Communities Connected *for* Kids

Annual Summary of Quality Assurance Review Findings Fiscal Year 2018-19

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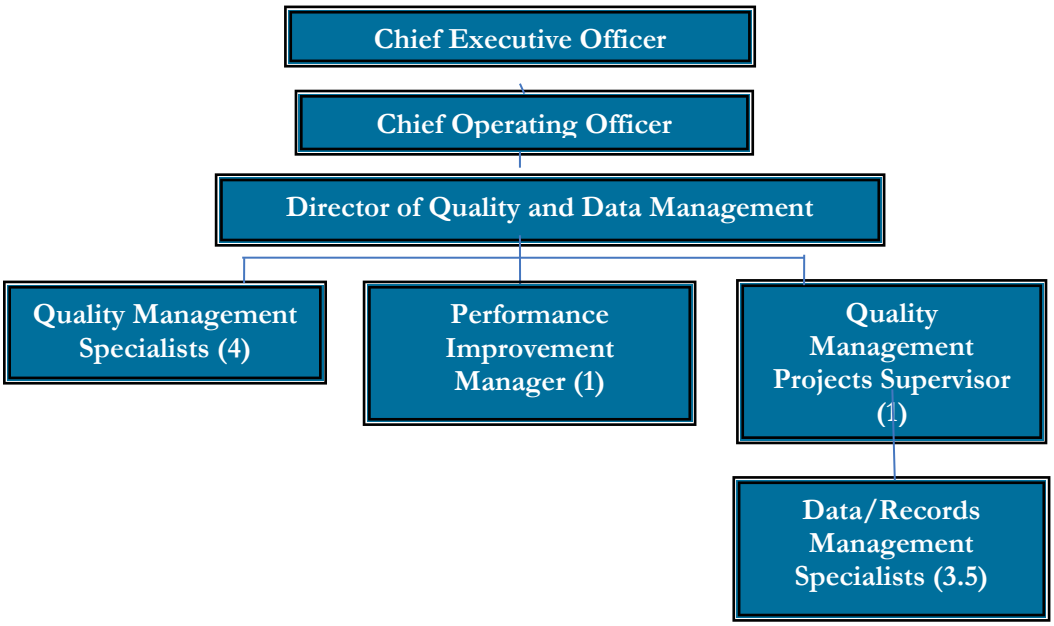
I. Introduction

Communities Connected for Kids (CCKids) has been the Lead Child Welfare Agency in Circuit 19 serving Martin, Indian River, Okeechobee and St Lucie counties since November 1, 2013.

CCKids' Strategic Plan guides the organization's success, which includes guiding the Financial Viability Plan that allows for budgeting associated with cost projection and drivers that impact the organization. The three main areas of impact continue to be the number of children entering out-of-home care, cost of children in care and children exiting care. The following action items were put in place to assist leadership in the continual development of future staffing, budgeting and attainment of performance improvement goals for fiscal years 2017-2019.

- Evaluate current removal trends in partnership with the Southeast Region Child Protective Investigators
- Reduce the number of new shelters that occur as a result of abandonment of children receiving services from the Agency for Persons with Disabilities (APD), Department of Juvenile Justice (DJJ) or mental health services
- Incentive plan for contracted recruitment agencies/foster homes for placement of children stepping down from higher levels of care or for sibling groups of three or more
- Increase number of new and retained foster families
- Forever Families marketing initiative for children permanently committed without an identified adoptive family
- Review relative placement disruption trends for root causes and design supports to address

All Viability Plan action steps are tied to evidence-based or best practice, planned activities, performance targets and timeframes. Organizational capacity is constantly being assessed to ensure adequate resources are allotted to meet strategic goals.



The Quality and Data Management Department structure consists of three components: Quality Management, Performance Improvement and Data Management. The Department is managed and staff guided by the Director of Quality Management. The Quality Management team consists of four (4) Quality Management Specialists, one (1) Performance Improvement Manager and one (1) Quality Management Projects Supervisor. The Quality Management team is responsible for scheduling, completing and evaluating all quality assurance and improvement activities. These activities include case file reviews, incident reporting, tracking and follow-up, complaint and grievance tracking, customer satisfaction surveys, missing children, human trafficking, interstate compact on the placement of children, out-of-county services, exit interview compliance, foster care referrals for group care and sub-contract monitoring. There are three fulltime and one part-time (3.5) Data Management Specialists that are overseen by the Quality Management Projects Supervisor. The Data Management Specialists' role is to help support the system of care by obtaining and scanning case documentation into FSFN, assisting with file audits, performing multi-system searches to locate information requested by staff, creating non-licensed placements in FSFN, processing Out-of-County Services requests, and assisting with Interstate Compact on the Placement of Children, record requests and fingerprinting.

CCKids utilizes several resources to support Quality Assurance and Continuous Quality Improvement. These resources assist the department in gathering information to inform and change practice both qualitatively and quantitatively. The Quality Assurance and Quality Improvement process involves additional monitoring of activities to measure local performance, including those listed below:

Daily/Weekly

- Incident Reports
- Exit Interviews
- Missing Child Reports

- Management Reports
- Management Meetings

Monthly

- Contract Performance Measures
- Scorecard Performance
- Performance Measures Meetings
- Quality Assurance Subcommittee/Board Meetings
- Continuous Quality Improvement (CQI) Meetings
- Permanency Round Table

Quarterly

- Florida Continuous Quality Improvement Reviews (FLCQI)
- Child and Family Service Reviews (CFSR)
- Rapid Safety Feedback Quality Assurance Reviews (RSF)
- Circuit 19 System of Care Meetings
- Performance Improvement Plan

Annually

- Annual Provider Monitoring
- Other Case File Reviews (e.g. TANF/ILP)

Contract Performance Measures Metric(s) and Statewide Benchmark Targets:

	Scorecard/Contract Performance Measures	Q1 18-19	Q2 18-19	Q3 18-19	Q4 18-19	Target
SAFETY	Rate of Abuse per Day	5.48	8.44	9.36	10.78	8.50
	No Abuse during In-Home Services	93.20%	95.22%	96.45%	96.94%	95.00%
	No Verified Maltreatment within 6 Months of Case Closure	96.83%	96.13%	96.49%	96.45%	95.00%
	Kids Seen Every 30 Days	99.920%	99.890%	99.870%	99.866%	99.50%
WELL-BEING	Educational Status at Age 18	85.71%	92.31%	84.62%	86.96%	80.00%
	Kids Receiving Medical Care within Last 12 Months	98.36%	99.03%	97.59%	96.54%	95.00%
	Kids (3+) Receiving Dental Care within Last 7 Months	97.16%	92.89%	94.49%	94.94%	95.00%
PERMANENCY	Placement Moves per 1000 Days in OOHC	3.47	3.52	4.16	3.70	4.12
	Kids Exiting OOHC to a Permanent Home w/in 12 Months of Removal	43.75%	44.01%	42.74%	40.78%	40.50%
	Kids in OOHC 12-23 Months who Exit to a Permanent Home	60.90%	58.29%	55.56%	56.83%	43.60%
	Kids Who do Not Re-enter OOHC within 12 Months of Exit	84.39%	84.69%	87.88%	88.14%	91.70%
	Sibling Groups Placed Together in OOHC	73.94%	74.15%	74.69%	69.77%	65.00%

*OOHC = Out-of-Home Care

FL CQI Child and Family Services Reviews Metric(s) and National Benchmark Targets:

		CFSR Base	PIP Goal	Q1 n=11	Q2 n=10	Rating Change between Q1 and Q2		Q2 n=10	Q3 n=10	Rating Change between Q2 and Q3		Q3 n=10	Q4 n=11	Rating Change between Q3 and Q4	
Safety Outcome 1	Children are, first and foremost, protected from abuse and neglect.			100.00%	100.00%	→	-	100.00%	70.00%	↓	-30.00%	70.00%	100.00%	↑	30.00%
Item 1	Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.50%	91.60%	100.00%	80.00%	→	-	80.00%	70.00%	↓	-10.00%	70.00%	100.00%	↑	30.00%
Safety Outcome 2	Children are safely maintained in their homes whenever possible and appropriate.			81.82%	60.00%	↑	-21.82%	60.00%	40.00%	↓	-20.00%	40.00%	72.73%	↑	32.73%
Item 2	Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care	76.50%	85.80%	90.00%	100.00%	↓	10.00%	100.00%	75.00%	↑	-25.00%	75.00%	100.00%	→	-
Item 3	Risk and Safety Assessment and Management	71.30%	77.70%	81.82%	60.00%	↑	-21.82%	60.00%	40.00%	↓	-20.00%	40.00%	72.73%	↑	32.73%
Permanency Outcome 1	Children have permanency and stability in their living situations.			100.00%	83.33%	↑	-16.67%	83.33%	0.00%	↓	-83.33%	0.00%	28.57%	↑	28.57%
Item 4	Stability of Foster Care Placement	81.80%	88.50%	100.00%	100.00%	↑	0.00%	100.00%	66.67%	↓	-33.33%	66.67%	71.43%	→	-
Item 5	Permanency Goal for Child	74.50%	81.10%	100.00%	100.00%	↓	0.00%	100.00%	50.00%	↓	-50.00%	50.00%	71.43%	↑	21.43%
Item 6	Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	67.30%	75.40%	100.00%	83.33%	↑	-16.67%	83.33%	16.67%	↓	-66.66%	16.67%	57.14%	→	-
Permanency Outcome 2	The continuity of family relationships and connections is preserved for children.	85.00%		50.00%	33.33%	↑	-16.67%	33.33%	33.33%	↓	0.00%	33.33%	42.86%	↑	9.53%
Item 7	Placement With Siblings	85.00%		100.00%	100.00%	↑	0.00%	100.00%	100.00%	↓	0.00%	100.00%	83.33%	↑	-16.67%
Item 8	Visiting With Parents and Siblings in Foster Care	69.00%		40.00%	40.00%	↑	0.00%	40.00%	33.33%	↓	-6.67%	33.33%	28.57%	↑	-4.76%
Item 9	Preserving Connections	85.00%		100.00%	50.00%	↓	-50.00%	50.00%	33.33%	↑	-16.67%	33.33%	85.71%	↓	52.38%
Item 10	Relative Placement	72.00%		83.33%	66.67%	↓	-16.66%	66.67%	33.33%	↑	-33.34%	33.33%	85.71%	↓	52.38%
Item 11	Relationship of Child in Care With Parents	60.00%		40.00%	50.00%	↑	10.00%	50.00%	33.33%	↓	-16.67%	33.33%	50.00%	↑	16.67%
Well-Being Outcome 1	Families have enhanced capacity to provide for their children's needs.			63.64%	40.00%	↓	-23.64%	40.00%	30.00%	↓	-10.00%	30.00%	45.45%	↑	15.45%
Item 12	Needs and Services of Child, Parents, and Foster Parents	51.30%	58.40%	81.82%	80.00%	↓	-1.82%	80.00%	60.00%	↓	-20.00%	60.00%	54.55%	↑	-5.45%
Item 12A	Needs Assessment and Services to Children	88.00%		100.00%	100.00%	→	0.00%	100.00%	100.00%	→	0.00%	100.00%	100.00%	→	0.00%
Item 12B	Needs Assessment and Services to Parents	80.00%		77.78%	83.33%	↑	5.55%	77.78%	60.00%	↓	-17.78%	60.00%	50.00%	↓	-10.00%
Item 12C	Needs Assessment and Services to Foster Parents	80.00%		100.00%	100.00%	→	-	100.00%	100.00%	→	-	100.00%	100.00%	→	-
Item 13	Child and Family Involvement in Case Planning	63.30%	70.70%	70.00%	50.00%	↓	-20.00%	50.00%	60.00%	↑	10.00%	60.00%	50.00%	↓	-10.00%
Item 14	Caseworker Visits With Child	72.50%	78.90%	54.55%	50.00%	↓	-4.55%	50.00%	40.00%	↓	-10.00%	40.00%	54.55%	↑	14.55%
Item 15	Caseworker Visits With Parents	43.50%	51.10%	30.00%	33.33%	↑	3.33%	33.33%	30.00%	↓	-3.33%	30.00%	20.00%	↓	-10.00%
Well-Being Outcome 2	Children receive appropriate services to meet their educational needs.			66.67%	80.00%	↑	13.33%	80.00%	40.00%	↓	-40.00%	40.00%	75.00%	↑	35.00%
Item 16	Educational Needs of the Child	92.00%		66.67%	80.00%	↑	13.33%	80.00%	40.00%	↓	-40.00%	40.00%	75.00%	↑	35.00%
Well-Being Outcome 3	Children receive adequate services to meet their physical and mental health needs.			70.00%	33.33%	↓	-36.67%	33.33%	28.57%	↓	-4.76%	28.57%	44.44%	↑	15.87%
Item 17	Physical Health of the Child	85.00%		75.00%	33.33%	↓	-41.67%	33.33%	28.57%	↓	-4.76%	28.57%	44.44%	↑	15.87%
Item 18	Mental/Behavioral Health of the Child	72.00%		83.33%	100.00%	↑	16.67%	100.00%	42.86%	↓	-57.14%	42.86%	55.56%	↑	12.70%

II. Performance Improvement

Communities Connected for Kids utilizes several systemic processes to review practice trends and performance and employ performance improvement strategies for outcomes and measures that are routinely reviewed.

