



Community Partnership for Children

protecting children . . . fostering family stability

Serving Volusia, Flagler and Putnam Counties

**Annual Quality Assurance
Review Findings and
Continuous Quality
Improvement Report
FY 2019.2020**

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

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Report
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Introduction

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

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

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

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

Outcome Measures and Performance Measures

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

Performance Improvement

As required in the FY 19.20 Windows into Practice Guidelines, the CPC Quality Assurance Team completed the following contractual reviews per quarter: 10 Rapid Safety Feedback reviews, 16 FLCQI case file reviews, 1 FLCQI in-depth case review with interviews and 1 Performance Improvement Plan (PIP) review. Following the completion of each case review, QA Specialists consult with the appropriate Case Manager Supervisor and Case Manager to discuss the strengths and opportunities for improvement.

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

The FLCQI case file reviews are a version of the Federal CFRS process adopted by Florida in 2015. The reviews look at in-home and out of home cases, both open and closed, through reviewing case file documentation to determine child safety, permanency and well-being based on eighteen (18) items. An additional FLCQI in-depth case review is completed using the same 18 items but requires the agency to conduct specific interviews with case participants and stakeholders to determine outcomes. In this process, the in-depth case type is selected to alternate the scheduled Federal PIP selected for that quarter. The following tables compare, summarize and analyzes trends of our case management case review results – Rapid Safety Feedback (4-years) and Florida CQI (5-years):

Safety Findings – FLCQIs

Community Partnership FLCQI Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18	FY 18.19	FY 19.20
		% Subs Achieved	% Subs Achieved	% Subs Achieved	% Subs Achieved	% Subs Achieved
Outcome S1: Children are, first and foremost, protected from abuse and neglect.						
Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.6%	97%	95%	92%	96%	95%
Outcome S2: Children are safely maintained in their homes whenever possible and appropriate.						
Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry	85.8%	97%	97%	97%	100%	100%
Item 3: Risk and Safety Assessment and Mgt	77.7%	74%	91%	89%	79.30%	75%

Safety Findings – Rapid Safety Feedbacks

Community Partnership for Children Rapid Safety Feedback Outcomes						
1.0	Family Assessments	FY 15.16	FY 16.17	FY 17.18	FY 18.19	FY 19.20
1.1	Is the most recent family assessment sufficient?	75%	77.5%	77.5%	63%	87.5%
1.2	Is the most recent family assessment timely?		57.5%	22.5%	23%	45%
2.0	Case Manager Visits					
2.1	Is the quality of the visits with the child sufficient?	53%	92.5%	67.5%	60%	70%
2.2	Is the frequency of the visits with the child sufficient?		87.5%	75%	48%	75%
2.3	Is the quality of the visits with the mother sufficient?		89.7%	82.5%	74%	75%
2.4	Is the frequency of the visits with the mother sufficient?		84.6%	87.2%	63%	75%
2.5	Is the quality of the visits with the father sufficient?		72.9%	68.8%	50%	65.8%
2.6	Is the frequency of the visits with the father sufficient?		59.4%	58%	41%	32.5%
3.0	Background Checks and Home Assessments					
3.1	Are assessments completed when needed?	80%	95%	75%	60%	77.5%
3.2	Is the information assessed for potential danger threats?		95%	80%	60%	87.5%
4.0	Safety Management					
4.1	Is the safety plan sufficient?	65%	72.5%	55%	55%	72.5%
4.2	Is the safety plan monitored?	53%	57.5%	48%	30%	50%
5.0	Supervisory Case Consultation and Guidance					
5.1	Is the supervisor regularly consulting?	48%	67.5%	45%	35%	52.5%
5.2	Is the supervisor following up on recommendations?		60%	38%	35%	43%

Permanency Findings - FLCQIs

Community Partnership FLCQI Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18	FY 18.19	FY 19.20
		% Subs Achieved	% Subs Achieved	% Subs Achieved	% Subs Achieved	% Subs Achieved
Outcome P1: Children have permanency, stability						
Item 4: Stability of Foster Care Placement	88.5%	88%	91%	89%	93%	92%
Item 5: Permanency Goal for Child	82.1%	91%	85%	78%	81%	83.3%
Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living	75.4%	81%	85%	67%	62%	48%

