



Building Strong Links for Children in Need

PERFORMANCE AND QUALITY IMPROVEMENT PLAN

FISCAL YEAR 2017 - 2018

Mission:

The Children's Network of Southwest Florida is committed to working with the community to protect children and preserve families.



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INTRODUCTION

In 2003, Children's Network of Southwest Florida (Children's Network) was awarded the Lead Agency contract to provide community based care services to children and families in Charlotte, Lee, Collier, Hendry and Glades counties by the Florida Department of Children and Families (DCF). Under the leadership of its governance Board of Directors and Executive Management, in 2009 Children's Network obtained accreditation as a Network Management Agency through the Council on Accreditation (COA). Three years later, Children's Network demonstrated its commitment to continuous quality performance and improvement, exemplary service delivery, stakeholder inclusion and implementation of innovative practices so successfully secured the lead agency contract for another ten years. Respectively in 2013 and 2017, COA validated Children's Network's strength in providing administrative oversight of a robust network of contracted Case Management Organizations (CMO), faith based agencies, specialty providers and community partners responsible for direct service delivery to children and families and granted reaccreditation.

Children's Network values collaboration with its community stakeholders and strives to achieve and promote positive outcomes related to safety, well-being and permanency based on the individual's need. The agency ensures accountability across the system of care with all partners involved in providing the vast array of services including prevention and family support service; safety management; foster home recruitment, training, licensing and support; adoption recruitment, training, placement, pre-and-post-adoption support; independent living services to youth and young adults formerly in care; family preservation and kinship care services; clinical services; shelter and residential care; nurse case management; and educational supports and mentorship.

Children's Network contracts with three Case Management Organizations (CMOs) that provide case planning, well-being services, permanency planning, and safety management of children and their families. A fourth subcontracted agency provides transition planning, supervision and/or case management services to young adults formerly in foster care who participate in Extended Foster Care, Aftercare or other independent living services. In FY 2016 - 2017 Children's Network developed specialty case management units that provide direct client case management services.

MISSION

Children's Network of Southwest Florida's mission is to work with the community to protect children and preserve families. The agency endeavors to support family stabilization through family support services, restore families that are disrupted through separation when it is appropriate, identify and promote permanent connections for children in a timely manner, engage relatives through family centered practice, equip adolescents for adulthood, maintain an array of service providers, assure provider accountability and emphasize respect for the worth and dignity of all people.

VISION

It is the vision of the Children's Network of Southwest Florida to build strong links for children in need by proactively seeking and assessing their natural supports and utilizing a trauma informed approach to achieve each child's safety, well-being and permanency.

VALUES

Leadership

The Children's Network of Southwest Florida embraces leadership guided by informed wisdom and common sense, with compassion.

Integrity

The Children's Network of Southwest Florida operates with integrity, honesty, and transparency.

Advocacy

The Children's Network of Southwest Florida advocates for safety, permanency and well-being of children and their families.

Stewardship

The Children's Network of Southwest Florida is an active steward committed to the efficient and effective use of resources.

CORE PRINCIPLES

Safety Oriented – Safety determinations will be made by assessing child vulnerability and threats, in conjunction with the parental /caregiver capacity to protect. Action based crisis and safety plans will be developed to mitigate danger threats and risk factors while assessing ongoing safety of children.

Access – Children and families will have timely access to relevant services. Barriers to service will be identified and solutions will be actively pursued to expedite intervention.

Individualized Services – Each family member will receive individualized services in accordance with strengths and needs identified by the family and consistent with valid professional assessments. Services will be delivered in accordance with the case plan drawing from both formal and natural supports. Services will be provided at the level, intensity and duration necessary, and in the least intrusive manner possible.

Family-Centered Focus – Service planning, provision and decision making will be designed to meet the unique strengths and needs of the families. Full participation from the families will be strongly encouraged throughout all junctures in the life of the case.

Culturally Competent and Respectful Practice – Culturally competent services will be delivered in a manner that respects individual and family needs and cultural differences. Culturally competent, diverse staff will ensure that all clients have access to receive and benefit from the necessary services. Any differences in outcomes for populations of races, religions, ethnicity, gender, physical disability or other characteristics will be identified and addressed.

Integration - Interagency planning, resource sharing and service delivery will be linked across the system of care network providers. Through a shared philosophy, coordinated intake, service planning, case management and continuity of service provision, the system of care will appear seamless to the individuals and families served.

Effective and Efficient – Children, their families and the community expect quality services, effective service outcomes and responsible, transparent, and accountable use of public and private funds; providers and families will be held accountable for results.

Normalized - Children will be encouraged to participate in age appropriate activities that stimulate physical, social and emotional development. Services received by children will be within the least restrictive environment that is appropriate for their needs and safety requirements.

Community-Engaged – Local planning, management and decision making is the foundation of community based care. Partnerships with stakeholders will ensure that resources are allocated to meet the unique needs of the community. Ongoing assessment and identification of service needs will guide the prioritization process.