Quality Assurance Case Reviews

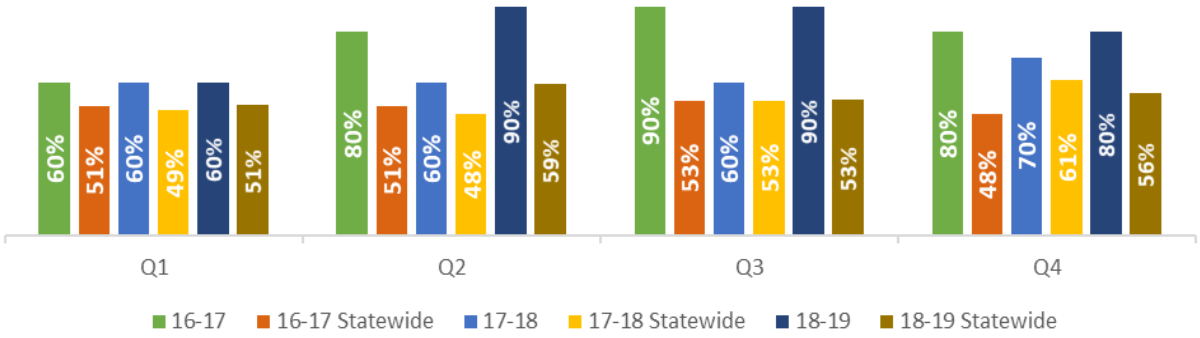
During FY 2018-19, the three (3) types of Quality Assurance reviews completed were Rapid Safety Feedback (RSF), Florida CQI (FL CQI) and Children and Families Services Review (CFSR). All three (3) forms of case reviews provide an understanding of what is behind the safety, permanency and well-being numbers in terms of day-to-day practice in the field and how that practice is affecting child and family functioning and outcomes. RSF reviews target the highest-risk population of children in the child welfare system. This review allows us to target age-specific populations to identify key risk factors impacting the safety of children receiving in-home services. During this review period, forty (40) cases were reviewed using the RSF tool. In addition to RSF case reviews, forty (40) FL CQI reviews were completed using the Children's Bureau Child and Family Services Reviews Onsite Review Instrument; two (2) of those reviews were in-depth reviews which included case participant interviews. Six (6) additional cases were reviewed side-by-side with a co-reviewer from the Department of Children and Families (DCF) as part of the CFSR Performance Improvement Plan. Consultations with the case managers and case management supervisors were held on 100% of the cases reviewed. Coaching through case consultation is a key component of this process, and is intended to improve case managers' and supervisors' critical thinking skills related to risk assessment.

a. Rapid Safety Feedback

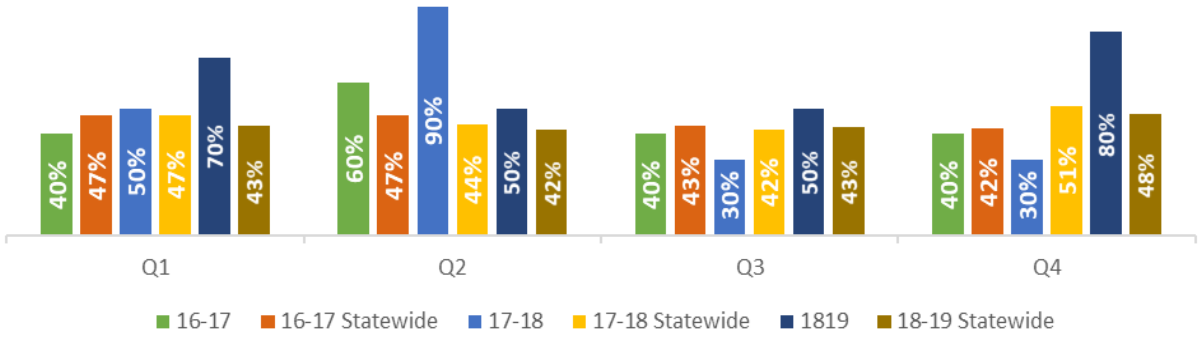
The charts below illustrate the overall percentage ratings for the forty (40) RSF case file reviews completed during each of the past three fiscal years (2016-17, 2017-18 and 2018-19). The statewide comparison is also included.

The target population was children 0-4 years of age receiving in-home services with maltreatments of Household Violence Threatens Child, Intimate Partner Violence Threatens Child, Substance Misuse (Alcohol, Illicit Drugs & Prescription Drugs).

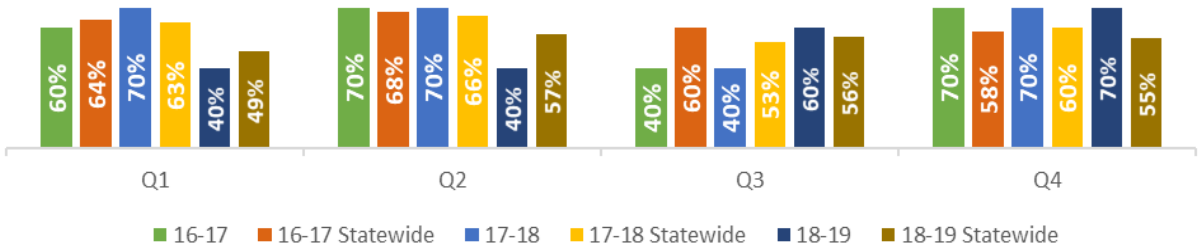
1.1 Is the most recent family assessment sufficient?



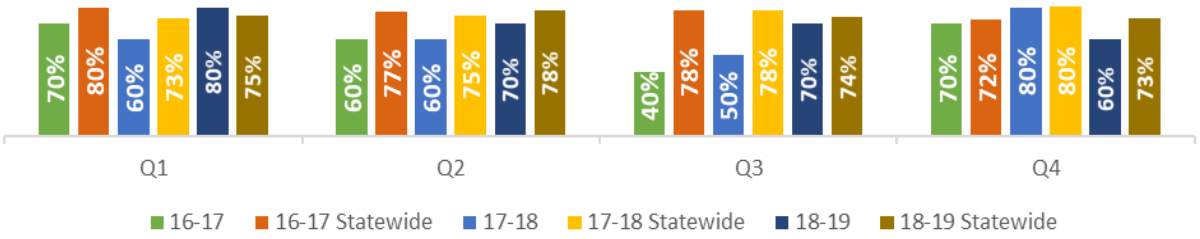
1.2 Is the most recent family assessment completed timely?



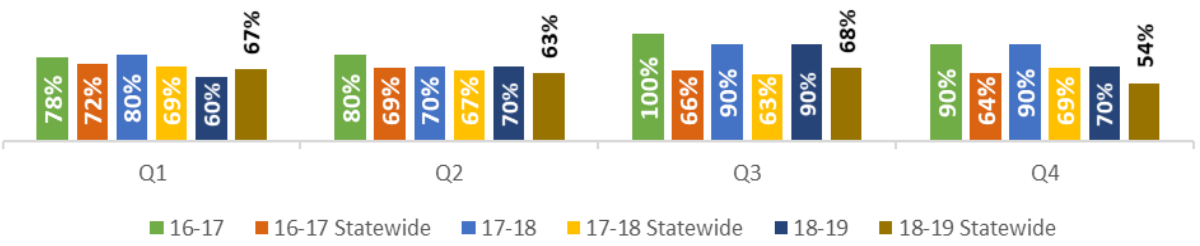
2.1 Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?



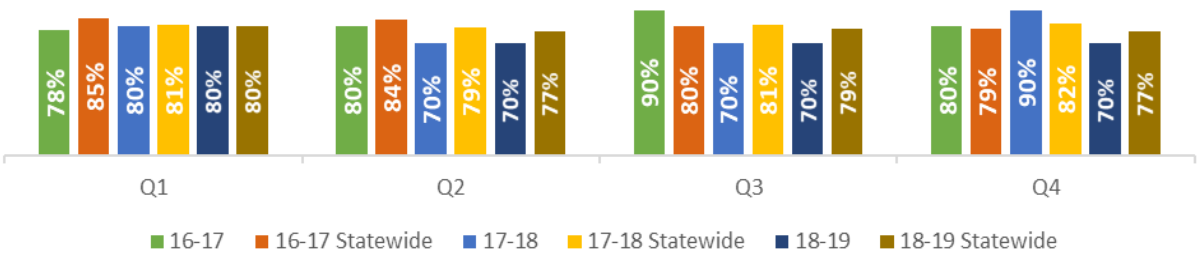
2.2 Is the frequency of visits between the case manager and the child(ren) sufficient to ensure child safety and evaluate progress toward case plan outcomes?



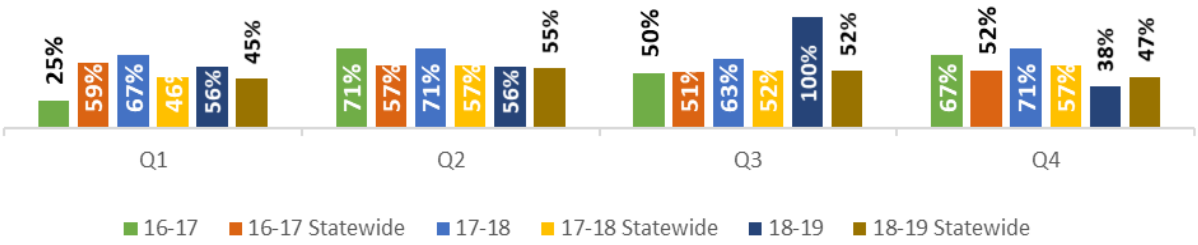
2.3 Is the quality of visits between the case manager and the child's mother sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?



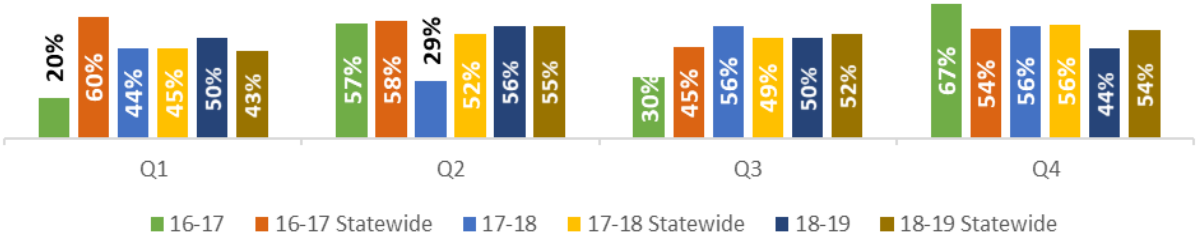
2.4 Is the frequency of the visits between the case manager and the child's mother sufficient to ensure child safety and evaluate progress toward case plan outcomes?



