a comprehensive analysis of measures listed above in developing and assessing the strategic plan.

- 1. Long Term Strategic Goals and Objectives** the Embrace Families Board of Directors meets monthly. Embrace Families provides the Board of Directors reports on agency performance for the designated objectives. The Board receives: a monthly data report, quarterly reports of contract performance, and the performance of contracts monitored by Embrace Families, as well as financial and audit reports. The Embrace Families Management Team reports on the measures ongoing, at the county level Management Teams monthly meeting, and the CEO in turn reports to the Board. Please refer to the Embrace Families Strategic plan for goals, objectives, and measurements.
- 2. Management/Operational Performance** Embrace Families Management Team, Board of Directors and the Finance Committee review the financial statements, financial projections and the Monthly Data Report to identify the operation trends, the client population and the impact the trends have on the financial health of the organization. The major operational indicators that identify the fiscal and operational health of the organization are: 1) Out of Home Care Daily Costs 2) Length of Time to Permanency and 3) Number of Children in Care over 12 Months. Each of the aforementioned indicators has a significant impact on the variable costs of the organization (Out of Home Care, Diagnostic & Evaluation Services and Client Assistance Funds) and provides information to management regarding performance specific to the plan operationally. Adjustments can then be made to the provider network to increase/decrease resources allocated to programs, solicit additional providers to meet special needs of the population or reduce fixed price contracts to allow more funding availability for the variable costs.

Embrace Families strives to maintain a knowledgeable, stable, and satisfied workforce. Each Embrace Families Director has the responsibility of reviewing workload and functions in their functional area and prioritizing workload or reassigning workloads as needed. In many of the Embrace Families functional areas co-workers are cross trained or have operational manuals to ensure continuity of service in the absence of an employee. The stability of the case management workforce is reviewed on a weekly basis by the management of Embrace Families and monthly by the Board of Directors. This is monitored through a year to date percentage of case carrying staff turnover. These items are listed on the monthly data report that is presented to the Board of Directors.

3. Program Results/ Service Delivery requirements

Embrace Families utilizes a variety of reporting mechanisms to ensure successful programmatic results. Embrace Families child welfare program results focus on the safety, permanency, and well-being of the children and families we serve. In order to have positive outcomes for the children and families we serve Embrace Families focuses on the accessibility, timeliness and continuity of service while maintaining the focus on the child's safety at all times.

4. Customer Service Initiative

In 2015 Embrace Families launched a Customer Service Initiative to drive continuous improvement for all interactions throughout the system of care. This is an ongoing, open-ended initiative that was launched internally within Embrace Families in 2015, within major providers in 2016 and has continued to extend further since that time. The initiative is driven by a customer service team led by the Embrace Families Strategic Development Director and includes staff from Embrace Families and service providers plus other stakeholders including foster parents.

Key components of the initiative are:

- **Materials**
- **Feedback**
- **Recognition**

Materials: Throughout each year service principles are periodically distributed to all participants. Each principle includes information on a particular customer service topic such as teamwork, feedback, responsiveness and others.

Feedback: The Embrace Families Website has a feedback link where anybody internal or external to the organization can leave a comment, raise an issue, compliment a team member or ask anything they wish. This link can be used anonymously or contact information can be given. If contact information is provided, the person is contacted within one business day. Each time the link is used a customer service ticket is generated. These tickets are used to track the individual issue and also are analyzed by senior management to identify trends that may need to be addressed.

Recognition: has implemented a recognition system across all of its offices and service centers that gather information about people who have provided good customer service and are recognized by senior management at each monthly building meeting.

5. Client and Grievance Procedures Embrace Families desires to create an environment that encourages any person, client, community partner or stakeholder to communicate freely with Embrace Families. The communication may take the form of an inquiry (information or clarification is needed

about a service, provider contract, eligibility, or case manager assignment etc.), concern (caller is providing information about a potential issue that does not directly relate to a particular staff person

Resolution Process (related to client services)

Steps to follow:

Step 1: First try to resolve the issue with the individual involved (Case Manager or Supervisor). Sometimes problems can be easily resolved at the source.

Step 2: If your issue is still not resolved, contact your Case Management Agency Program Director (person who has direct authority over the Case Management Agency Supervisor). Agency Program Director contact information is found on page 4.

Step 3: If your issue is still not resolved, you can call the Embrace Families Administrative Support Office at 321.441.2060 and identify the nature of your call as: **Service Complaint**. Brief screening information will be requested and then forwarded to the appropriate Embrace Families Executive Director in the county where your case is assigned. The Embrace Families Executive Director (or designee) will return your call as soon as possible, but no later than 24 business hours, to obtain additional information and to address issues that can be readily resolved. You may also make a service complaint by clicking the "Give us Feedback" section on our website: www.EmbraceFamilies.org

If you leave your contact information, you will receive a response by the next business day. The person who contacts you will help you connect with the appropriate resources to review your issue or concern. Our goal is to resolve any conflict that you are experiencing.