Permanency Driven – The Children’s Network of Southwest Florida will always strive for safe reunification of children with their families; however, if reunification is not possible, an alternate permanency plan for children and adolescents who are in out-of-home care will be developed in a timely fashion. Goal priorities will be: adoption, permanent guardianship of a dependent child, placement with a fit and willing relative, another planned permanent living arrangement or independent living.

Strength Based – Interventions with families will be centered on individual strengths, goal oriented and solution focused.

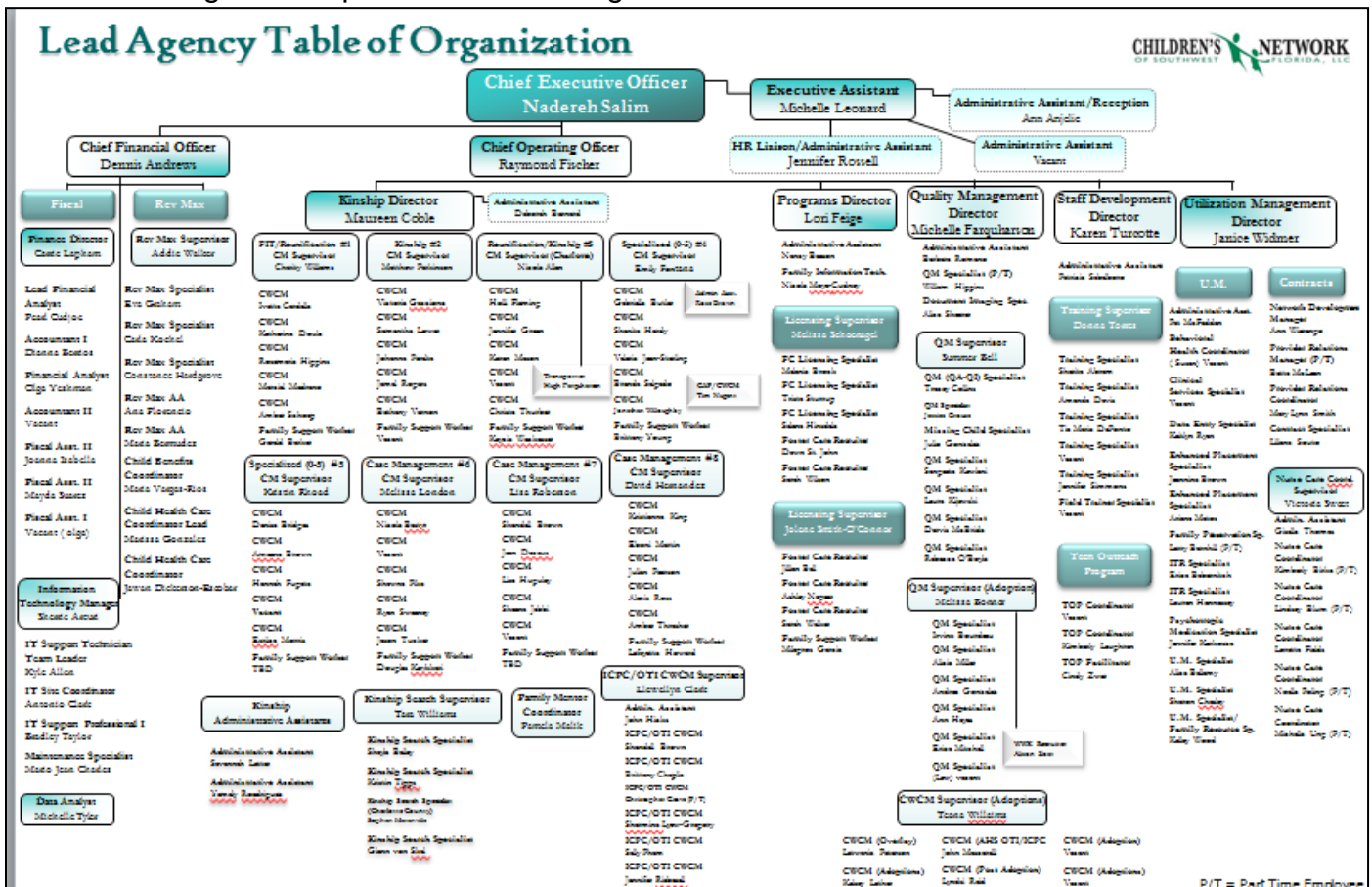
ORGANIZATIONAL STRUCTURE:

Children’s Network Executive Management Team consists of the Chief Executive Officer (CEO), Chief of Operations and (COO) and Chief Financial Officer (CFO). The Management team is comprised of the Executive Management Team and five Directors who report to the Chief Operating Officer - Utilization Management Director, Quality Management Director, Licensing Director, Kinship Director and Staff Development Director - along with the Director of Fiscal who reports to the CFO. In FY 2017 – 2018 an additional Director position will be

added, whose responsibility will be aligned with the agency's case management component that has enhanced the system of care.

Children's Network administrative oversight consists of supervisory level staff within Quality Management, Nurse Case Management, Foster Care Recruitment & Licensing, Staff Development, Revenue Maximization and Fiscal and the case management units. The Executive Management Team, Directors, Supervisors and the agency's Data Analyst participate in a joint meeting at least monthly to assess performance trends, identify and address systemic needs and address performance related to each area.