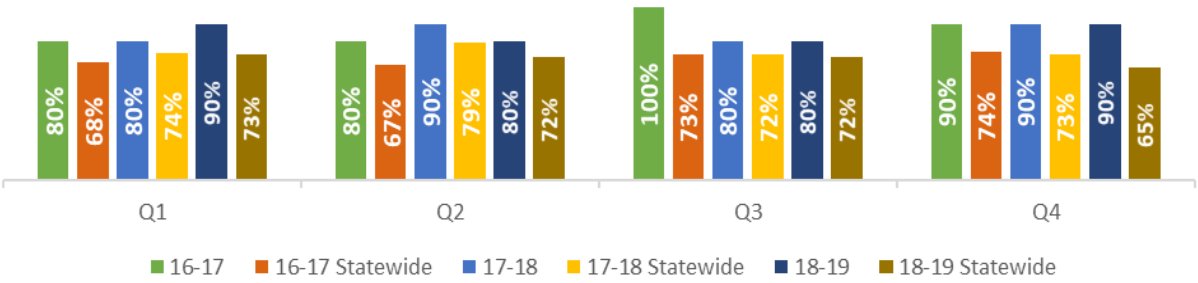
2.5 Is the quality of the visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?



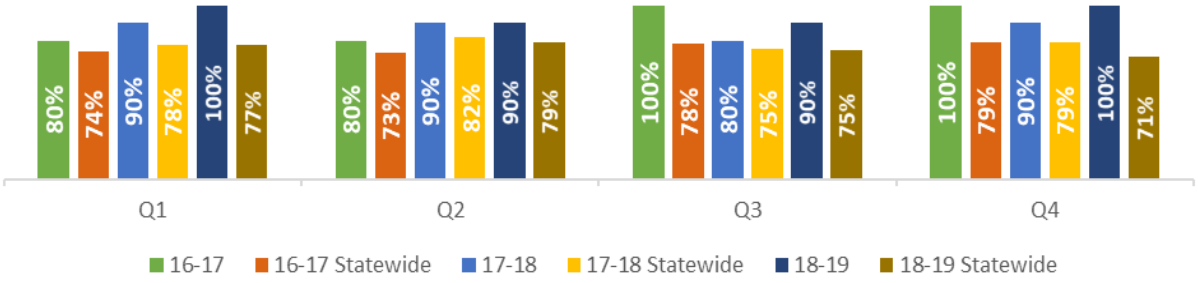
2.6 Is the frequency of the visits between the case manager and the child's father sufficient to ensure child safety and evaluate progress toward case plan outcomes?



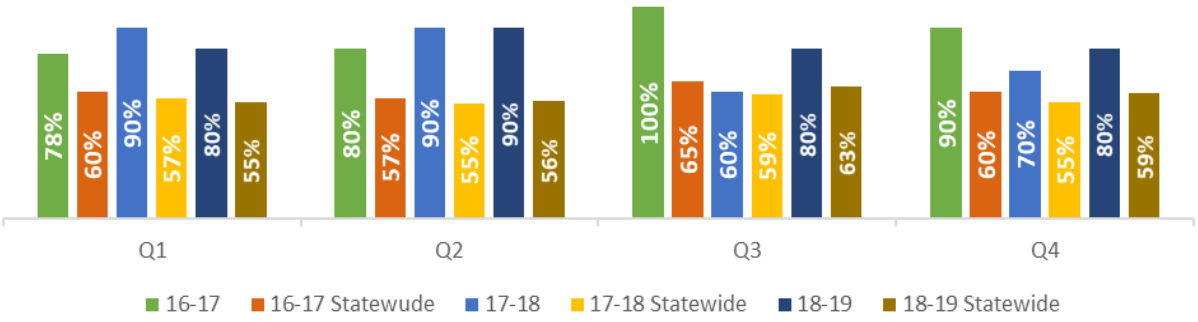
3.1 Are background checks and home assessments completed when needed?



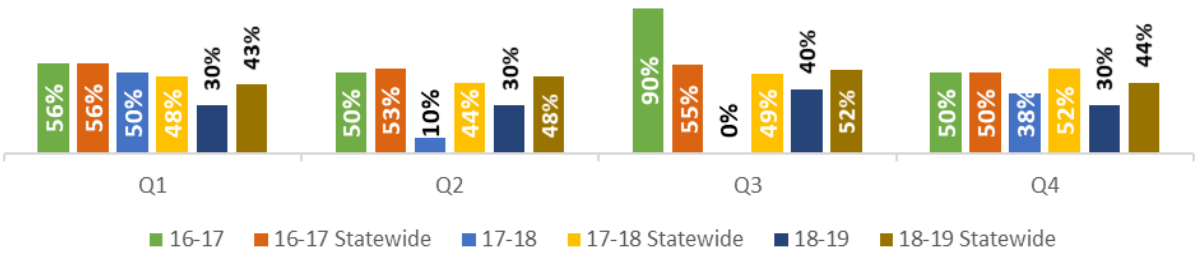
3.2 Is the information assessed and used to address potential danger threats?



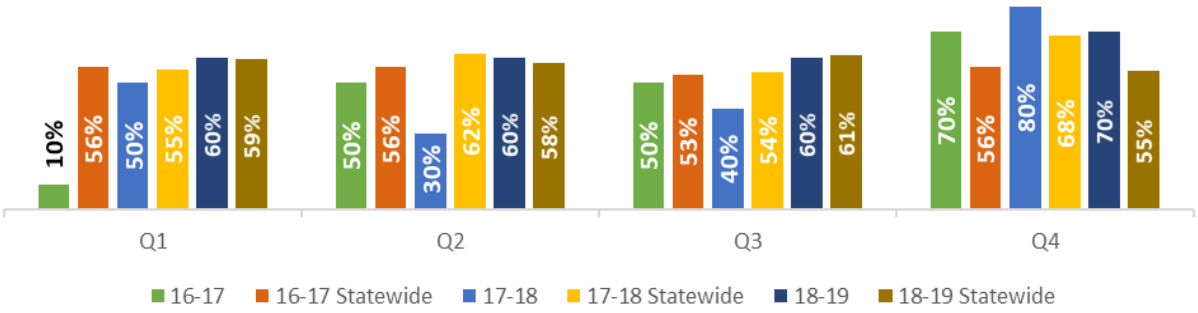
4.1 Is the safety plan sufficient?



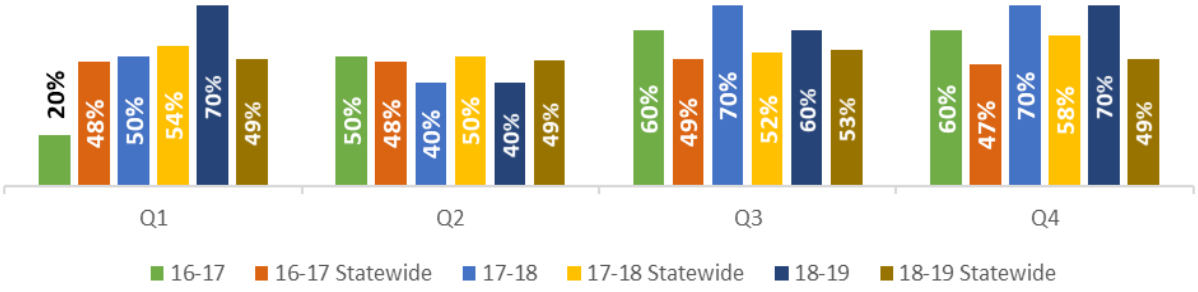
4.2 Is the safety plan actively monitored to ensure that it is working effectively to protect the child(ren) from identified danger threats?



5.1 Is the supervisor regularly consulting with the case manager?

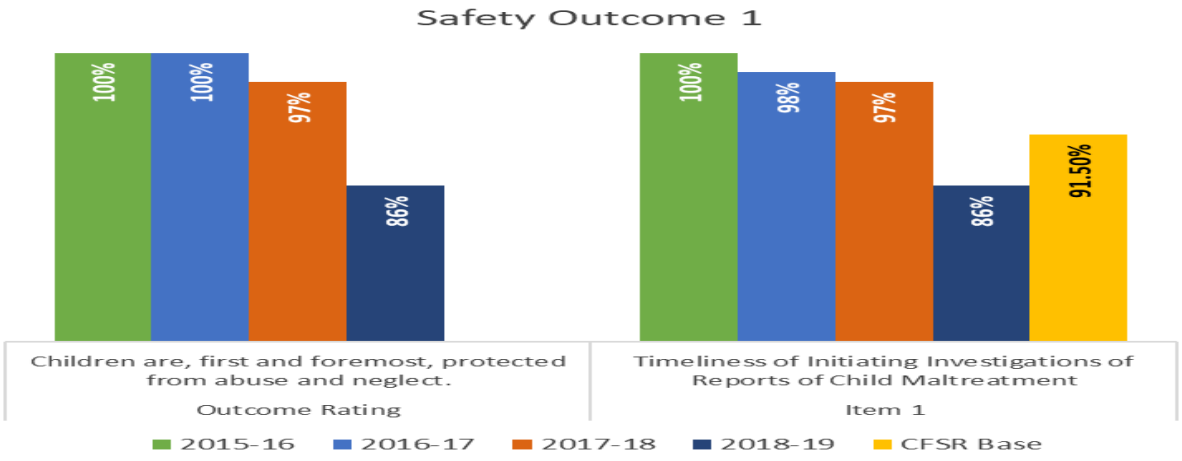


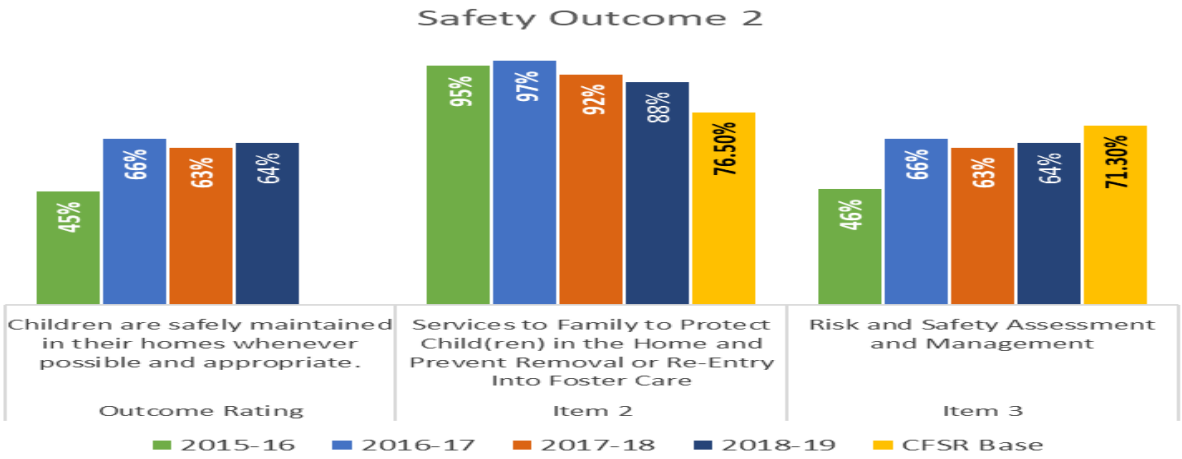
5.2 Is the supervisor ensuring recommended actions are followed up on?