Outcome P2: The continuity of family relationships and connections is preserved	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18	FY 18.19	FY 19.20
Item 7: Placement with Siblings		93%	94%	100%	87%	100%
Item 8: Visiting with Parents and Siblings in FC		72%	75%	78%	85%	70%
Item 9: Preserving Connections		87%	85%	86%	81%	67%
Item 10: Relative Placement		90%	85%	89%	87%	81.3%
Item 11: Relationship of Child in Care with Parents		30%	57%	40.60%	52%	45.7%

Well-Being Findings - FLCQIs

Community Partnership FLCQI Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18	FY 18.19	FY 19.20
		% Subs Achieved	% Subs Achieved	% Subs Achieved	% Subs Achieved	% Subs Achieved
Outcome WB1: Families have enhanced capacity to provide for their children's needs						
Item 12: Needs and Services of Child, Parents, and Foster Parents	58.4%	81%	72%	64%	78%	40%
Item 12A: Needs Assessment and Services to Child		98%	93%	93%	97%	97%
Item 12B: Needs Assessment and Services to Parents		82%	75%	67%	55%	37.5%
Item 12 C: Needs Assessment and Services to Foster Parents		97%	94%	78%	90%	87%
Item 13: Child and Family Involvement in Case Planning	70.7%	63%	71%	48%	57%	50%
Item 14: Caseworker Visits with Child	78.9%	72%	70%	52%	67%	60.3%
Item 15: Caseworker Visits with Parents	51.1%	29%	45%	39%	50%	44.6%
Outcome WB2: Children receive appropriate services to meet their educational needs						
Item 16: Educational Needs of the Child		87%	86%	87%	71%	81.3%
Outcome WB 3: Children receive adequate services to meet their physical and mental health needs						
Item 17: Physical Health of the Child		57%	72%	93%	55%	61.5%
Item 18: Mental/Behavioral Health of the Child		79%	94%	67%	59%	47.1%

CFSR (PIP) Outcomes

Performance Item Comparisons	Current PIP Targets	CFSR (PIP) 1 st Qtr. OHC 1 case	CFSR (PIP) 2 nd Qtr. IHC 1 case	CFSR (PIP) 3 rd Qtr. OHC 1 case	CFSR (PIP) 4 th Qtr. IHC 1 case
		% Strength	% Strength	% Strength	% Strength
Outcome S1: Outcome S1: Children are, first and foremost, protected from abuse and neglect.					
Item 1: Timeliness of Initiating Investigations of Reports	91.6%	100%	100%	100%	100%
Outcome S2: Outcome S2: Children are safely maintained in their homes whenever possible and appropriate.					
Item 2: Services to Prevent Removal	85.8%	100%	NA	100%	NA
Item 3: Risk and Safety Assessment	77.7%	100%	100%	100%	100%
Outcome P1: Children have permanency and stability					
Item 4: Stability of Foster Care Placement	88.5%	100%	NA	100%	NA
Item 5: Permanency Goal for Child	82.1%	100%	NA	100%	NA
Item 6: Achieving Permanency	75.4%	0%	NA	100%	NA
Outcome P2: The continuity of family relationships					
Item 7: Placement with Siblings		NA	NA	100%	NA
Item 8: Visiting with Parents and Siblings in Foster Care		0%	NA	100%	NA
Item 9: Preserving Connections		100%	NA	100%	NA
Item 10: Relative Placement		0%	NA	100%	NA
Item 11: Relationship of Child in Care with Parents		100%	NA	100%	NA
Outcome WB 1: Families have enhanced capacity to provide for their children's needs					
Item 12: Needs and Services of Child, Parents, Foster Parents	58.4%	0%	100%	100%	100%
Item 12A: Needs Assessment and Services to Child		100%	100%	100%	100%
Item 12B: Needs Assessment and Services to Parents		0%	100%	100%	100%
Item 12C: Needs, Assessment to Foster Parents		100%	NA	100%	NA
Item 13: Child and Family Involvement in Case Planning	70.7%	0%	100%	100%	100%
Item 14: Caseworker Visits with Child	78.9%	100%	100%	100%	100%
Item 15: Caseworker Visits with Parents	51.1%	0%	100%	100%	100%
Outcome WB2: Children receive appropriate educational needs					
Item 16: Educational Needs of the Child		NA	100%	100%	NA
Outcome WB 3: Children receive physical and mental health needs					
Item 17: Physical Health of the Child		100%	NA	100%	NA
Item 18: Mental/Behavioral Health of the Child		NA	0%	100%	NA