The following chart depicts CNSWFL's organizational Structure:



QUALITY ASSURANCE FRAMEWORK

Children's Network promotes a corporate culture of continuous quality improvement utilizing a total quality management framework. The agency's organizational structure is designed to include quality assurance functions in all departments and has a dedicated Quality Management team that performs standardized case reviews and executes other related duties to achieve outcomes aligned with statutory, accreditation and contractual requirements.

The Programs Department evaluates performance, implements improvement strategies and monitors outcomes associated with foster care recruitment, retention, licensing and relicensing, exit Interviews, capacity waivers and foster parent surveys. In August 2017, in response to the growing need for additional foster care bed capacity to meet the varying needs of youth and young adults in licensed care, Children's Network implemented Next Generation Pride for prospective foster and adoptive parents. Participants now engage in 5 classroom based trainings and 5 online trainings for a total of 30 hours. It is expected that the time to licensure will be reduced.

The Children's Network of Southwest Florida recognizes training and staff development essential components of assuring quality services for the community. The Staff Development Department equips Children's Network and CMO staff, stakeholders and community partners with knowledge of both required and best practices in child welfare through a variety of pre- and in-service trainings, provides field coaching and shadowing for new Case Managers and existing staff warranting additional support to improve proficiency and completes secondary file reviews of all candidates recommended for certification through the Florida Certification Board. Within this Department is the Teen Outreach Program, (TOP®), a nationally recognized, evidence based prevention program. The program's goals are to develop life skills, to promote healthy behaviors and to help teens find a sense of purpose.

The Contract Unit performs oversight through programmatic review and monitoring of all contracted providers and participates in policy development and dissemination throughout the network. Each contracted provider has a dedicated Contract Manager who acts as a liaison between the Children's Network and the provider. All contracted providers in the Children's Network system of care participate in regularly scheduled team meetings and annual monitoring to address any arising issues. Providers and lead agency management regularly participate in the team meetings as does other involved staff. When areas of improvement are identified, corrective action plans are routed through the Contract Managers to the applicable Children's Network Department for tracking and monitoring. Children's Network has a designated Contract Manager who is the liaison between the lead agency and DCF. The Contract Manager, along with members of the executive and management team, meet monthly with DCF Regional staff to address operational and performance matters.

The Utilization Department analyzes service accessibility and efficacy, facilitates linkage to providers within and beyond the circuit and assures smooth case transfer from Child Protection Investigation to case management.

The Fiscal and Revenue Maximization Units conduct audits to maintain vigilant fiduciary responsibility in the expenditures of State, Federal, and local funds, grants and donations. These units conduct reviews for Title IVE and Maintenance Adoption Subsidies.

In FY 2017 - 2018 The Kinship Department will have an expanded role within the system the system to include the following:

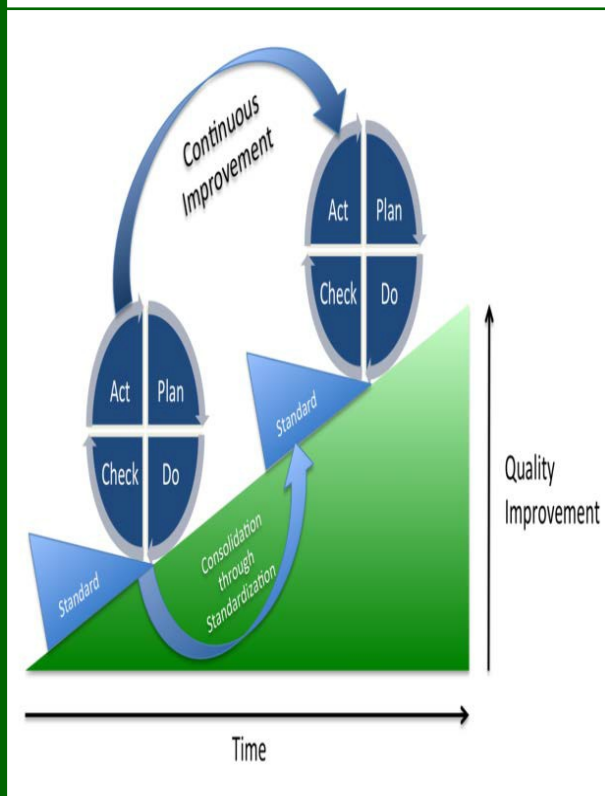
- 1- Kinship Specialists attend shelter hearings for children entering licensed care for early engagement of birth families towards identifying their natural and extended familial and kinship relationships. The Kinship Specialists will timely initiate the homestudy process

so that children can maintain their existing connections and reside in the least restrictive placement. For existing cases, the Kinship Specialists utilize automated family locator programs to aid in identifying children's relatives for potential placement and relationship development.

