



Brevard Family Partnership

**Quality Assurance Plan
FY 2018 - 2019**

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INTRODUCTION

Brevard Family Partnership (BFP) was established as a lead agency to provide an efficient integration of case management and related services for dependent children offered by community-based network providers. As the lead agency in Brevard County, Brevard Family Partnership is committed to a comprehensive seamless system and continuum of care that is community-based. Brevard Family Partnership oversees a Provider Network that delivers case management, prevention and diversion services, foster care and related services, and aftercare pursuant to Chapter 409.986 and 409.987, Florida Statutes, while ensuring each child and family's safety, permanency and well-being.

The system of care has been redesigned in Brevard County to ensure that resources are redeployed to:

- Support the goals of the Adoption and Safe Families Act (ASFA): Child safety, permanence, and well-being;
- Build appropriate substitute care capacity;
- Support evidence based best practices;
- Support state statute, administrative code, and policies; and
- Ensure accountability for outcomes.

Brevard Family Partnership delivers services through community-based partnerships, based upon the program goals of the Adoption and Safe Families Act, ensuring safety, permanence, and well-being of children and families who are now, or have been, at risk of abuse or neglect.

The Quality Assurance Plan is applicable for Brevard Family Partnership and its network providers. The system of care consists of an integrated strategic process for Quality Assurance activities across the system of care. The plan is reviewed at least annually and updated as necessary. This plan includes the following key components:

- Quality Assurance
- Quality Improvement
- Contract Performance Monitoring
- Utilization Review and Management
- Risk Management
- Evidence-Based Best Practices

The goals of the Quality Assurance Program are to:

- Increase evidence-based best practices in the system of care;
- Ensure accountability for outcomes;
- Ensure all programs are providing services in accordance with agency standards, state and federal guidelines;
- Ensure the delivery of the highest quality services to the children and families we serve;
- Ensure that client needs are accurately assessed, that needed services are identified and delivered, and that client progress is evaluated;
- Provide mechanisms for monitoring and evaluating all of our service outcomes in an objective and systematic manner throughout the organization;
- Identify deficiencies or gaps in service delivery, review and track corrective actions, ensure deficiencies or gaps are rectified, and provide opportunities and tools to improve client care;
- Provide suggestions for implementing necessary changes to resolve identified problems in client service delivery;
- Provide ongoing assistance to all programs in identifying discrepancies and following up on service delivery and staff development needs;
- Create a positive culture by training and educating staff regarding the expectation and requirements of the continuous quality improvement process;
- Reward and recognize the efforts of staff and programs as they strive for excellence in providing quality services to their clients; and

- Evaluate and develop methods of improving the efficacy of the continuous quality improvement process.

Quality Assurance is accomplished by periodic external and internal review activities conducted by Brevard Family Partnership to assure that the agreed upon level of quality services is achieved and maintained by the provider and its subcontractors. Quality assurance activities will assess compliance with contract requirements, state and federal law and associated administrative rules, regulations, and operating procedures and validate quality improvement systems and findings. Quality assurance may also include evaluation of the provider's services by outside, third party experts employed for that purpose.

Quality Improvement is an internally driven process utilizing available performance data generated by supervisors and staff that are responsible for service delivery. Continuous internal improvements in service provision and administrative functions are conceived and implemented by employees.

Contract Performance Monitoring is the acquisition, review, and reporting of information about Brevard Family Partnership's external services. This includes monitoring Case Management Agency's compliance and other providers' compliance with the contract's terms and conditions, both administrative and programmatic. In order to maximize Brevard Family Partnership's limited resources and minimize disruption to the Case Management Agency (CMA), contract monitoring will integrate administrative and programmatic elements to the greatest extent possible. All efforts will be made to reduce duplicative activities and conduct coordinated contract monitoring across jurisdictional boundaries.