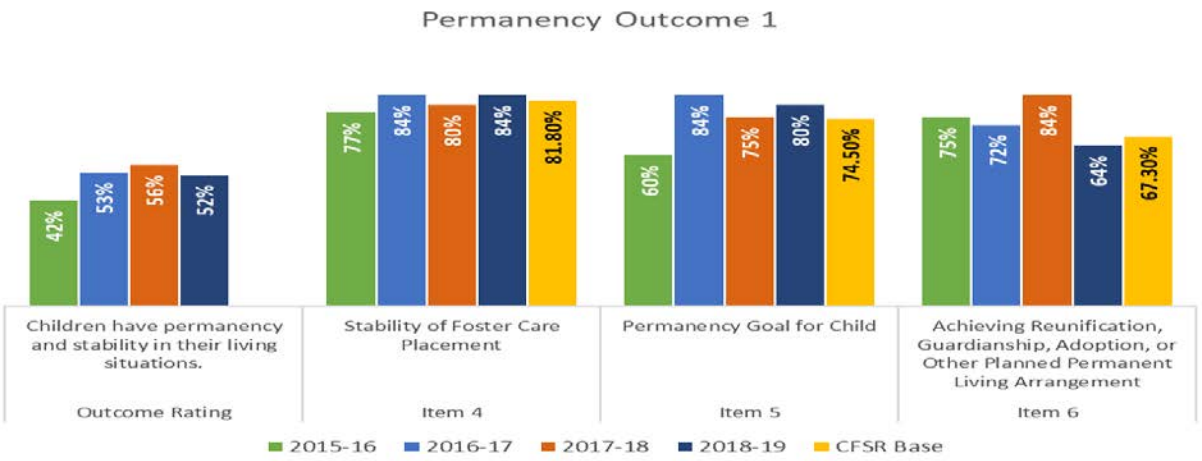


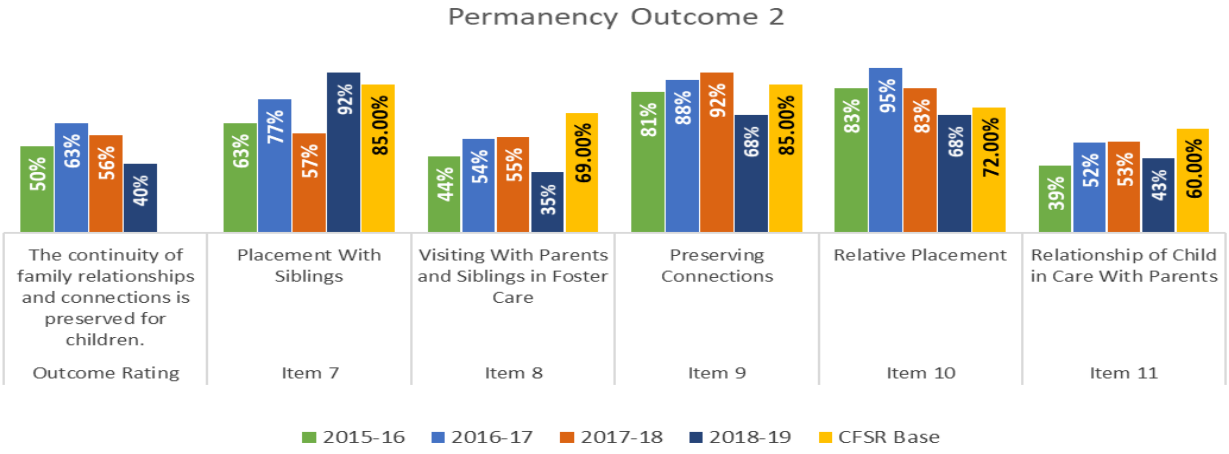
b. Florida CQI Reviews

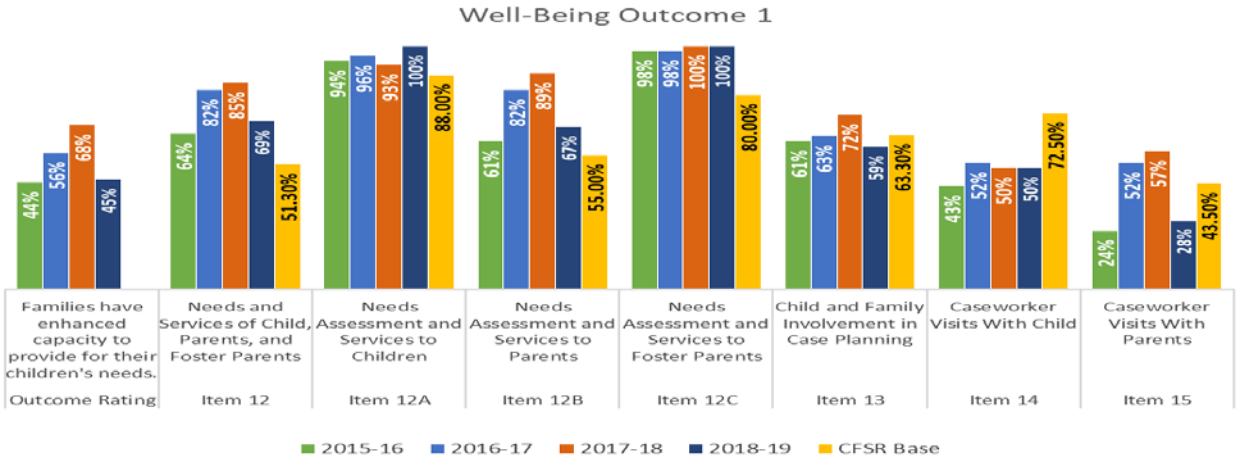
During FY 2018-19, CCKids' Quality Management department staff were required to complete FL CQI reviews using the Children's Bureau Child and Family Services Review tool on forty (40) cases. The charts below include all forty (40) cases for FY 2018-19 plus a comparison of the three fiscal years. The Charts reflect the rating outcomes for both in-home and out-of-home (foster care) cases. The performance ratings include areas of strength, areas needing improvement and areas not applicable. The outcome ratings include substantially achieved, partially achieved, not achieved and not applicable.

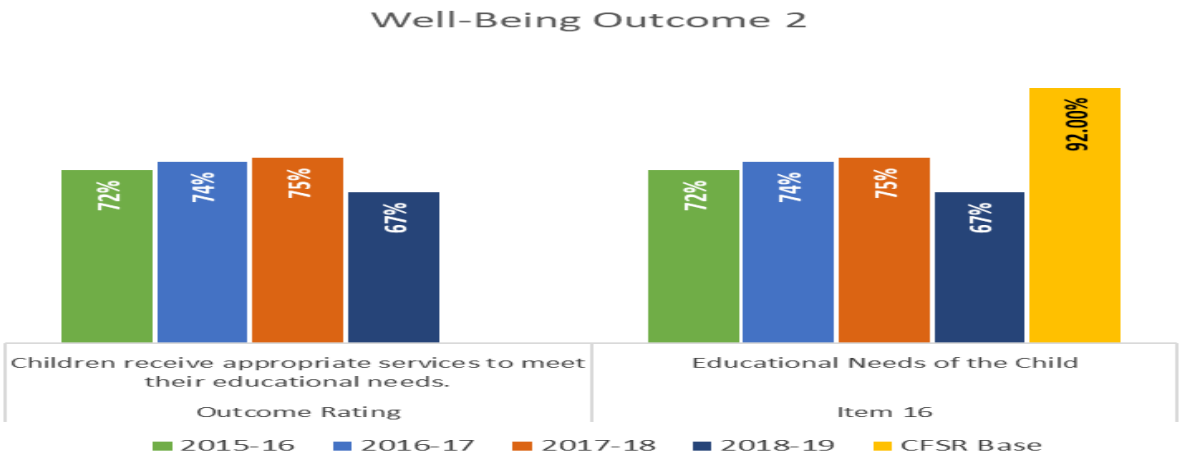


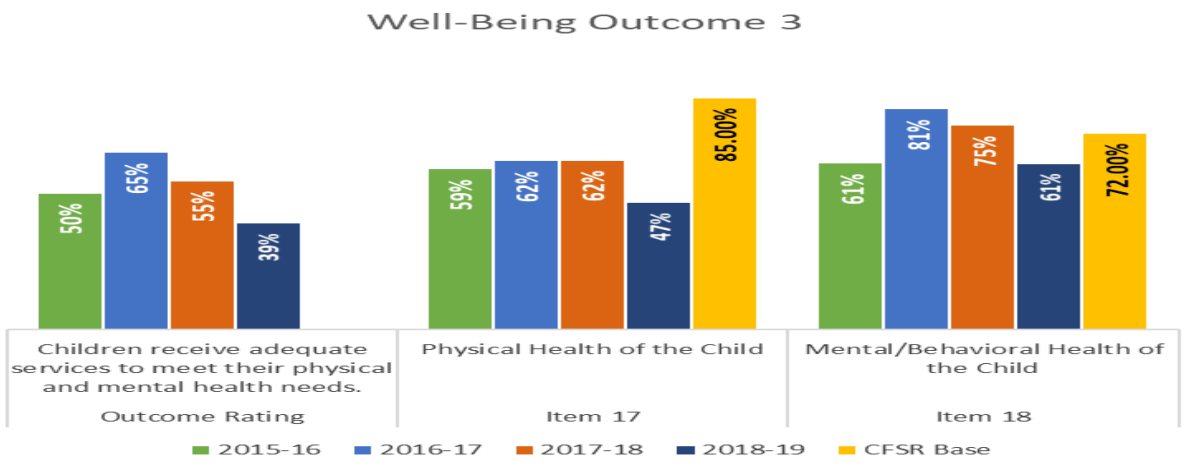



Permanency Outcome 1
42%
53%
56%
52%
77%
84%
80%
84%
81.80%
60%
84%
75%
80%
74.50%
75%
72%
84%
64%
67.30%
Children have permanency and stability in their living situations.
Outcome Rating
Stability of Foster Care Placement
Item 4
Permanency Goal for Child
Item 5
Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement
Item 6
2015-16
2016-17
2017-18
2018-19
CFSR Base


Permanency Outcome 2
50%
63%
56%
40%
63%
77%
57%
92%
85.00%
44%
54%
55%
35%
69.00%
81%
88%
92%
68%
85.00%
83%
95%
83%
68%
72.00%
39%
52%
53%
43%
60.00%
The continuity of family relationships and connections is preserved for children.
Outcome Rating
Placement With Siblings
Item 7
Visiting With Parents and Siblings in Foster Care
Item 8
Preserving Connections
Item 9
Relative Placement
Item 10
Relationship of Child in Care With Parents
Item 11
2015-16
2016-17
2017-18
2018-19
CFSR Base

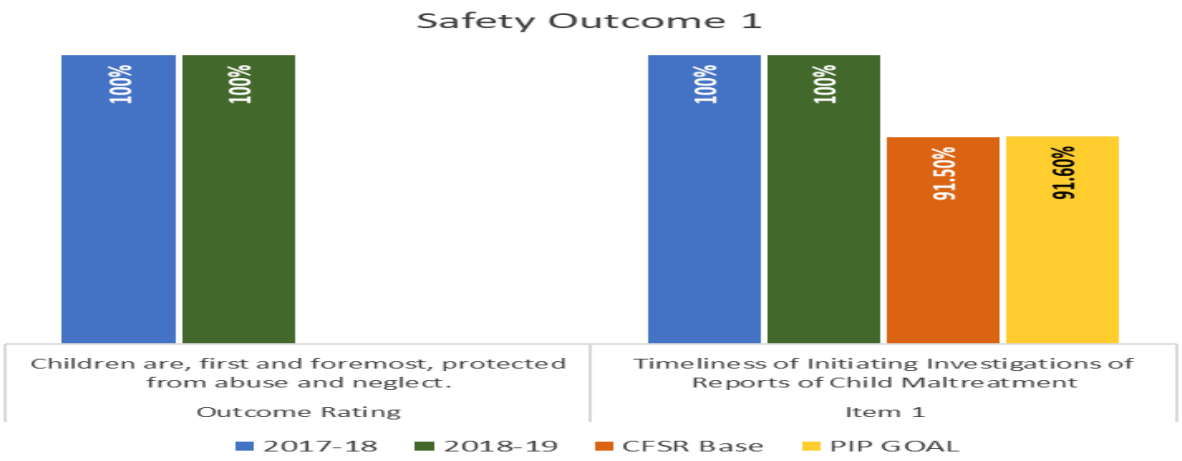

Well-Being Outcome 1
44%
56%
68%
45%
64%
82%
85%
69%
51.30%
94%
96%
93%
100%
88.00%
61%
82%
89%
67%
55.00%
98%
98%
100%
100%
80.00%
61%
63%
72%
59%
63.30%
43%
52%
50%
50%
72.50%
24%
52%
57%
28%
43.50%
Families have enhanced capacity to provide for their children's needs.
Outcome Rating
Needs and Services of Child, Parents, and Foster Parents
Item 12
Needs Assessment and Services to Children
Item 12A
Needs Assessment and Services to Parents
Item 12B
Needs Assessment and Services to Foster Parents
Item 12C
Child and Family Involvement in Case Planning
Item 13
Caseworker Visits With Child
Item 14
Caseworker Visits With Parents
Item 15
2015-16
2016-17
2017-18
2018-19
CFSR Base