- 2- Specialized Reunification unit – Case Managers within these units only serve families who have been reunified. This allows staff to develop the specific skills needed to effectively assess and support families towards safe case closure and reduce the likelihood of re-entry.
- 3- The ICPC / OTI Unit (Interstate Compact on the Placement Children / Out of Town Inquiry) streamlines the process flow for incoming and outgoing requests pertaining to children from other jurisdictions being placed in C20 and children with primary jurisdiction within C20 being placed elsewhere. Specialization in this function improves performance with the established timeframes and guidelines governing these programmatic areas.
- 4- Intensive Family Services Team (IFST) – this unit will work closely with the Child Protection Investigator for early prevention services to divert children from being separated from their birth families due to removal.
- 5- Family Intensive Treatment Team (FITT) Case Management – Case Managers in this unit have had additional specialized training to work in collaboration with behavioral health providers to serve families with co-occurring substance abuse and mental health concerns. The team increases immediate access to services for parents; develops a safe, nurturing and stable living situation for children; reduces the number of out-of-home placements; reduces children's length of stay as well as re-entry to the child welfare system.
- 6- Targeted age 0-5 population – focused case management service is provided to this most vulnerable population that comprises over 40% of the children served in C20. Children served are primarily in home in either a non-judicial or judicial case type. If a child is removed from the parent's custody, the family may continue being served by the unit to help expediently mitigate the circumstances and plan for the child's safe return to the parent's care.
- 7- Family Mentor recruitment, training support and coordination - The unit has a Mentor Coordinator who works with the United Way to recruit, train and support volunteer mentors for parents being reunified with their children. The goals of the program are to help parents achieve and maintain greater self-reliance; introduce and re-establish strength based support networks; and help families get back to the positive time in their lives. For the agency, the intent is to enhance families' capacities to meet their own needs and safely care for their children.

The Information Technology (IT) Department encrypts, monitors and supports all laptops, computers, mobile devices and phone systems to ensure the workforce has local and remote access to perform expected functions. The IT unit maintains the help-desk utilized by the lead agency staff and its primary sub contracted providers and performs analysis to identify common themes and trends. The IT unit communicates information across its users base and when warranted implements improvement strategies.

Children's Network **system-wide** approach to performance and quality improvement is designed on Deming's "Plan-Do-Check-Act" Model



PLAN: Establish the objectives and processes necessary to deliver results in accordance with the expected target or goals. By establishing output expectations, the completeness and accuracy is also a part of the targeted improvement.

DO: Implement the plan, execute the process. Collect data for analysis in the following "CHECK" and "ACT" steps.

CHECK: Study the actual results measured and collected in "DO" and compare against the expected results from the "PLAN" to ascertain any differences. Look for deviation in implementation from the plan and also look for the appropriateness and completeness of the plan to enable implementation.

ACT: Implementing performance improvement activities to overcome barriers to quality services and remediate noted deficiency. Conduct follow up to assess effectiveness and sustainability.

Reinitiate the cycle if interventions are found to be ineffective.

This approach includes Program Planning, Implementation, Monitoring and Modification as required, ensuring that processes are sound and comprehensive. Agency, provider, stakeholder and case management specific strategic planning takes place to address monitoring results, implement law changes, assess the effectiveness of policies and procedures, and identification of additional resources to meet the needs of children and families in the community.

QUALITY ASSURANCE, CQI & STAFF RESOURCES

The Quality Management Department consists of members with varied areas of expertise and specialization providing a broad knowledgeable base and perspective that is essential to evaluate and address the complex needs of children, families and the system of care. When available, all Quality Management Department Specialists participate in the CMO's team meeting to provide programmatic perspective. The Quality Management Department is comprised of:

- 1 Director
- 2 Supervisors
- 3 ½ FTE Quality Management QA Specialists
- 1 QA/QI Specialist

- 3 Quality Management Permanency Specialists
- 1 Rapid Permanency Review Specialist
- 1 QM Independent Living Specialist for youth in OOH care ages 13 - 17
- 1 QM Independent Living Specialist for young adults formerly in foster care 18 – 23
- 1 QM Missing Child / Human Trafficking Specialist / Incident Report Specialist
- 1 QM Adoption Specialist
- 1 Adoption Recruiter* (*does not require QA Certification*)
- 1 Imaging Specialist* (*does not require QA Certification*)
- 1 Administrative Assistant* (*does not require QA Certification*)

All newly hired QM Specialists who will conduct FLCQI case reviews will be paired with an experienced and certified reviewer for their first two reviews then will complete the OMS online training within six months of hire but prior to being assigned as a sole reviewer. For the Rapid Safety Feedback review, new hires will be paired with an experienced reviewer for two cases, then will serve as the lead reviewer their third case. The Quality Management Director or designee will review the tool for proficiency to determine if the Specialist may be independently assigned thereafter. Within 6 months of hire the employee will complete the DCF QA certification training when it becomes available.

As of the generating of this report, the Quality Management Director, Quality Management Supervisors and 7 Quality Management Staff are certified QA reviewers and have completed training through the Department of Children and Families (DCF) and the Office of Administration for Children and Families Children's Bureau.