It is important to note the significant difference in outcomes between the FLCQI case file reviews versus PIP case reviews with interviews. The results indicate an increase in positive outcomes during the PIP interview process and the results of the FLCQI file reviews reflect our agency's need to ensure sufficient documentation is included in the case file. CPC is piloting the QA Roundtable process (used in the PIP process) on the FLCQI reviews to improve scores in the next fiscal year.

Contract and Scorecard Measures FY 19.20

Community Partnership for Children - Contract and Scorecard Measures FY 19-20										
Contract Measure #	Scorecard Measure #	Contract and Scorecard Measures	Standard	CPC FY18/19 Average	CPC Q1	CPC Q2	CPC Q3	CPC Q4	CPC FY19/20 Average	Statewide Q4
1	M01	Rate of abuse or neglect per day while in foster care.	8.50 or lower	10.45	15.77	11.95	9.56	5.71	10.75	6.70
2	N/A	Number of children with finalized adoptions between July 1, 2018 and June 30, 2019.	CPC 19/20 goal = 277	276/210	75/277	141/277	181/277	286/277	286/277	
3	M04	Percentage of children under supervision who are seen every thirty (30) days.	99.5% and above	99.33%	99.57%	99.76%	99.77%	99.67%	99.69%	99.48%
4	M05	Children exiting foster care to a permanent home within twelve (12) months of entering care.	40.5% and above	25.57%	24.82%	30.92%	31.78%	31.95%	29.87%	37.20%
5	M07	Children who don't re-enter foster care within twelve (12) months of moving to a permanent home.	91.7% and above	83.80%	83.72%	83.97%	82.01%	85.61%	83.83%	89.98%
6	M08	Children's placement moves per 1,000 days in foster care.	4.12 or fewer	3.47	2.98	2.83	3.01	2.66	2.87	3.76
7	M09	% of children in out-of-home care who received medical service in the last twelve (12) months.	95.0% and above	97.05%	97.61%	97.91%	96.33%	91.94%	95.95%	92.95%
8	M10	% of children in out-of-home care who received dental services within the last seven (7) months.	95.0% and above	88.51%	87.93%	87.52%	88.57%	64.38%	82.10%	74.95%
9	M11	% of young adults in foster care at age 18 that have completed or are enrolled in secondary education.	80.0% and above	84.46%	96.77%	100.00%	96.43%	92.59%	96.45%	88.13%
N/A	M02	% of children who are not neglected or abused during in-home services.	95.0% and above	92.62%	93.46%	94.40%	94.03%	93.87%	93.94%	95.51%
N/A	M03	% of children who are not neglected or abused after receiving services.	95.0% and above	95.34%	95.26%	94.01%	93.98%	94.97%	94.56%	96.53%
N/A	M06	% of children exiting to a permanent home within 12 months for those in care 12 to 23 months.	43.6% and above	53.61%	50.34%	59.45%	55.78%	58.55%	56.03%	50.63%
N/A	M12	% of sibling groups where all siblings are placed together.	65.0% and above	61.12%	60.80%	60.14%	67.12%	69.64%	64.43%	64.09%

QA/CQI Activities to Address Case Review Outcomes and Performance Measures

The QA/CQI activities implemented in FY18.19 by Community Partnership for Children were continued into the new fiscal year to address the trends and findings of the Rapid Safety Feedback and FLCQI case reviews; and two (2) contract measures for which the agency is under a Corrective Action Plan (CAP). The measures are % of Children Exiting Foster Care to a Permanent Home within 12 Months of Entering Care (M05) and % of Children Who Do Not Re-Enter Care within 12 Months of Moving to a Permanent Home (M07).