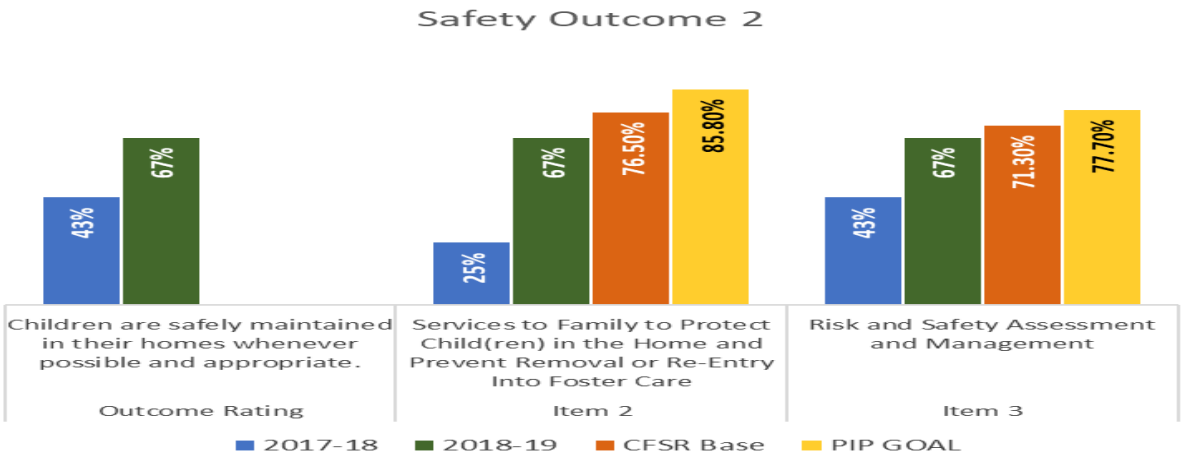


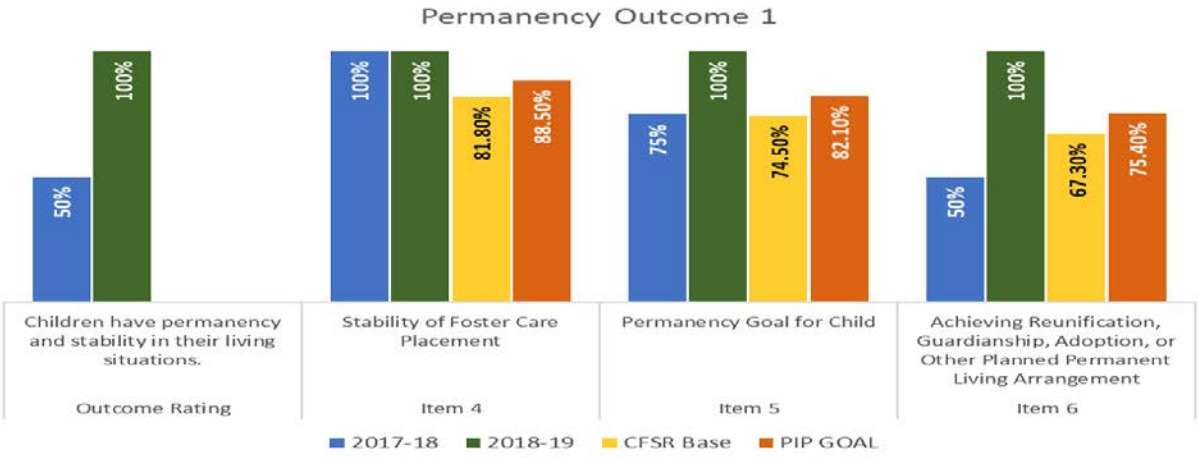


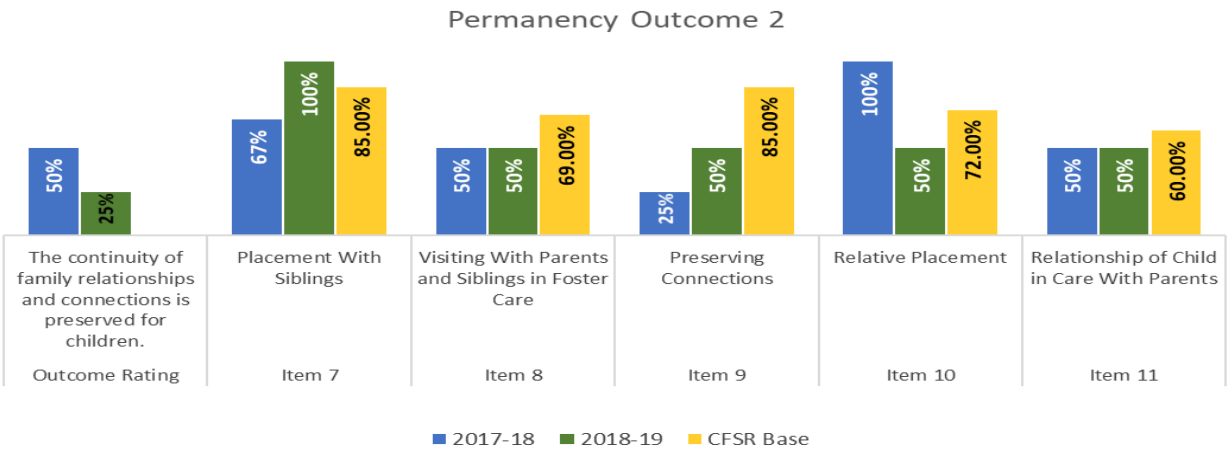
c. CFSR PIP Reviews

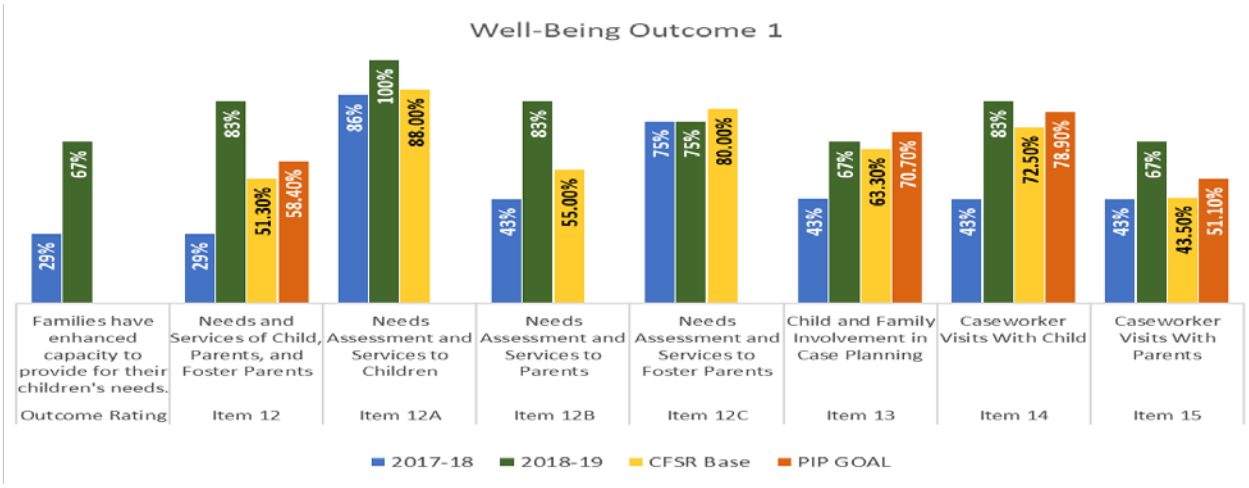
During FY 2018-19, CCKids' Quality Management department staff were required to complete CFSR Reviews using the Children's Bureau Child and Family Services Review tool on six (6) cases. The six (6) cases were reviewed side-by-side with a co-reviewer from the Department of Children and Families (DCF) as part of the CFSR Performance Improvement Plan. The charts below include all six (6) cases for FY 2018-19. The Charts reflect the rating outcomes for both in-home and out-of-home (foster care) cases. The performance ratings include areas of strength, areas needing improvement and areas not applicable. The outcome ratings include substantially achieved, partially achieved, not achieved and not applicable.

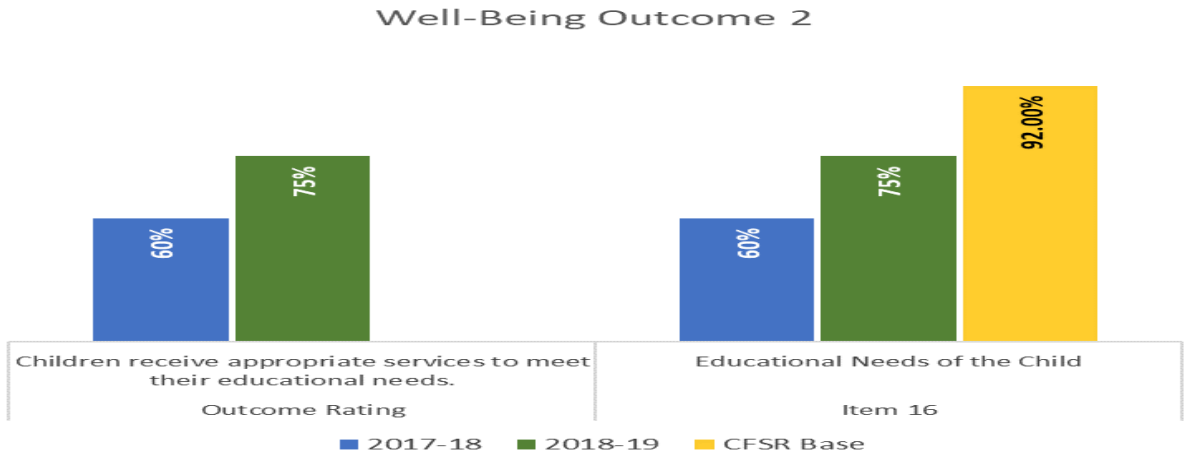

Safety Outcome 1
100%
100%
100%
100%
91.50%
91.60%
Children are, first and foremost, protected from abuse and neglect.
Outcome Rating
Timeliness of Initiating Investigations of Reports of Child Maltreatment
Item 1
2017-18
2018-19
CFSR Base
PIP GOAL

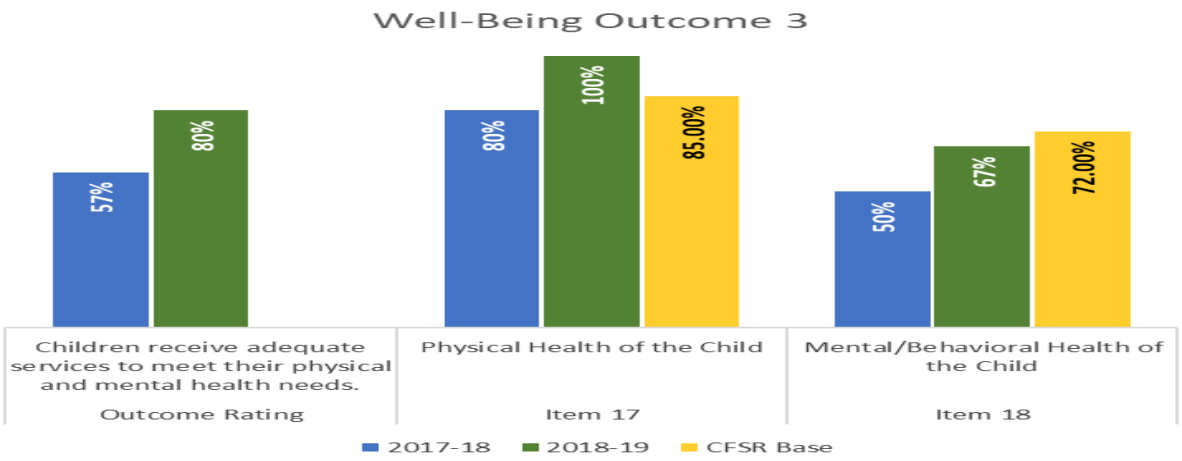

Safety Outcome 2
43%
67%
25%
67%
76.50%
85.80%
43%
67%
71.30%
77.70%
Children are safely maintained in their homes whenever possible and appropriate.
Outcome Rating
Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care
Item 2
Risk and Safety Assessment and Management
Item 3
2017-18
2018-19
CFSR Base
PIP GOAL