The Quality Management Director provides supervision of the quality management personnel, review of quality assurance/improvement reports, provides technical support and programmatic policy clarification, participates in data validation, communicates systemic strengths and areas needing improvement or identified gaps to the executive management team and, works collaboratively with the Department of Children and Families Office of Child Welfare and Suncoast Regional staff as well as the Circuit 20 Contract Manager on quality management activities. The Quality Management Director also incorporates case management staff in developing quality improvement plans that pertain to case management outcomes.

Both Quality Management Supervisors participate in case reviews, conduct secondary level case approval, provide programmatic technical assistance and facilitate performance improvement workgroups. One Supervisor provides oversight of the adoption program, services to youth ages 13 -17 in independent living, and supervises staff that performs permanency, reunification and specialty staffings. The other Supervisor supervises staff involved in the Rapid Permanency Review process, missing children / human trafficking, performance and contract measure outcomes, delivery of services to young adults formerly in foster care and the lead and co-lead QA reviewers.

All Quality Management Specialists conduct quality assurance reviews each quarter as specified by the procedures outlined by the DCF Windows into Practice Guidelines. The Lead Reviewer selects and disseminates the samples, randomly assigns reviewers, chairs the group

debrief, conducts second level reviews, tracks identified case review action steps through successful resolution and works collaboratively with the case management entities to develop corrective action plans for significant deficiencies that arise from file reviews. The Lead Reviewer tracks and validates reported outcomes and modifies the plans until the issues are remediated. The Lead Reviewer is typically the point person for discretionary reviews.

The QA/QI Specialist primarily focuses on quantitative data associated with scorecard performance, timeliness of supervisory reviews, family functioning assessments, and progress updates. Additionally, the Specialist tracks, evaluates and reports on compliance with corrective measures the agency has implemented in response to programmatic monitoring by internal or external audit.

The Permanency Specialists facilitate staffings focused on identifying barriers to permanency for children in out of home care. The first staffing occurs within 45 - 60 days of the removal episode or case re-opening and is convened every five months thereafter until permanency is achieved. Participants include birth parents, their support system, youth, caregivers, case management staff and external stakeholders (Guardian ad Litem, CLS Attorney or Parent Attorney, service providers, educators, mentors etc.). The Permanency Specialists also attend reunification and other multidisciplinary team staffings.

The Independent Living Specialist for youth ages 13 -17 ensures youth in licensed foster care are referred to the subcontracted provider that completes assessments of youth to determine the life skill supports needed and ensures youth have the opportunity to engage in the intensive services identified for teens in care. For teens in non-licensed care, the Specialist notifies the assigned Case Manager prior to transition plans becoming due and tracks them through completion. The Specialist also coordinates the Mentoring for Educational Success Program through the agency's partnership with Florida Gulf Coast University and works closely with local youth to promote their active participation in the Florida Youth Shine Southwest Florida chapter. In addition to other duties, the IL Specialist tracks and coordinates youth-focused Roundtable meetings within 60 days prior to the youth's 18 birthday and co-facilitates Independent Living preservice training.

The Independent Living Specialist for young adults formerly in foster care ages 18 – 23 conducts QA reviews of the subcontracted provider to ensure timely and appropriate case management service delivery, reviews and approves 100% of applications for Extended Foster Care, Aftercare and Post Education Supports and Services. The Specialist serves as a liaison between the subcontractor and lead agency fiscal department, conducts a Roundtable follow up call within 30 days prior to the youth turning 18, provides training and technical support to the subcontracted agencies and facilitates Independent Living training to new Case Managers in preservice.

The Missing Child / Human Trafficking/ Incident Report Specialist reviews and approves all missing child reports routed through FSFN for approval, tracks each missing child until located to ensure adherence to policy and procedure, interviews and as appropriate, conducts staffings for children who are alleged victims of human trafficking to identify and coordinate services. The Specialist reviews, tracks and provides analysis of incident reports. The

Specialist conducts incident reporting training to group care providers and new Case Managers in pre-service training.

The Adoption Specialist conducts quarterly reviews of cases assigned to the adoption unit to identify barriers to achieving adoption finalization, reviews and approves adoption homestudy and placement packets, chairs the Adoption Applicant Review Committee, processes requests for enhanced adoption subsidy, manages the Adoption Exchange for local children, coordinates identification of location sites to host the Heart Gallery, coordinates Mass Finalization events in November, tracks youths and assists in performance reporting for the Adoption Incentive Program, and provides monthly analysis of adoption placement and finalization performance.

In 2017 the Dave Thomas Foundation increased its grant to a full time Adoption Recruiter position. The Recruiter conducts in-depth reviews of the existing case file for each child on the protected caseload to identify the child's placement history since entering foster care and all significant people in the child's life – past and present to assist in identifying potential adoptive families for the child. The Recruiter reviews approved adoption home studies of families who reside locally, within the state or outside of Florida to determine if they are potential matches for available children.

The Imaging Specialist conducts quality assurance reviews of documents imaged, indexed and uploaded to the electronic case file record - ASK (Agency Secured Knowledge) – to ensure appropriateness, accuracy and conformity with indexing guidelines. The Specialist provides training for all staff responsible for document imaging and other case management staff as the need is identified. The Specialist also creates resource guides and other management tools to assist in organization and improving efficiency.