Step 4: If you are not satisfied with the resolution of your complaint, this must be addressed with the Embrace Families Executive Director. After discussion, if you are still unsatisfied, you may request an internal review by the Embrace Families President/CEO, Glen Casel, who may be reached at 321.441.2060.

Client Grievance Procedures:

The Embrace Families corporate and Administrative Assistants to the county Executive Directors maintain a tracking system of all client calls that are received that are designated by the caller as a service complaint. All calls received are given a tracking number at intake. If the complaint lodged is against a contract provider (other than the CMA) the complaint will be forwarded to the Embrace Families Network Support Director for resolution. If the complaint is regarding a CMA staff, the complaint will be forwarded to the Embrace Families county Executive Director for resolution. The resolution of complaints will be recorded and the nature of the complaint and resolution presented at the monthly/CMA PD Meeting as relevant. Embrace Families conducts a quarterly analysis (and presents during risk management meetings) on client complaints/grievances to review for trends or themes.

Embrace Families has implemented many performance measures and other review processes to ensure the safety of children receiving services by Embrace Families. The evaluation of safety includes but is not limited to the following:

- Analysis of re-abuse during services when an increase is reported
- Case reviews focusing on children remaining in their home or placement safely
- High Risk Protocol
- Increased supervision from quarterly to monthly to address the safety, permanency and well-being of the child
- Multi Disciplinary Teams meet monthly on high risk cases in the Embrace Families service area and includes community children. MDT participation includes representation from key stakeholders such as: Kids House, State Attorney's Office, Law Enforcement, Guardian Ad Litem, and Children's Legal Services.

The continuity of care is essential in achieving objectives set forth in the strategic plan. The Embrace Families county Licensing Manager reviews all exit interviews completed when a child moves from a

licensed placement. Exit interviews evaluate if the needs of the child were met. Exit interviews are recorded on a tracking log and trends/themes are reported at the Embrace Families Performance and Management Team Meeting, Risk Management Meeting and the Network/Provider Meeting. Institutional Staffings are attended by an Embrace Families representative and are scheduled when any placement provider contracted by Embrace Families who has had an abuse report or foster care referral generated. At the Institutional Staffing concerns are addressed and action plans are developed and monitored by Embrace Families as needed. Embrace Families also facilitates Placement Support Staffings. Placement stability correlates directly with the continuity of care children receive, if Embrace Families cannot maintain children in a stable placement then services cannot be implemented effectively. Embrace Families Utilization Management staff attend the staffings to insure that immediate decisions/service connections are authorized to stabilize the placement. Embrace Families has utilization reports available in ARGOS which provide information on placement trends, strengths, and from which a gap analysis is conducted.

Embrace Families assigns the Director of Network Support and Director of Utilization Management the responsibility of authorizing funding, troubleshooting service barriers, and ensuring quality provider progress notes are reviewed. The CBCCF UM Clinical Coordinators monitor the timeliness of the Comprehensive Behavioral Health Assessment of children, reviewing for quality of information and validity of recommendations to include a summary of Child and Adolescent Needs and Strengths Assessment Tool. The Embrace Families Network Resources staff approves funding requests, and when the provider submits the bill for payment the provider attaches the progress note/evaluations which may be evaluated by the Network Resources staff if either the CMA or other CBCCF staff are concerned about the quality of work submitted by the professional; service authorization is recorded in the CBCCF Argos Data System.

Barriers to service continuity include: the timeliness of service implementation, provider turnover, coordination between multiple providers, and the providers understanding regarding the service needs of the family. Embrace Families continues to explore and develop monitoring tools and reports to address performance and deficiencies.

IV. PQI Operational Procedures

1. Data Collection and Aggregation

Embrace Families utilizes a wide range of automated reports and data collection methods to identify systemic and programmatic trends, strengths, areas in need of improvement. Examples of data collection are listed below:

- Performance Measures
- Argos reports (include outcome, practice, and compliance reports)
- Case Record Reviews
- Risk Management Data
- Client Survey and Outcome Data
- Operations and Management Information and Data
- Department of Children and Families “CBC Scorecard”

Data is collected daily and automated reports are sent or otherwise provided to the Embrace Families Board, Embrace Families staff, and Embrace Families contracted network providers. Reports include the following types:

- Performance reports- The focus of these reports is to address performance as it relates to the outcomes set forth in the Embrace Families contract with the Florida Department of Children and Families. These reports are located in FSFN reporting environment and posted to the Florida Center for Child Welfare; they are also reported monthly to the Board, Embrace Families leadership, and the network (examples of Embrace Families reports: child's length of stay, adoption finalizations, re-abuse during service provision, and the percent of children reunified within 12 months of removal).
- Compliance reports: These reports are sent as a tickler to the network providers in order to ensure compliance with program requirements. These reports are automated daily or weekly (examples of reports: new psychotropic medications entered, AFCAR errors, children needing to be seen, and children exiting OHLC and requiring an exit interview).
- Contract/Strategic Plan: These reports were developed by Embrace Families to monitor progress with goals set forth in the strategic plan, to monitor practice implementation, and contract performance. The reports are provided monthly to the Embrace Families Board, Staff, and Embrace Families network. (Example of these reports: number of caseworkers assigned to a case, etc.)
- Surveys: Embrace Families distributes numerous surveys throughout the fiscal year (examples include: foster/adoptive parent, client, stakeholder, employee), this information is reviewed and outcomes are reported in a manner established by the CEO/COO. Embrace Families completed pilot testing of a customer thermometer (thumbs up or down) regarding the home visit between case manager and foster parent from the view of both parties. This will be implemented system wide in the near future and expansion to relative/nonrelatives is in planning stages. Likewise Embrace Families has implemented a K12 employee satisfaction survey and will be using results to increase staff engagement.

2. Data Review and Analysis

The Embrace Families county Operational/Management Teams are responsible for reviewing and analyzing all data information available to them as it relates to program specifics. Embrace Families distributes weekly and monthly reports and identifies the source and report parameters.

Each Embrace Families functional area conducts individualized quality assurance activities and reporting outcomes to the Embrace Families COO, and where relevant the QTD and Risk & Accreditation Manager. This information is then compiled for purposes of completing a comprehensive analysis of all information. Embrace Families takes a comprehensive approach in reviewing all data reports to identify trends or issues and to identify the needed changes. Embrace Families implements a "Plan Do Study Act" practice model to test implemented changes prior to implementing a policy change or practice change. Embrace Families utilizes data to document if the trend is a systemic, programmatic, or unit/employee specific issue.

3. Communicating results

Embrace Families has various forums for communicating QA results. The first is automated reports that are distributed to Embrace Families staff, the Embrace Families Board, and network providers.

Data results and program improvement strategies are also discussed at the Embrace Families Management Team Meetings and Embrace Families county level Management Team Meeting, Provider Advisory Board Meeting, and weekly Healthy System Meetings with the CMA.

Embrace Families distributes (Department posts) the annual Quality Assurance “Annual QA” Report that evaluates progress of Embrace Families over the year.

Exit interviews are conducted for all QA reviews conducted, with a report distributed within 30 days of completion that addresses the performance outcomes and provides recommendations. Rapid Safety Feedback Reviews and Child and Family Services Reviews are debriefed with the case management agency upon completion.

4. Implementing Change Through the Use of Data

Data is used to help identify issues, implement actions, and evaluate if the actions taken have been successful. Embrace Families works with Circuit/Region Department staff, Embrace Families Board, and the Embrace Families Network to ensure that the Embrace Families Program Improvement Plan is consistent with circuit/region, statewide priorities, the agency strategic plan and contract measures. Performance outcome measures set forth in the Program Improvement Plan are tracked and reported in the monthly /CMA Program Director Meeting. The Program Improvement Plan is updated quarterly after each set of quarterly case reviews are completed. Findings from the RSF/CFSR/CFSR PIP reviews are incorporated into the Program Improvement Plan to track improvement from quarter to quarter. Each Embrace Families functional area submits reports to the COO/ QTD and/or Risk &Accreditation Manager regarding their findings from quality assurance activities, and progress on the program/contract improvement plan.

5. Assessment of Effectiveness of PQI Process

CBC prepares an annual QM report which evaluates the progress that Embrace Families has made on various program improvement plans/corrective action plans and on meeting contract performance outcomes established in the DCF contract.

6. Additional QA Activities Planned for FY 2018-2019

Based on the QA findings and contract performance and agency data, Embrace Families has planned the following activities:

- A. Semi-annual quality assurance review for Family Support Program & Safety Management Services
- B. Annual Adoption Program Review
- C. Targeted Youth Services Program Review
- D. Design and implement “Caregiver Redesign” which restructures roles and responsibilities of staff throughout the System of Care
- E. Re-format and enhance the FST manager form and staff process to align more closely with SDMM & CFSR outcomes and “automate” the tools developed to support case management and operation managers
- F. Offer learning circles and clinics facilitated by Embrace Families QAM at the unit level focused on intensive feedback to case manager (primary topic: quality of contacts).
- G. CLS and Operations workgroup has commenced and focused on timeliness to permanency