Permanency Outcome 1
50%
100%
100%
100%
81.80%
88.50%
75%
100%
74.50%
82.10%
50%
100%
67.30%
75.40%
Children have permanency and stability in their living situations.
Outcome Rating
Stability of Foster Care Placement
Item 4
Permanency Goal for Child
Item 5
Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement
Item 6
2017-18
2018-19
CFSR Base
PIP GOAL


Permanency Outcome 2
50%
25%
67%
100%
85.00%
50%
50%
69.00%
25%
50%
85.00%
100%
50%
72.00%
50%
50%
60.00%
The continuity of family relationships and connections is preserved for children.
Outcome Rating
Placement With Siblings
Item 7
Visiting With Parents and Siblings in Foster Care
Item 8
Preserving Connections
Item 9
Relative Placement
Item 10
Relationship of Child in Care With Parents
Item 11
2017-18
2018-19
CFSR Base


Well-Being Outcome 1
29%
67%
29%
83%
51.30%
58.40%
86%
100%
88.00%
43%
83%
55.00%
75%
75%
80.00%
43%
67%
63.30%
70.70%
43%
83%
72.50%
78.90%
43%
67%
43.50%
51.10%
Families have enhanced capacity to provide for their children's needs.
Outcome Rating
Needs and Services of Child, Parents, and Foster Parents
Item 12
Needs Assessment and Services to Children
Item 12A
Needs Assessment and Services to Parents
Item 12B
Needs Assessment and Services to Foster Parents
Item 12C
Child and Family Involvement in Case Planning
Item 13
Caseworker Visits With Child
Item 14
Caseworker Visits With Parents
Item 15
2017-18
2018-19
CFSR Base
PIP GOAL


Well-Being Outcome 2
60%
75%
60%
75%
92.00%
Children receive appropriate services to meet their educational needs.
Outcome Rating
Educational Needs of the Child
Item 16
2017-18
2018-19
CFSR Base



d. Local Practice Trends in Response to RSF and Florida CQI Data:

a) Safety Analysis and Trending

CFSR Safety Outcome 1 evaluates children being, first and foremost, protected from abuse and neglect. The items reviewed measure timeliness of investigations or reports of maltreatment.

FL CQI data shows 86% compliance in timeliness of investigations for the cases that were applicable to this item during the 18-19 fiscal year. Despite a slight decline during the 18-19 fiscal year, this item was above the CFSR base in two of the three years that have been measured.

PIP data shows 100% compliance in the cases that were applicable to this item. This items was above the PIP goal in the two years that have been measured.

CFSR Safety Outcome 2 evaluates whether children are being safely maintained in their homes whenever possible and appropriate. The items reviewed measure services to the family to protect child(ren) in their homes and prevent removal or re-entry into foster care as well as risk and safety assessment and management.

FL CQI data shows 88% compliance that the agency made concerted efforts to provide services to the family to prevent children's entry into foster care or re-entry after reunification for the cases that were applicable to this item during the 18-19 fiscal year. Despite a slight decline during the 18-19 fiscal year, this item was above the CFSR base in all three years that have been measured.

PIP data shows an increase of 42% from the prior fiscal year. However, this item did not meet the PIP goal in either of the two years that have been measured.

FL CQI data shows 64% compliance that the agency made concerted efforts to assess and address the risk and safety concerns relating to child(ren) in their own homes or while in foster care for the cases that were applicable to this item during the 18-19 fiscal year. This item continues to remain below the CFSR base over the past three fiscal years, not showing much fluctuation.

PIP data shows an increase of 24% from the prior fiscal year. However, this item did not meet the PIP goal in either of the two years that have been monitored.

Rapid Safety Feedback Item 1 evaluates family assessments. The items reviewed measure the sufficiency and timeliness of the family assessments.

Data in the area of family assessment sufficiency shows ongoing improvement over the past three years. This item has been above the statewide average in all twelve quarters that have been measured.

Data in the area of family assessment timeliness also shows ongoing improvement over the past three years. This item has been above the statewide average in six of twelve quarters measured, four of those being during the 18-19 fiscal year.

Rapid Safety Feedback Item 3 evaluates background checks and home assessments. The items reviewed measure whether or not the background checks and home assessments are completed when needed as well as whether the information obtained is used to assess potential danger threats.

Data in the area of background checks and home assessments has stayed fairly consistent over the past three years. This items has been above the statewide average in all twelve quarters that have been measured.

Data in the area of information from the background checks and home assessments being used to assess potential danger threats has also stayed fairly consistent through the past three years. This item was above the statewide average in eleven of the twelve quarters that have been measured.

Rapid Safety Feedback Item 4 evaluates safety management. The items reviewed measure whether or not the safety plan is sufficient as well as if the safety plan is actively monitored to ensure that it is working effectively to protect child(ren) from identified danger threats.

Data in the area of safety plan sufficiently has stayed fairly consistent through the past three years, though a higher overall compliance is noted during the 18-19 fiscal year. This item was above the statewide average in all twelve quarters that have been measured.

Data in the area of the safety plan being actively monitored to ensure that is it working effectively and protecting the children from potential danger threats continues to show significant need for improvement. This item was only above the statewide average in one of the twelve months that have been measured.

b) Permanency Analysis and Trending

CFSR Permanency Outcome 1 evaluates children having permanency and stability in their living situation. The items reviewed measure stability in foster care placement, permanency goal for child and achieving reunification, guardianship, adoption or other planned permanent living arrangement.

FL CQI data shows 84% compliance in stability of foster care placement for the cases that were applicable to this item during the 18-19 fiscal year. This item has remained fairly consistent over the past three years and was above the CFSR base in two of the three years that have been measured.

PIP data shows 100% compliance in the cases that were applicable to this item. This items was above the PIP goal in the two years that have been measured.

FL CQI data shows 80% compliance in establishing the appropriate permanency goal for the child in a timely manner for the cases that were applicable to this item during the 18-19 fiscal year. This item has remained fairly consistent over the past three years and was above the CFSR base in the three years that have been measured.

PIP data shows a 25% increase between the two years that have been measured. This item met the PIP goal in one of two years that have been measured.

FL CQI data shows 64% compliance in concerted efforts being made to achieve the permanency goal for the cases that were applicable to this item during the 18-19 fiscal year, which is 20% decrease from the prior fiscal year. However, this item was above the CFSR base in two of the three years measured, going below the CFSR base during the 18-19 fiscal year.

PIP data shows a 50% increase between the two years that have been measured. This items was above the PIP goal in one of two years that have been measured. It should be noted that the PIP goal was achieved during the 18-19 fiscal year for these cases despite compliance being much lower in the FL CQI reviews.

The organization's adoption goal was one-hundred thirteen (113) and the organization exceeded the adoption goal by fifty-four (54) children for a total of one-hundred and sixty seven (167) adoptions, which is a reflection of concerted efforts made to achieve permanency goals.

CFSR Permanency Outcome 2 evaluates whether continuity of family relationships and connections is preserved for children. The items reviewed measure placement with siblings, visiting with parents and siblings in foster care, preserving connections, relative placement and relationship of child in care with parents.

FL CQI data shows 92% compliance in concerted efforts being made to place siblings together for the cases that were applicable to this item during the 18-19 fiscal year. This is a 35% increase from the prior fiscal year and was also the first time this item was above the CFSR base in the three years that have been measured.

FL CQI data shows 35% compliance in concerted efforts being made to ensure visitation between children, parents and siblings in sufficient to promote continuity in the child's relationships with these close family members for the cases that were applicable to this item during the 18-19 fiscal year. This is a 20% decrease from the prior fiscal year. This item has not met the CFSR base during any of the three years that have been measured.

FL CQI data shows 68% compliance in concerted efforts being made to maintain the child's important connections for the cases that were applicable to this item during the 18-19 fiscal year. This is a 24% decrease from the prior fiscal year and was also the first time this item was below the CFSR base in the three years that have been measured.

FL CQI data shows 68% compliance in concerted efforts being made to place the child with relatives for the cases that were applicable to this item during the 18-19 fiscal year. This is a 15% decrease from the prior fiscal year and was also the first time this item was below the CFSR base in the three years that have been measured.

FL CQI data shows 43% compliance in concerted efforts being made to promote, support and/or maintain positive relationships between the child in foster care and his or her mother and father or primary caregiver for the cases that were applicable to this item during the 18-19 fiscal year. This is a 10% decrease from the prior fiscal year and also the third time this item was below the CFSR base in the three years that have been measured.

c) Well-Being Analysis and Trending

CFSR Well-Being Outcome 1 evaluates whether families have enhanced capacity to provide for their children's needs. The items reviewed measure needs and services of the child, parents, and foster parents, needs assessment and services to children, parents and foster parents, child and family involvement in case planning, and case worker visits with children and parents.

FL CQI data shows 69% compliance in needs and services for child, parents and foster parents for the cases that were applicable to this item during the 18-19 fiscal year. This is a 16% decrease from the prior fiscal year, however, this item continues to be above the CFSR base during the three years that have been measured.

PIP data shows a 54% increase between the two years that have been measured. This items was above the PIP goal in one of two years that have been measured.

FL CQI data shows 100% compliance in needs for the child, 67% compliance in needs for the parents; which is a 22% decrease from the prior fiscal year, and 100% compliance in needs for the foster parents for the cases that were applicable to this item during the 18-19 fiscal year. Despite the decrease in needs and services for the parents these three items continue to be above the CFSR base during the three years that have been measured.

FL CQI data shows 59% compliance in concerted efforts being made to involve parents and children in the case planning process for the cases that were applicable to this item during the 18-19 fiscal year. This is a 13% decrease from the prior fiscal year. This item has only been above the CFSR base in two of the three years that have been measured.

PIP data shows a 24% increase between the two years that have been measured. Despite the increase, this item has not met the PIP goal during the two years that have been measured.

FL CQI data shows 50% compliance in the frequency and quality of visits with the child for the cases that were applicable to this item during the 18-19 fiscal year. This item continues to remain below the CFSR base over the past three fiscal years, not showing much fluctuation.

PIP data shows a 40% increase between the two fiscal years that have been measured. This item met the PIP goal in one of two years that have been measured.

FL CQI data shows 28% compliance in the frequency and quality of visits with the parents for cases that were applicable to this items during the 18-19 fiscal year. This is a 29% decrease from the prior fiscal year and the first time this item has been below the CFSR base in the three years that have been measured.

PIP data shows 24% increase between the two fiscal years that have been measured. This item met the PIP goal in one of two years that have been measured.

Rapid Safety Feedback: Item 2

Data in the area of quality of visits with the child has stayed fairly consistent through the past three years. This item was above the statewide average in seven of the twelve quarters that have been measured. Data in the area of quality of visits with the mother showed an overall decrease in compliance over the 18-19 fiscal year. However, this item has been above the statewide average in eleven of the twelve quarters that have been measured. Data in the area of quality of visits with the father continues to fluctuate over the past three years. However, this item did show 100% compliance during the third quarter of the 18-19 fiscal year but then dropped to 38% compliance in the fourth quarter. This item have been above the statewide average in nine of the twelve quarters that have been measured.

Data in the area of frequency of visits with the child continues to show as an area needing improvement but has started to show higher overall compliance. This item has only been above the statewide average in two of the twelve quarters that have been measured. Data in the area of frequency of visits with the mother has remained an area needing improvement. This item has only been above the statewide average in three of the twelve quarters that have been measured. Data in the area of frequency of visits with the father has stayed fairly consistent through the past three years. However, this item did show higher overall compliance during the 18-19 fiscal year. This item have been above the statewide average in five of the twelve quarters that have been measured.