Utilization Management is a process to ensure that children receive services at the level and intensity needed for their wellbeing. Many children who enter the dependency system have significant mental health issues and behavioral challenges. Some require more intensive programs than foster, group or relative care.

Placement decisions for children in licensed out of home care, with enhanced mental health or behavior needs, are made with consideration of the child's functioning as evaluated by the BFP Assessment Specialist. A standardized assessment tool will also be used to help determine the appropriate level of care. The Child and Adolescent Functional Assessment Scale (CAFAS) or another agreed upon assessment tool is completed by the Assessment Specialist. This tool will be administered upon the child's entry into in licensed out of home care. The CAFAS may be re-administered upon request and consultation with BFP during the child's time in care to evaluate appropriateness of placements. The use of this tool will also be used to track improvements in the child's well-being. Children placed in a level of care higher than foster care will be reviewed by the Clinical Services Supervisor during the Clinical Review process, utilizing CAFAS scores and eligibility criteria.

PHILOSOPHY OF QUALITY ASSURANCE

Brevard Family Partnership's mission is to develop and manage a comprehensive, community-based, coordinated system of care for abused, neglected, and abandoned children and their families. We believe that those we serve deserve the best that we can offer, assistance that is appropriate to their need, of the highest quality, in sufficient quantity, and delivered in a consistent, integrated, and timely manner. To this end, Brevard Family Partnership has developed and supports a network-wide Quality Assurance (QA) Program. By implementing a QA Program, we can assure our clients that they are receiving services of the highest quality and that mechanisms are in place to monitor and evaluate these services on a regular basis. The continuous quality improvement process allows for systemic change at all levels of the network, building upon strengths and encouraging staff to work as a cohesive team to identify and implement quality changes that will continuously enhance services for the children and families we serve.

The Quality Assurance process, both quality assurance and quality improvement activities, is designed to provide crucial information to Brevard Family Partnership organizational leadership,

Network Providers, the Department of Children and Families, and other key stakeholders. QA activities involve collecting, reviewing, analyzing and using data from key areas of operations to ensure compliance with standards, contracts and best practices in order to improve performance and outcomes.

Our commitment to quality permeates our organization from the Board of Directors to our program staff. It is an expectation that all staff at all levels of the organization have an investment in providing the highest quality of service, and in improving the quality of that service on an ongoing basis in pursuit of excellence. The continuous quality improvement (CQI) culture is a positive one that encourages staff input and participation at all levels. Our staff is committed to respecting the rights of the clients we serve and ensuring the confidentiality of all information regarding those clients, including information reviewed for quality improvement purposes.

All of the components of the Quality Assurance program are designed to recognize and reward exceptional service delivery. The program ensures that client service in this agency consistently meets high professional standards, and recognizes excellent performance to enhance staff support of the various continuous quality improvement functions. Given the existing commitment to excellence in all aspects of service delivery, outcome goal achievement, and continuous quality improvement is a supportive mechanism, which encourages professional growth and development.

ORGANIZATIONAL STRUCTURE AND STAFF RESOURCES

Brevard Family Partnership is responsible for managing a comprehensive Quality Assurance Program. Roles and responsibilities are defined here for Brevard Family Partnership staff, Case Management Agencies, Network Providers, employees of the network, the community leaders, and stakeholders. The agency believes that the delivery of superior services requires the commitment and involvement of the staff, supervisors, and management of the CMA and Brevard Family Partnership. A successful QA Program is all-inclusive; involves all levels of agency staff that actively strive to monitor, evaluate, and enhance their respective services as well as implement appropriate changes or improvements when warranted. We believe that everyone has something exceptional and significant to contribute to the quality improvement process.