The Quality Management Administrative Assistant processes Client Relations communications that are reported to the agency. Each incoming report is logged, attended to expeditiously for timely resolution and customer satisfaction to the extent possible. Clients are afforded the opportunity to speak with a management staff to address matters that remain of concern. This escalation process continues up the chain of command to the Executive level if necessary for final resolution. All consumer grievances are reported to the executive team and Directors monthly. The Administrative Assistant logs incident reports and conducts any required administrative task to support the Department or the agency.

CASE REVIEWS

Continuous quality improvement activities are interwoven throughout the organization though Quality Management Department is responsible for quality assurance case reviews and the resultant data collection, analysis and distribution. The Quality Management team conducts case reviews utilizing the Windows into Practice Model. In each quarter of the fiscal year the Children's Network will conduct 10 Rapid Safety Feedback reviews, 18* Florida CQI Case reviews and 2 CFSR that will include stakeholder Interviews. **(The Office of Child Welfare has reduced the required number of quarterly FLCQI by 3 for every 1 FLCFSR PIP case that is required. Children's Network is assigned 5 FLCFSRPIP case every 6 months therefore the reduction is 15 FLCQI cases).*

Samples will be stratified during the year to ensure representation from all case management units, case goals and case type. Reviewers will utilize the statewide evaluation instruments located in the DCF QA Portal / Qualtrics, and CFSR Online Monitoring System which can be instantly accessed by DCF. If a decision is made to discard a randomly selected case file from the sample list under the allowable discard criteria, the rationale must be documented and the decision approved by the Children’s Network of Southwest Florida Quality Management Director.

If, during the course of the review, a safety concern is identified, a written Request for Action is generated and sent to the CMO responsible for management of the case. The CMO is notified immediately by phone, or in person for safety concerns followed by a written request for action. A formal response is due back to Children’s Network within two business days and is tracked until satisfactorily resolved.

Following completion of the reviews, a case debriefing will be conducted with the Case Manager, Supervisor and CMO Quality Assurance staff. Participants will be furnished a debriefing form that details the review findings. This provides timely feedback and promotes critical thinking skills to address identified case practices. As needed, managerial staff at the CMO will be requested to participate if the case is determined to be grossly deficient. A group debrief consisting of the review team, Children’s Network management, CMO management and QA staff will occur each review month. This forum promotes collaborative evaluation of specific and systemic performance strengths in achieving safety, permanency, and well-being as well as practice trend and opportunities for improvement.

Reports analyzing practice trends and comparing outcome from previous reviews will be shared at the CMO Director’s Meeting and Quarterly Supervisor’s Meeting. An annual report of practice trends is provided to DCF.

Below is Children Network’s 2017 - 2018 Quality Assurance Monitoring schedule:

Quarter 1:

Dates	Review Type / Event
July 10 th – 12 th	Federal CFSR PIP with DCF Reviewer
July 17 th – 19 th	Rapid Safety Feedback
July 28 th	Rapid Safety Feedback Group Debrief
August 7 th - 9 th	Federal CFSR PIP with DCF Reviewer
August 14 th – 16 th	Florida CQI
August 25 th	Florida CQI Group Debrief
September 11 th – 13 th	Federal CFSR PIP with DCF Reviewer
September 18 th – 20 th	Florida CQI
September 29 th	Florida CQI Group Debrief

Quarter 2:

Dates	Review Type / Event
October 9 th -11 th	Federal CFSR PIP with DCF Reviewer
October 16 th – 18 th	Florida CQI
October 27 th	Florida CQI Group Debrief
November 6 th – 8 th	Federal CFSR PIP with DCF Reviewer
November 6 th – 8 th	Florida CQI
November 17 th	Florida CQI Group Debrief
December 4 th – 6 th	Rapid Safety Feedback
December 8 th	Rapid Safety Feedback Group Debrief

Quarter 3:

Dates	Review Type / Event
January 8 th -10 th	Rapid Safety Feedback
January 19 th	Rapid Safety Feedback Group Debrief
January 22 nd – 24 th	Federal CFSR PIP with DCF Reviewer
February 12 th – 14 th	Federal CFSR PIP with DCF Reviewer
February 12 th – 14 th	Florida CQI
February 23 rd	Florida CQI Group Debrief
March 12 th – 14 th	Federal CFSR PIP with DCF Reviewer
March 12 th – 14 th	Florida CQI
March 23 rd	Florida CQI Group Debrief

Quarter 4:

Dates	Review Type / Event
April 9 th – 11 th	Federal CFSR PIP with DCF Reviewer
April 9 th – 11 th	Rapid Safety Feedback
April 20 th	Rapid Safety Feedback Group Debrief
May 7 th – 9 th	Federal CFSR PIP with DCF Reviewer
May 7 th – 9 th	Florida CQI
May 18 th	Florida CQI Group Debrief
June 11 th -13 th	Florida CQI
June 22 nd	Florida CQI

EXECUTIVE MANAGEMENT AND DCF DISCRETIONARY REVIEWS

Children’s Network’s executive team may request targeted or discretionary reviews to be completed by the Quality Management team or other approved staff. Specially designed review tools and review protocols will be developed and utilized accordingly. Further, Children’s Network will participate in all discretionary or supplemental review requested by the DCF Secretary, Office of Child Welfare or Suncoast Review. The agency will implement the proposed review instruments in accordance with the directives provided.