CFSR Well-Being Outcome 2 evaluates whether children are receiving appropriate services to meet their educational needs. The items reviewed measure the educational needs of the child(ren).

FL CQI data shows 67% compliance in the concerted efforts to assess children's educational needs or on an ongoing basis and whether identified needs were appropriately addressed in case planning and case management activities for cases that were applicable to this items during the 18-19 fiscal year. This is an 8% decrease from the prior fiscal year and the third time this item has been below the CFSR base in the three years that have been measured.

CFSR Well-Being Outcome 3 evaluates whether children are receiving adequate services to meet their physical and mental health needs. The items reviewed measure physical health and mental/behavioral health of the child (ren).

FL CQI data shows 47% compliance in the concerted efforts to assess children's physical and dental needs for cases that were applicable to this items during the 18-19 fiscal year. This is a 15% decrease from the prior fiscal year and the third time this item has been below the CFSR base in the three years that have been measured.

FL CQI data shows 61% compliance in the concerted efforts to assess children's mental/behavioral health needs for cases that were applicable to this items during the 18-19 fiscal year. This is a 14% decrease from the prior fiscal year and the first time this item has been below the CFSR base in the three years that have been measured.

d) Case Consultations

Supervisory Consultation is an area that Communities Connected for Kids has spent a considerable amount of time working to improve.

Rapid Safety Feedback: Item 5

Data in the area of supervisory consultation has started to show an increase in overall compliance through the past three years, though higher overall compliance is noted during the 18-19 fiscal year. This item was above the statewide average in five of the twelve quarters that have been measured, three of those being during the 18-19 fiscal year.

Data in the area of the supervisor ensuring recommended actions are followed up on has stayed fairly consistent over the past three years that have been measured. This item was above the statewide average in eight of the twelve quarters that have been measured.

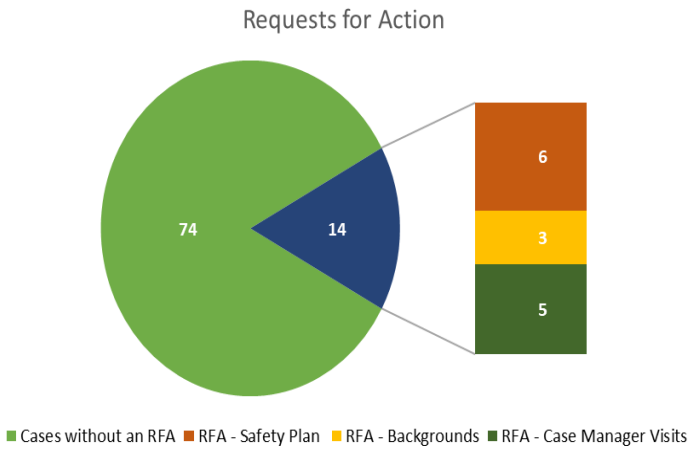
The Quality Management department continues to explore additional options to ensure that case consultations are beneficial for supervisors and case managers. It has been determined that continuing face-to-face consultations away from staffs' desks is a beneficial practice and ensures the reviewer has the full attention of the supervisor and case manager. Additionally, face-to-face contact has allowed for interactive discussion of the review and permits Quality Management staff to identify gaps that may result in areas needing improvement. During Continuous Quality Improvement meetings, strategies are being discussed to address any areas needing improvement. It was reported during the 18-19 COU group interviews that case management staff felt that the case consultations were very beneficial.

e) Safe Case Closure

Safe case closure remains an area of strength for the agency. Communities Connected for Kids exceeded the target for No Verified Maltreatment within Six (6) Months of Case Closure in all four quarters of the 2018-19 fiscal year.

f) Requests for Action

Of the eighty eight (88) total reviews completed, there were fourteen (14) Requests for Action (RFA) sent to the case management agencies. Any immediate safety concern identified by the reviewer resulted in an RFA.



g) Systemic Processes Utilized for Reviewing Practice Trends and Performance

Daily/Weekly Data Reports: CCKids has developed data packets and metric mail reports that are compiled from a variety of sources. These reports are designed to drive production, ensure accountability and provide constant, ongoing data information to all case management agencies within Circuit 19's system of care. Data reports and metric mail are shared with the agency management, staff and/or providers and are disseminated on a daily, weekly, monthly and quarterly basis. The Florida Safe Families Network (FSFN) is the primary data source used to develop these reports. Other data (obtained from hard copy file reviews) will be incorporated into the data packet on an as-needed basis. CCKids' goal is to make performance improvement a priority in our day-to-day operations and use them as a benchmark to gauge the success of our activities in meeting our contract measures and the service needs of our families.

Monthly Quality Assurance Subcommittee meetings: CCKids continues to hold a Quality Assurance subcommittee comprised of members of the Board of Directors and CCKIDS Quality Management staff. This subcommittee meets on a monthly basis to review data, performance, incidents reports, current and future improvement initiatives and any other areas of risk or concern. In addition to the summary of information discussed during QA Subcommittee meetings, the full Board of Directors also receives an extensive monthly data report containing information on performance indicators, caseload, turnover, service population and operations.

Monthly At-a-Glance Views of Performance: CCKids continues to provide a comprehensive data reports to stakeholders throughout the community. One of the more popular forms of delivery is the monthly At-a-Glance report, which is a snapshot of the agency's performance on significant indicators from one month to the next, color-coded to indicate improvement or decline, and including a calculation of the degree of movement in either direction.

Monthly Performance Measure/CQI Meetings: CCKids continues to hold a monthly Performance Measures meeting to review progress on scorecard and contract indicators. Following the review of performance measures, the Quality Management department presents data and trending from the RSF, FL CQI and CFSR reviews as well as any other area within the system of care that needs to be addressed. The meeting is attended by CBC leadership, case management

supervisors, and directors from all four (4) counties, and provides a forum for discussion, identification of challenges, and problem-solving. It also ensures frequent contact between the case management agencies and fosters a supportive environment and a feeling of helping each other succeed.

Quarterly Circuit 19 System of Care Meetings: Circuit 19 has a System of Care /Joint Performance Review meeting which is led by the CBC quality management department and includes participants from DCF, CCKids, Children's Legal Services (CLS) and community providers. This group meets on a quarterly basis to review performance data and circuit trends.

Performance Improvement Plan: The focus of the Performance Improvement Plan (PIP) is to improve Safety, Permanency and Well-being outcomes as related to annual performance measures and the Child and Family Services Reviews. The improvement activities are reported to the region quarterly or as needed.

All of these components work collectively to drive service delivery, ensure compliance, communicate with management, the Board and interested stakeholders, and serve as teaching aids.

III. Findings

FL CQI, PIP and RSF data continues to be gathered with root cause analysis in place for making improvements. Several areas of strengths have been identified through these reviews.

Florida CQI Review Strengths

Despite an ongoing decline over the last three (3) fiscal years, CCKids provision of services to the family to prevent children's entry into foster care or re-entry after a reunification continues to be above both the CFSR base and PIP goal. This strength is further illustrated by CCKids having exceeded the established target for the contract performance measure regarding Abuse or Neglect during In-Home Services for all but one quarter (quarter 1, FY 18-19) over the past three fiscal years (2016-2019).

Data shows that children continue to be stable in their foster care placements over the past three (3) fiscal years. Though there was a 4% decline during fiscal year 2017-18, this item this item increased 4% and met the established CFSR baseline during the 2018-19 fiscal year.

The appropriate permanency goal is being established for children in a timely manner as evidenced by exceeding the established CFSR base over the last three fiscal years. This strength is further illustrated by CCKids having exceeded the established target for the contract performance measure regarding kids exiting OOHC to a permanent home within 12 month of removal in ten out of the last twelve quarters.

Needs and services for child, parents and foster parents continues to be an ongoing strength. The data for children and foster parents continues to show that CCKids is exceeding the CFSR

baseline. Though needs and services to parents is exceeding the CFSR base there was a significant decline of 22% during the 2018-19 fiscal year.

PIP Review Strengths

CCKids made significant improvements during the 2018-19 fiscal year. In 2017-18, CCKids only met the established PIP goal one applicable item; stability of foster care placement. However, during the 2018-19 fiscal year, CCKids exceeded the PIP goal in all but three areas; services to protect the child(ren) in the home and prevent removal or re-entry into foster care, risk and safety assessment and management and child and family involvement in case planning.

RSF Review Strengths

CCKids data continues to show an ongoing strength in the area of family assessment sufficiency. Most notably the data from last three quarters of the 2018-19 fiscal year show significant improvement over the past three fiscal years.

Strong outcomes continue to be seen in the area of background screening and home assessments being completed as appropriate. Additionally, the data shows that the information obtained from the background checks and home assessments is being used to address any potential danger threats. Significant improvements were seen during the 2018-19 fiscal year.

CCKids is making significant improvements in the sufficiency of the safety plan. This items has shown a positive trend upward over the past three fiscal years, most notably during the 2018-19 fiscal year.

Areas Needing Improvement

CCKids continues to see risk and safety management as a significant area needing improvement over the past three fiscal years. FL CQI data shows that this item continues to decline over the past three fiscal years. This is further evidenced by the data from both the PIP and RSF reviews. Though there was a 24% increase over the past two years in the PIP cases, this item continues to fall below the established PIP goal. Additionally, though there was a significant increase in overall compliance in the RSF reviews, this item is still below the statewide average over the past three fiscal years.

Visiting with parents and siblings in foster care in an area that needs significant improvement according to FL CQI and PIP data. Reviewer notes indicate that there are not concerted efforts being made by case management to encourage parent to visit with their children as well as arranging for visitation when necessary. Several reviews indicate that parents would reach out for assistance so that they could see their children but there was not follow up documented in the file. This seems to be more of an issue in cases where supervised contact is required.

FL CQI and PIP data shows that concerted efforts were not made to promote, support, and/or maintain positive relationships between the child is foster care and his or parents or primary caregiver. Reviewer notes indicate a lack of communication with the parents or primary

caregiver the child was removed from regarding the child's extracurricular activities as well as when the child had medical, mental health or school appointments. There is also a lack of documentation that when there were barriers to attend the child's appointments or activities, case management assisted to ensure that the parents or primary caregiver could attend.
CCKids has identified child and family involvement in case planning as a significant area needing improvement. This item has been below the CFSR base in two of three fiscal years and has not met the PIP goal in either year of the CFSR reviews.

CCKids continues to see the quality and frequency of home visits as an area needing improvement in FL CQI, PIP and RSF reviews. FL CQI reviews have not met the CFSR base over the past three fiscal years. However, despite not meeting the PIP goal in 2017-18, CCKids did meet the goal in the 2018-19 fiscal year. RSF review data shows that the issue appears to lie more with the frequency of visits with the child, mother and father. However, the quality of the visits with the child, mother and father, despite showing much improvement, especially with the quality of visits with the mother and father, continues to be an area needing significant improvement.

The educational needs of the child is an area that declined over the 2018-19 fiscal year. This area has not met the established CFSR baseline in either the FL CQI or PIP reviews over the past three fiscal years.

Despite CCKids exceeding the established CBC Scorecard target over the past three fiscal years for the performance measure regarding children receiving medical care within the last 12 months, FL CQI data shows that this continues to be an area in need of improvement. Data from the FL CQI reviews shows that CCKids continues to decline in performance in this area over the past three fiscal years.

CCKids will continue to address the analysis of findings in the FY 2019-20 Annual Quality Management/Performance and Quality Improvement Plan.

IV. Gaps Between Findings and Benchmarks

Community Connected for Kids created action steps and continues to document the monthly progress on the following findings based on the 2017-18 Contract Oversite Unit monitoring.