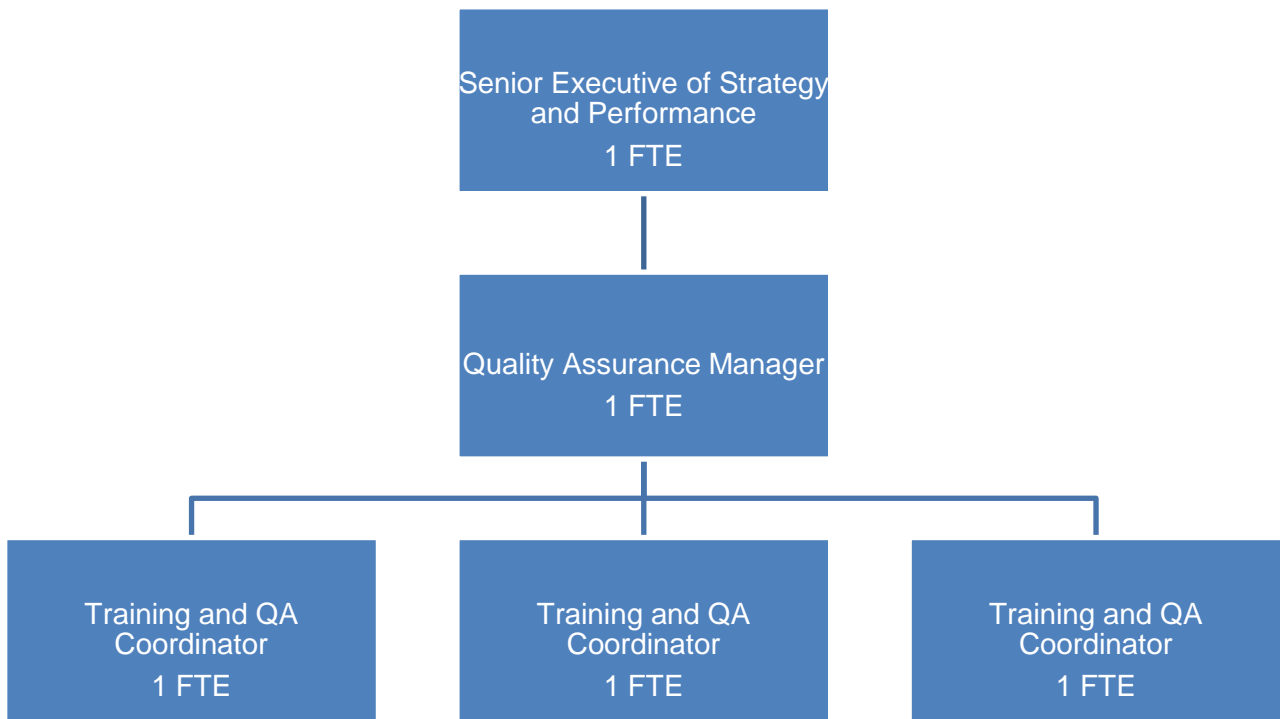
The importance of providing superior services is also outlined in all employees' job descriptions. Newly hired staff receives Pre-Service Training and intensive orientation from their supervisors ensuring that job expectations and quality indicators are clearly understood. This is followed by the expectation that employees will continue to develop professionally throughout their tenure with the agency availing themselves of training opportunities offered both internally and externally. The agency supervisory and performance appraisal process ensures that constructive feedback is provided on an ongoing basis. Consequently staff skills are enhanced which result in improved service delivery to our clients.

Along with the agency-wide commitment to QA, there are also specific areas of responsibility for individuals in the Case Management Agencies and Brevard Family Partnership as part of the ongoing quality improvement process.

Brevard Family Partnership QA Staff and Organization Structure

Recognizing the need for more internal QA resources, BFP executive leadership has developed a workgroup assigned to evaluate the agency's current and future QA needs. The workgroup consists of BFP's executive leadership as well as executive leadership of both case management agencies; the workgroup has already identified the immediate need of restructuring the current QA department. Beginning FY 2018-2019, BFP's Training and QA Departments will be merged and will consist of: Senior Executive of Strategy and Performance, Quality Assurance Manager, and three Training and QA Coordinators. The Quality Assurance Manager will be the primary contact working with DCF in all things related to the QA Process.