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

In addition, Quality Assurance developed mandatory in-person training midway through FY 19.20, that focused specifically on the case review tools and language, both Rapid Safety Feedback and FLCQIs, to further broaden case management's understanding of each item and how QA determines strength outcomes or areas needing improvement. In addition, the Office of Child Welfare's Child and Family Services Review (CFSR) checklist was provided and discussed to ensure there was a common understanding and application of the checklist. The trainings were mandatory and held at each service

center that ensured smaller audiences and greater participation; including individual questions and discussion of quality practice tips.

Safety Plan Training

- Outcomes based on QA's Rapid Safety Feedback (RSF's) reviews and Abuse During Services Performance Measure for the previous year highlighted the need for ongoing safety plan management training during FY 19.20. Safety training attendance was mandatory throughout the year and trainings were offered as new Case Managers/Supervisors were hired. As Quality Assurance continued to review findings from the RSF's and CQI activities (Supervisor Reviews and Post Placement) it was determined that smaller, informal training settings would be more beneficial to boost understanding and participation.

Continuing into the new FY 19.20, QA realized additional individualized attention was needed for staff to fully understand how to develop sufficient safety actions, how to identify the appropriate safety monitors; and how to set adequate frequency standards for monitoring. QA and Training delivered ongoing in-service trainings, unit to unit, using actual cases that Case Managers and Supervisors needed assistance with in completing sufficient plans. Along with the core training objectives, additional focus was placed on supervisory staff when reviewing safety plans for sufficiency and the importance of the Supervisor consistently conducting guided discussions with the Case Manager to promote effective practice and decision making.

The additional safety trainings impacted the results of the RSF reviews and CQI activities, as evidenced by improved progress and performance, especially in the areas of sufficient safety actions and identifying appropriate informal safety plan providers. QA and Training staff continue to coach Supervisors and Case Managers on following through with safety plan monitoring.

Safety, Permanency and Well-Being Trainings and CQI Activities

- Permanency Specialists continued to schedule permanency staffings of all cases at the 4th and 9th month-mark from removal and include thorough discussions of the Conditions for Return (CFR). Written recommendations and required follow-up items are sent to the Case Manager, Supervisor and POA within 2-days of the staffing, to include the recommendation to schedule a Critical Juncture Staffing.
- Conditions for Return (CFR). A refresher training was provided to explore the safety planning analysis and how to safely return children to their parents as well as articulating conditions for return in court in order to reach permanency faster.
- Maintaining Connections and Reducing Trauma for Children. A refresher training was provided to help case management identify the importance and diversity of connections, as well as generate solutions that assist with minimizing the trauma of removal by maintaining critical connections. The training was to enhance the case manager's understanding that facilitating meaningful connections for their families can lead to more frequent and timely reunification/permanency for children.
- The Quality Parenting Initiative (QPI) Comfort Call training was initiated in October 2019, as the first tier of the process and fully implemented by July 2020. The initial "comfort call" is the practice of a child welfare professional contacting the previous caregiver (birthparent, relative, foster parent), as soon as possible, following the removal or replacement to convey the safety of the child and exchange critical information needed to best meet the immediate needs of the

child(ren). The comfort call is also utilized to introduce the new caregivers in hopes of building a working relationship between the adults. CPC developed practice guidelines to support the building of these relationships between caregivers, birth parents, and child welfare professionals to reduce trauma, encourage co-parenting and achieve successful and timely outcomes for the children we serve. Child Protective Investigators, CPC Case Management and Foster Parents were all provided a power point training on the Comfort Call process.

- Quality Assurance continued to monitor a CQI activity developed due to Re-Abuse/Re-Entry in January of 2019, where Reintegration staffings (Family Team Meetings) are monitored for frequency and quality. The staffings are held every 30 days on all children in post placement supervision to assess family stability, continued parental behavior change, service provision and address any other unmet needs of the children and/or family.

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

Integrated Practice Team Meetings continue to be scheduled immediately to develop a stability plan to intervene for the family on any post placement cases that have service provision issues that need to be addressed or a placement that could potentially disrupt. Any other post placement cases that could potentially disrupt continued to be addressed with the Director of Case Management in order to prevent removal.