Children's Network interventions based upon CF SR outcomes;

In Spring 2017, Children's Network of SWFL participated in the development of the Suncoast Region Performance Improvement Plan in relation to the 2016 Florida Statewide Federal CF SR Review outcomes. Children's Network Improvement plan includes the following activities planned for FY 2017 – 2018:

Goal: Children will have stability in their living situations and the continuity of family relationships and connections is preserved for children.

Strategy: Implement practice initiatives that will improve the permanency and stability of children's living situation.

Monitoring activities:

1. Children's Network will obtain the listing of all children previously on a sexual abuse prevention plan and ensure a staffing is conducted to determine if, in accordance with CFOP 170 -11, Chapter 4, Child Placement Agreement, the case circumstances warrant a plan being in place and if so, to convert the plan to either a Child Care Precaution / Behavior Management Plan utilizing the FSFN format and documenting the children's record in FSFN. Children's Network will maintain a log of all the cases and perform monthly follow up until all records have been updated.
2. In May 2017 Children's Network implemented convening the initial permanency staffing within 30-45 days of case transfer from the investigative unit to promote early parental engagement. Adjustments were necessary due to the volume of required staffings so cases are staffed between 30 – 60 days. Children's Network will review a random sample of cases to assess if parents are being invited, are attending and if there is a positive effect on parental engagement.
3. Termination of parental rights emerged as a systemic factor for the state. According to the Child Welfare Key Indicators report, Circuit 20 had the lengthiest time for filing the TPR petition in the state. Children's Network has implemented the Casey Family Programs Rapid Permanency Review process in 2 counties and will be conducting a review of the remaining counties in FY 2017 – 2018. Findings will be communicated to key stakeholder groups including DCF, CLS and the Judiciary.

Other review findings and planned intervention:

4. Assuring safety plans are sufficiently and accurately monitored has emerged as an area requiring improvement for the Children's Network. Children's Network will review all safety plans within 14 days of case transfer to assess quality and safety manager engagement and monitoring. Follow up consultation will be conducted with the Case Manager and Supervisor and cases found to be deficient will be tracked through remediation.

5. Private discussion with each age appropriate child is inconsistently documented in the case record thereby negatively impacting the agency's overall performance in Well-Being Outcome 1. Children's Network will disseminate a Quick Tip email blast to all staff outlining the requirements of documenting private discussions with each child at every visit. The home visit forms will be amended to highlight this requirement and the Quality Management Department will conduct random case reviews of completed home visits to assess if the case record bears documentation of the Case Manager seeing the child alone.

DATA COLLECTION, ANALYSIS AND INTERNAL REPORTING

Children's Network encourages utilizing data to identify individual and systemic areas of strength as well of those in need of improvement. Analytic and systemic planning is essential to performance management therefore the continuous quality improvement process is multi-tiered, data driven and inclusive of stakeholders' participation in decision making.

In FY 2017 – 2018 all Case Managers, Supervisors, CMO QA staff, and CMO management staff, along with lead agency personnel will be given access to MindShare, a data program that provides real time data of key case management elements at the worker, unit, CMO, and lead agency levels. This will assist case management staff in planning, organizing and prioritizing tasks. Supervisors will be able to use the data to assist staff with time management and reallocating resources as needed. As a management tool, the data will be useful in identifying micro and macro level details to identify areas of strengths and gaps or deficiencies.

Children's Network utilizes FSFN Business Objects, the monthly Key Indicators Report, the CBC Scorecard, the OMS reports and data from the DCF Portal / Qualtrics to gain performance information. The quantitative data is analyzed and paired with the qualitative assessment then disseminated to our stakeholder community in the following forums as applicable:

Weekly:

- Data and Scorecard Meetings – Data Meetings that include both CBC and CMOs Leadership and QM/QA staff occur weekly. Data is derived from FSFN ad Hoc reports and is drilled down to the child level to synthesis the information provided and assures its integrity. Workgroups are formed to address areas that emerge as concerns. Scorecard performance is posted on Children's Network and DCF's websites so is available to the community at large. The same is disseminated to the CMOs and is addressed at various stakeholder meetings. The below table identifies the scorecard measures and targeted outcomes:

- Well Being Management Reports (medical, dental, psychotropic medication) – The QA/QI Specialist generates an “executive” level report from FSFN weekly that provides relevant information pertaining to timeliness of key well-being services to children. Case management staff report on the status of each child that is approaching or is beyond a required timeframe. Nurse Case Management intervenes to provide assistance with securing needed appointments and to help Case Managers or caregivers navigate through barriers.