Primary Quality Assurance Staff



As of FY 2018-2019, the Senior Executive of Strategy and Performance is responsible for addressing quality improvement issues for the Lead Agency and its case management agencies, Family Allies and CARES. As part of the commitment to continuous quality improvement, the Senior Executive of Strategy and Performance will receive vital information from the respective QA Division regarding any quality issues that have surfaced within the programs. The Senior Executive of Strategy and Performance can then evaluate the information from outcome goals to look for trends or patterns that are occurring at a regional level. The Senior Executive of Strategy and Performance will strive to identify and remove obstacles to quality service at this level with the participation of BFP management, who will in turn involve their program staff as appropriate. Concrete action plans will be developed at this level to implement change in the identified areas.

The BFP QA Division is delegated responsibility and authority for the coordination of the Brevard Family Partnership QA Program. This division serves as the focal point for all quality improvement activities and is responsible for coordinating all agency quality improvement functions. This division is responsible for overseeing the development, implementation, and maintenance of quality improvement activities, and to provide reporting of results. It is the role of the QA Division to create a positive quality culture and encourage staff ownership of quality work. Other functions include tabulating quality improvement data, generating meaningful reports, tracking follow-through on processes, and offering suggestions for agency-wide quality improvement needs on an ongoing basis. The Strategy and Performance Division is responsible for the orientation of new agency staff to the agency-wide quality improvement process.

Brevard Family Partnership Contracts and Compliance Division

The BFP Contract and Compliance Division is responsible for the development, implementation, and maintenance of contracting, compliance and quality improvement activities. It is the goal of these activities to promote and encourage high quality service delivery to the children and families we serve. This is accomplished primarily through annual and ongoing contract monitoring of each contracted provider and monthly contract management meetings. Monitoring activities include reviewing agency financials, performance measures/outcomes, staff hiring and ongoing training and other significant factors such as critical incident reporting and corrective action plans. Monthly

contract management meetings review staffing issues, financials, QA activities, QA data, training needs and other timely relevant issues. When deficiencies are present Contract and Compliance staff work with the provider to identify and monitor corrective action plans that will positively impact improved performance.

Case Management Agency Managers and Leaders

Managers and CMA Leaders are responsible for the monitoring and supervision of the staff and supervisors in their programs. It is part of their commitment to the quality improvement process to be aware of any systemic or programmatic issues that have surfaced in their respective programs. They are further responsible for helping staff and supervisors resolve any issues that cannot be resolved at the program level and for ensuring program, contractual, and outcome goal compliance. Managers and CMA Leaders are a critical link in the feedback loop. They ensure accountability for the staff and supervisors on quality improvement issues, and encourage change when warranted. They participate in CQI activities by reviewing those activities, assisting the staff supervisors to identify and remove obstacles in their programs, as well as communicating necessary information to the Brevard Family Partnership Lead Agency.

Case Management Agency Frontline Staff and Supervisors

Supervisors and staff are responsible for the implementation of sound, ethical practices to ensure that activities in their service areas are meeting compliance standards as well as the individualized needs of our clients. They must be committed to delivering the highest quality of services possible in order to meet program, contractual, and outcome goals. They must be open to constructive feedback and be willing to implement necessary changes to improve quality. Supervisors and staff must be actively involved in specific quality improvement activities, such as case consultations and the Satisfaction Survey process. Supervisors have the responsibility for being the team leader for their respective programs, and are therefore involved in an ongoing process of motivating, empowering, facilitating, and encouraging change in their program staff and services. Supervisors are expected to meet with their staff and closely monitor all cases with their respective workers. A record of the reviews and supervision issues are to be documented and maintained by the supervisor. Supervisors and staff are also responsible for identifying and removing obstacles to quality service delivery at the program level by establishing concrete action plans to address the areas of concern.