Improved performance was achieved during the second half of this fiscal year on two (2) of CPC's performance measures - Rate of Abuse/Neglect in Foster Care and Children Not Re-Entering Foster Care within 12 months of moving to a permanent home.

- During the 4th quarter of the past fiscal year QA developed a 120-day Milestone Tracker to monitor Non-Judicial case management cases using the Department's Child Welfare Practice Operating Procedures (CFOP) milestones, RSF and FLQI criteria to track outcomes throughout the life of a case. The tracker is set to monitor milestones completed from Case Transfer Conference (CTC): at a 10-day review, at a 35-day review, at a 60-day review and then a 120-day review. The CQI activity has improved performance and communication with Neighbor To Family, CPC's contracted provider for non-judicial services.

Permanency Action Team

- A Permanency Action Team was formed by Community Partnership for Children on July 3, 2019 that included representatives from the Office of Child Welfare (OCW), the Department (DCF) and Children's Legal Services (CLS). The team examined the agency's system of care to improve performance outcomes in the areas of achieving permanency within 12 months and to prevent re-entries within 12 months of reaching permanency. The second meeting held on July 26th, 2019, with the assistance of the OCW, the team was able to develop a Case Management Process Map (a 365-day hotlist report to permanency map). CPC then created with Mindshare the Case Management Workflow Report based on the 365-day process map. The report tracks,

in real time, the completion all required milestones in a judicial dependency case in order to manage the progress toward permanency. Each Case Manager/Supervisor has this report on their Mindshare dashboard and can easily identify which task is due next. Senior Case Management staff review and monitor the report and track the twelve months to permanency unit by unit. Case listings of all children sheltered that have not reached the 365th day are sent to Program Operations Administrators for completion on a monthly basis to indicate potential barriers and status of permanency for each case. The responses are then reviewed by Senior Case Management staff in order to address any barriers, schedule a permanency staffing or refer for an Escalated permanency review for resolution.

Other Activities:

- In July 2019, Quality Assurance Specialists started daily monitoring the Child Not Seen List from FSFN. Immediate correspondence is issued to the appropriate Case Managers/Supervisors to inform them of the need for a home visit or if a correction is needed in FSFN.
- Monthly Senior Management Team Meetings continued during the fiscal year for the purpose of providing pertinent quality assurance findings, case management data, policy updates, and training for Supervisors in order to improve agency performance, resolve systemic barriers and ensure continuous quality improvement.
- Level IV Specialty Training was specifically developed for the Level IV Case Manager. This training targeted case managers promoted to the next level to explore their transition to leadership, delve into task driven topics they will be responsible for such as reviewing reports for sufficiency, ensuring their Case Managers are being mentored and that they are equipped to provide appropriate feedback to ensure the safety, permanency and well-being needs of our children are being met.
- The Training Department scheduled a 2-day Strength Based Supervision training for CPC POA's/Supervisors and the DCF PA's during the first quarter of FY 2019-2020. This program was developed specifically for the state of Arizona Child Protective Services department and approved by administration for use around the entire state. It is was adapted for supervisors at DCF in Florida for them to teach and facilitate critical thinking, thereby creating independent case managers who are better able to assess families and reach permanency through more accurate assessment. The curriculum covered an in-depth approach to Social Service Supervision (group and individual), organizational culture and climate, critical thinking skills and group discussions/group activities.
- Records Management continues to monitor and track medical and dental requests in order to improve efficiency and compliance with performance measures. The process was re-assessed throughout the year, in conjunction with Senior Case Management, to include medical/dental request forms to be completed by case managers and sent to Records for processing. Records utilizes a monthly Excel tracker to monitor the entire process from request date to the date of the provider report being uploaded into FSFN. Records staff communicate with case management on issues with incorrect information and notifies case management when provider records are received and uploaded into FSFN. The process started to make a positive impact on the agency's performance, in both medical and dental outcomes during the first half of the fiscal year. However, the COVID-19 pandemic in March 2020 closed many of dental offices in our area and they only have recently begun to re-open in July-August.