- Quality of contacts with children to address safety and evaluate progress toward case goals (RSF 2.1)
- Making concerted efforts to address risk and safety concerns for children (CQI Item 3)
- Quality of contacts with fathers to address safety and evaluate progress toward case goals (RSF Item 2.5)
- Ensuring the quality and frequency of visitation between children in out-of-home care and their parents is sufficient to maintain positive relationships (CQI Item 8)
- Establishing timely permanency goals and ensuring concerted efforts are made by the case managers to assist the family in achieving the goals (CQI Item 5 and 6)

CCKids continued to spend a great deal of time during FY 2018-19 exploring why risk and safety management continue to be an area needing improvement. Through case consultations reviewers determined that the deficiencies continue to lie in the area of monitoring the safety plan, which has not shown significant progress in outcomes in the rapid safety reviews either. It has been determined that in many cases, case management is not following the specifics of the safety plan, such as contacting Safety Management Providers according to the timelines set forth in the plan or more frequently depending on the circumstances of the case. It was also noted through the reviews and case consultations that many case managers are in fact discussing the safety plan but not consistently documenting their discussions in the case record. Additionally, reviewers determined that safety plans may not be updated to reflect changes in case activity when warranted. In order to address the area of concerted efforts being made to address risk and safety concerns for children (RSF item 4.0 and FL CQI Item 3), CCKids created a workgroup to update the current home visit form. Part of the development of the home visit for was to include a new safety plan monitoring attachment. The form has been tested by a small group of case management and supervisors and overall, the feedback has been positive. As part of CCKids ongoing Performance Improvement Plan for the CFSR reviews, the effects of the new form and attachments will be reviewed to see if these updates have made positive impacts to the provision of risk and safety management. Additionally, the CCKids training department continues to conduct training on safety planning and quality home assessments.

CCKids continues to struggle with high numbers of children placed outside Circuit 19 or in group care, often due to a scarcity of available foster homes in the local area. This is also a contributing factor to the area of visitation of children in care with their parents and relationship of child in care with parents. Reviewers believe that a contributing factor to this area needing improvement continues to be a lack of documentation in the case file showing the supportive efforts made to place children together. Additionally, reviewers are not seeing more specific documentation occurring during sibling separation and permanency staffings. With there being a lack of local foster homes or placements able to accommodate our larger sibling groups or large age span with sibling groups, children are placed out of circuit and in many cases separated from their siblings. Data shows that there was a significant increase in children being placed in out of home care at the end of the 2018-19 fiscal year with 18% of those children being placed out of circuit. When this occurs, it affects the family's ability to visit and maintain their relationship. The Quality Management department continues to participate in monthly meetings with our local child-placing agencies to address the issue of children in group care without active adoption recruitment plans, permanency options or relative/non-relative placement options. During these meetings, foster home recruitment efforts intended to successfully address the needs of these children are discussed. Child-placing agencies are required to conduct and report matching activities for upcoming newly-licensed homes, and for homes from which children are being discharged, leaving bed availability. CCKids continues to participate in the One School One Child Initiative that recruits school board employees to become foster parents; the goal is for every school to have at least one employee as a foster parent. A financial incentive was include in the CPA contracts during the 2018-19 fiscal year to remove any financial barrier to accepting siblings groups of three or more. Twenty eight children were served in foster homes through this incentive. These financial incentives are granted to both the CPA and the Foster Parent to fund activities and support services.

Ongoing consultation and training continues with case management to address Case Manager Visits and Quality of contacts with parents and children to address safety and evaluate progress toward case goals (RSF 2.0 and FL CQI items 14 and 15). Reviewers identified that visits with children were in fact appropriate, but that children were not always seen alone, which results in an automatic rating of area needing improvement in both the Rapid Safety and FL CQI reviews. Through case consultations, reviewers discuss options for documenting appropriate interactions with children that may not be appropriate to speak with alone or are unwilling. Additionally, workers did not always see the children in the home according to the appropriate frequency required to ensure child safety. Despite CCKids exceeding the target of children been seen at least every 30 days, the issue lies more in the cases where the Supervisor or Court has requested more frequent visits and they are not occurring. Case managers are continually reminded through case consultations with reviewers as well as during supervisory consultations that they need to ensure that they see all children alone during the home visit and clearly document their conversations on safety and case planning. Interview training continues to be part of the Pre-Service training curriculum as well as a specialized Quality Home Assessment Training that is offered to all staff. Reviewers continue to see that face-to-face contact with parents is not consistent throughout the case reviews and that when face-to-face contact was not possible, there continues to be a lack of documentation showing efforts to maintain communication at a minimum of monthly. When contact was documented in case notes, reviewers continue to see that contacts were lacking in in depth discussions of the child's and/or parent's needs, case planning and behavioral changes. In order to address these areas, CCKids created a home visit work group to see if changes could help promote better overall engagement and documentation. The form is based off of the CFSR review as well as the Progress Update. The hope is that using the same language required in the assessments, which is an area of strength, case managers will be able to better engage children and families and properly document their findings in the case file. It is CCKids hope to fully launch the new home visit form in September.

CCKids has seen a decline in documentation of children's educational needs being assessed and followed up on. Ongoing discussion has occurred during monthly continuous quality improvement meetings regarding how educational records can be better obtained as well as building relationships with each school board to ensure that case management has all of the information that is needed for proper assessment and follow up. This will continue to be worked on throughout the 2019-20 fiscal year.

CCKids continues to struggle with addressing physical health needs of the child (FL CQI item 17). Reviewers determined through case consultations that children are seeing their physicians but due to difficulties obtaining records from certain provider offices, records are not always located in the case files. When records are retrieved there is a lack of follow-up or documentation of the follow-up found in the case file. Despite this being a low percentage, the CBC Scorecard performance measure Children Receiving Medical Care within the Last 12 months has exceeded the target in all four (4) quarters of the last three fiscal years. Additionally, dental care has been identified as an area needing improvement through both FL CQI data and the CBC Scorecard performance measure Children (3+) Receiving Dental Care within the Last Seven (7) months which only met the benchmark target in four quarters of the last three fiscal years.

The following are evidence-based, best/promising, and/or emerging practices used by Communities Connected for Kids.

- Permanency Roundtables, as described below
- Quality Parenting Initiative
- Wraparound mental health services through the partnership with the managing entity.
- Collaboration between the Independent Living Program, Road to Success, and the clinical team to co-facilitate Regis Little staffings in order to ensure a multidisciplinary approach to young people with developmental disabilities so that they have the appropriate support and services in place as well as guardians appointed, if needed.
- Communities Connected for Kids continues to explore evidence-based strategies surrounding visitation between parents and their children in out of home placements that address bonding and attachment for implementation in the near future.
- Through our participation in the statewide evidence-based parenting initiative, we have mapped our local evidence-based parenting resources, and developed a uniform reporting template to provide a greater level of detail on parental progress in the services.
- Rapid Response In-Home Family Services program uses the evidence-based family support model designed and provided by Father Flanagan's Boys Town of Florida.
- Contracting with Safety Management Providers offering evidence-based services such as parenting.
- Rapid Family Engagement - meeting within 5-7 business of shelter to immediately engage the parents and discuss conditions for return and begin case planning process.

V. Intervention Findings

In response to the practice trends found in the FL CQI, PIP and RSF data, the following improvement initiatives have been put into place:

A home visit form workgroup was developed to address several areas in the FL CQI, PIP and RSF reviews. Since data shows significant areas needing improvement across all three reviews, the workgroup was charged with finding the best option to assist case management in properly assessing case participants and documentation all efforts in FSFN. The home visit form was condensed from 9 pages to 2 with the option to duplicate child and parent specific sections to ensure each participant would have the proper areas addressed with them during home visits. Test was completed with a small group of case managers and supervisors and overall, the feedback was quite positive. It is CCKids hope to roll out the finalized form in September. The forms will be reviewed on a monthly basis and reported on the quarterly CFSR PIP updates to see if the changes are making positive impacts.

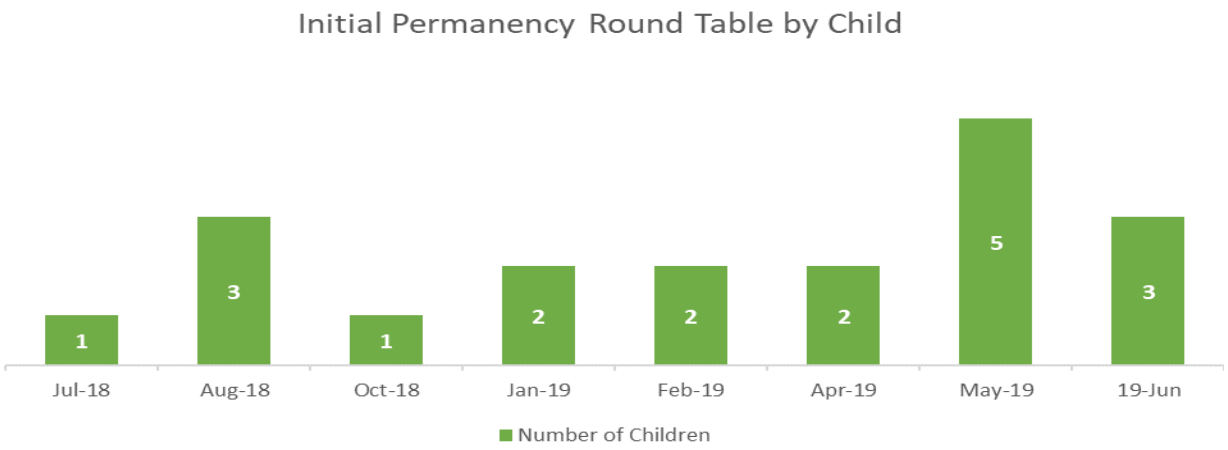
Permanency Roundtable (PRT): this initiative facilitates an intensive planning process to address the complex needs of children who have been in care for significant lengths of time and is expected to support reductions in our Average Length of Stay outcome measures. During FY 2018-19 Communities Connected for Kids completed fifteen (15) initial PRTs. This initiative involved a total of nineteen (19) children. Children chosen for PRT are those presenting with longer-than-average lengths of stay, DJJ or mental health involvement, and challenging barriers to

permanency such as large sibling groups. There were a total of thirty-nine (39) follow-up staffings this fiscal year, which included follow-ups on initial PRTs completed prior to this year. Forty (40) children have reached permanency as a result of the PRT initiatives to date. Communities Connected for Kids continues to conduct Youth Centered Round Tables with one (1) youth on a bi-monthly basis.

Key achievements for FY 2018-19:

- Permanent Guardianship of one youth with a previously terminated parent
- Placement of a large sibling group (6 siblings- didn't want to be separated) September is the adoption month if everything remains the same
- Adoption of a child by a foster family

PRTs have been a great resource for getting all parties involved with a common goal and working as a team for the child/youth. It is expected, based upon outcomes to date, that the PRT initiative will continue to influence outcomes of other cases that have not yet been through a PRT process. Case managers, clinical staff, CLS and Guardians ad Litem (GALs) all have the option to refer cases for this project.



CCKids Quality and Contracts departments monitor the contracted service providers through a number of mechanisms. Contract managers collect and analyze provider data from FSFN and internal systems on a monthly basis. Any performance issues are discussed with the Director of Contracts and then the contract managers discuss with the provider the actions needed to improve performance. The contract manager provides any and all technical assistance necessary and documents these actions in the contract file. As CCKids evaluates and monitors programs and new information becomes available, the Quality Management department will work in conjunction with the providers and Contracts department to ensure improved outcomes.

Quality Management department participates in monthly meetings with our local child-placing agencies to address the issue of children in group care without active adoption recruitment plans, permanency options or relative/non-relative placement options. The One School One Child Initiative recruits school board employees to become foster parents; the goal is for every school to have at least one employee as a foster parent.

The Quality Management department continues to strengthen the contract provider monitoring process by continual development of a real-time qualitative approach which more accurately reflects the quality and effectiveness of the services provided by contracted agencies and programs working with our children and families. Quality Management continues to focus on the monitoring report writing with emphasis on the report turnaround time for this fiscal year. The improvement was to provide our circuit subcontractors with real-time information on their performance in a timelier manner.

CCKids understands the importance of obtaining and maintaining national accreditation as an additional quality assurance measure. Communities Connected for Kids achieved COA accreditation in November 2015.

Russell Kline, MS **Date: 8/29/2019**
Director Quality/Data Management