Brevard Family Partnership CEO and Board of Directors

As part of their commitment to continuous quality improvement, the CEO and Board will support the agencies' participation in the quality improvement process, and will offer feedback, ideas, and suggestions to the Strategy and Performance Division. The CEO will receive reports on QA activities throughout the agency from the Strategy and Performance Division. These reports will identify patterns and trends in service delivery, highlighting agency strengths and deficits with recommendations for improving the quality of service delivery. The Strategy and Performance Division will also report on priority incidents and any other pertinent information to the CEO on an ongoing basis.

QA/CQI ACTIVITIES AND SCHEDULE

The State of Florida's Department of Children and Families, in collaboration with CBCs around the state, has developed a quality assurance review system. The key components of Quality Assurance are the Rapid Safety Feedback Review (RSF) tool and Florida's Continuous Quality Improvement (CQI) version of the Federal Child and Family Services (CFSR) process. During Fiscal Year 2018-2019, BFP will complete 88 case file reviews using the 2 tools discussed previously.

Case Reviews July 2018 - June 2019 Each 6 Month Period

FL CQI	FL CQI In-depth Reviews	Federal PIP Monitored	Rapid Safety Feedback Case Review	Total Case Reviews (Each 6 month period)
<i>No Interviews (Adjusted for PIP)</i>	<i>w/ Case Specific Interviews</i>	<i>Includes Case Specific Interviews</i>	<i>In-home Cases</i>	
20	1	3	20	44

CBC QA RSF Reviews

Rapid Safety Feedback Reviews assess real time case work practice related to safety of children ages zero to 4, placed in the home with a parent or caretaker in the living arrangement who has been an alleged perpetrator for allegations of Family Violence Threatens Child AND/OR Substance Misuse. The review samples for each quarter are selected using the business objects report entitled Children Receiving In-Home Services Listing – OCWDRU in Florida Safe Families Network (FSFN). Once the quarter's sample has been defined, the BFP Training and QA Coordinator will collectively review a total of 10 cases each quarter. The review period for RSF cases are the previous 30-60 days prior to the date of review. All cases are open at the time of the review and a consultation is completed with the case manager and supervisor within 24-48 hours of completion of the review as required. Tools are updated with information and documentation obtained during the consultations.

CBC QA FL CQI Reviews

Florida's Continuous Quality Improvement (CQI) Review is a version of the Federal Child & Family Service Review (CFSR) process. The cases are either identified as Out-of-Home Care or In-Home. For the case to qualify as In-Home, the children have to be placed in the home during the entire period under review; if at any point during the review period the children are placed out of the home for more than 24 hours, the case does not qualify for the In-Home Sample but must be reviewed as an Out-of-Home Care Case. The review samples for the cases identified as In-Home are randomly selected each quarter using the business objects report entitled Children Receiving In-Home Services Listing – OCWDRU in Florida Safe Families Network (FSFN). The review samples each quarter for the cases identified as Out of Home Care are randomly selected using the Adoption and Foster Care Analysis and Reporting (AFCAR) extract provided by DCF. The cases are not required to be open at the time of the FL CQI Review and only FSFN documentation is considered as a resource for the ratings. The two reviews that have an interview component each quarter are assessed and rated using a combination of case file documentation and interviews of all case participants. Like the RSF reviews, a consultation is completed with the case manager and supervisor within 24-48 hours of completion of the review.

Florida will conduct “rolling reviews” for PIP monitored cases and FL CQI Cases which are outlined in the chart below.