Semi Monthly:

- Supervisory Review Report – Timely and appropriate case management supervisory guidance is perhaps one of the most critical elements in child welfare. In addition to obtaining results from the case file reviews, Children’s Network maintains a close watch on the timeliness of completion of Supervisory reviews. A FSFN Business Objects report is generated and disseminated twice monthly that identifies compliance with completing a supervisory review every 90 days. Information is provided per unit and the raw data of each child is included. This allows assessment of trends between units and provides the opportunity for staff to share time management and staff development ideas.
- Family Functioning Assessment ongoing / Progress Update Report - A FSFN ad hoc report and a FSFB BOE report serve as the repositories of information pertaining to timeliness in completing the family functioning assessment ongoing (aka FFA-O). The intent is to equip Supervisory staff with management information pertaining to cases assigned to their units to ensure children and their families are assessed timely, objectively and services can be initiated promptly.

Monthly:

- Judicial Brown Bag Meetings – Led by the Judiciary, these meetings focus on educating the various stakeholders (Judiciary, CLS, GALP, Parent’s Attorneys, CBC, CMO, community providers,) involved in court supervised cases to address barriers, improve services and strategize interventions. Legislative updates are typically reviewed.
- Provider Contract Team Meetings – Children’s Network Contract, Directors / Specialists who provide programmatic oversight meet with the provider to discuss their performance outcome to date, allocation of resources, accountability, challenges and successes. This ensures on going communication and clear understanding.
- Operational and Performance meeting with DCF– Facilitated by the DCF Regional staff and attended by CBC leadership, (and CMO leadership for the Barrier Breaking portion) this meeting focuses on the CBC’s programmatic performance and administrative outcomes.
- Florida Youth Shine Meeting – Engagement of former and current foster youth to obtain essential feedback on what is working well and improvements needed to adequately meet the unique needs of this segment of our population. Youth are taught advocacy skills,

leadership, presentational skills and to become change agents. A Children's Network staff serves as a Mentor along with a licensed foster parent.

- Corrective Action Plan validation –Children's Network staff reviews a random sample of cases meeting the criteria of a determined corrective action plan to assess progress within that area. Aggregate data is compiled, analyzed and shared with the respective agencies. As necessary, modifications are made until the plan is successfully accomplished.
- Quality Parenting Initiative Meeting – The Foster and Adoptive Parent Association executive team participates in monthly meetings with the CBC's CEO, Program's Director and the CMO Program Director(s) to plan interventions, services, address concerns and focus on recruitment and retention efforts. The foster parents aid in development of performance improvement goals and are members of a variety of performance improvement workgroups such as the one focused on transition planning.
- CMO Directors Meeting – Involves CBC and CMO Management staff, DCF Contract Manager typically attends, and CBC Contract Manager. Performance and Scorecard outcomes are reviewed, training needs are addressed, and systemic factors are presented.

Bi-Monthly:

- Board Meetings – The governing body provides its long range and short term goals for the agency that is derived from local and state initiatives, stakeholder feedback, contract performance and external audits. The CEO and COO provide updates on the agency's programmatic outcomes and present needs related to staff and infrastructure to remain viable in an evolving system.

Quarterly:

- CMO Supervisor Meeting – CMO Supervisory staff participates in quarterly meetings where quality assurance review outcomes and trend analysis is disseminated and discussed.
- Statewide QA Managers Meeting – The Quality Management Director attends quarterly meetings with DCF and other CBCs and Sheriff's departments to collaborate on federal and statewide quality assurance and continuous improvement activities.
- DCF Regional Meeting – Strategic planning, performance review, policy and procedural updates and community development matters are addressed herein.
- Adoption Meeting – One on one meeting with the Supervisor and individual Case Managers to discuss efforts to achieve adoption finalization for children for whom TPR has been attained.
- IL Reviews and Meeting – The Independent Living Specialist generates several reports from FSFN and BOE pertaining to key components of the Independent Living program to

ensure service delivery and court oversight is achieved timely. These include referral for IL services, credit checks, Special JR at 17 and 17 ½ and applicable transition plans.

- Alliance Meetings –The Florida Statute authorizes the community alliance to oversee provision of child welfare. Meetings are attended by DCF, the GALP, Judiciary, and various stakeholders. The Lead Agency’s performance is reviewed, and the Alliances assist in identifying and developing

Annually:

- Community Forums –In addition to routine contacts made to the agency via email, telephone calls, and trackers/complaints, stakeholders have the opportunity to share input on the system of care relevant to its performance, community engagement, etc. at forums designed to specifically elicit their assessment. Children’s Network updates the community on its progress, challenges and strategic vision. Information obtained is carefully considered and incorporated in strategic planning for the upcoming year.
- Contract Provider Monitoring –Annual monitoring of provider agencies is conducted. As applicable, Quality Management staff with specialization in the focus area participates in the reviews. Written reports are completed that focus on trend and prior outcomes are generated and provided.
- DCF Contract Oversight Unit Monitoring / DCF Child Placing Licensing Monitoring results which are communicated in a written report to the agency which is shared with service providers who have an impact on the outcomes. As needed improvement plans are developed, monitored and the outcomes reported to DCF.
- Fiscal Monitoring - CNSWFL is evaluated by an independent, certified accounting agency on an annual basis to assess its business practices related to financial management. The report generated from this review is provided to the Board and DCF.