Rolling Samples and Period under Review

Florida CQI Period Under Review

Review Months	Periods Under Review (Time Period Covered for Case Review)
July 2018	7/1/2017 to Date of Review
August 2018	7/1/2017 to Date of Review
September 2018	7/1/2017 to Date of Review
October 2018	10/1/2017 to Date of Review
November 2018	10/1/2017 to Date of Review
December 2018	10/1/2017 to Date of Review
January 2019	1/1/2018 to Date of Review
February 2019	1/1/2018 to Date of Review
March 2019	1/1/2018 to Date of Review
April 2019	4/1/2018 to Date of Review
May 2019	4/1/2018 to Date of Review
June 2019	4/1/2018 to Date of Review

CBC QA Special Population Reviews

To support statewide efforts to increase performance outcomes in various areas, an additional case review may be identified by the Office of Child Welfare, Department of Children and Families. They will define the population and the random selection methodology. Once the quarter’s sample has been defined, the Brevard Family Partnership QA Manager will assign these case; reviewers will submit their results to the Quality Assurance Manager who will then consolidate the data and report the findings.

Executive Management Discretionary Reviews

To support department leadership in assessing topics of concern and supplement information obtained from other QA processes, each year the Department will determine through various data analyses and other critical factors such as a Performance Improvement Plan which programmatic areas, functions, or processes might require a more focused review than provided by the more general quality assurance activities. Based on quality assurance review results or other information, the Secretary or other member of the Department’s executive management may specify at any point during the year that a statewide focused topic review will be conducted and provide guidance on the requirements. The Family Safety program director will consult periodically with the Secretary and Assistant Secretary for Programs to select focus areas based on particular circumstances or trends. Where relevant to the directed topic, existing/in development tools for various program components (e.g., licensing, independent living, adoptions) will be reviewed and completed or revised. Brevard Family Partnership will work in cooperation with DCF to coordinate review efforts and ensure any review requests are completed in a timely manner.

Provider Network Case Record Reviews

Case file reviews will be a core element of the annual on-site review of contract provider agencies. In

developing the customized monitoring scope, the BFP Contracts and Compliance Manager will determine whether to examine the universe of records maintained by the Provider or to examine a sample, or limited number, of these records. It is appropriate in many situations for monitors to gather information by examining a limited number of records. The monitoring team will exercise good judgment to make common sense decisions regarding sample size. It is reasonable to adjust the sample size during a monitoring. It may be reasonable to reduce sample size if results are extremely consistent for the first records reviewed. Sample sizes may be increased if the team identifies a problem in a high-risk area.

For each case to be reviewed, the Contracts and Compliance Manager will: 1) verify documentation of the delivered service, and 2) analyze the quality and compliance levels of the delivered service based upon standardized requirements that will be made available to the provider upon execution of a contract, and 3) assess the effectiveness of the services purchased.

The contract monitoring schedule for FY 2018-2019 is outlined in the chart below.

Contract Monitoring Schedule FY 2018-2019

Contracted Agency	Date
Royal Priesthood	10/15/2018
Crosswinds	10/31/2018
Yellow Umbrella	11/9/2018
Brevard Behavioral Consultants	11/20/2019
CARES	12/10/2018
IMPOWER	12/28/2018
Friends	01/04/2019
Devereux	01/09/2019
Hacienda	01/11/2019
The Haven	01/21/2019
Coastal	02/08/2019
Eckerd	02/12/2019
Family Allies	04/12/2019
Life Paths	04/15/2019

At any time, during any of the reviews described above, if a threat of life, health or safety of a child is discovered that cannot be ameliorated by the case consultation, the reviewer will complete a Formal Request for Action (RFA) in the Florida Safe Families Network (FSFN) and will immediately notify the Case Management Agency staff, the Program Manager, and Executive Leadership. In addition, the BFP QA Manager will be notified. The RFA is expected to be resolved and documented in FSFN within three business days. Other concerns that do not immediately impact child safety are assigned follow-up tasks. RFAs and Tasks are tracked by BFP through completion.

The Rapid Safety Feedback tools will be entered into the state’s Qualtrics Survey Platform. The QA Manager will review and approve all tools before finalizing in Qualtrics. Final tools and data are shared with Florida’s Department of Children and Families, Case Management staff, as well as BFP staff. The FL CQI tools will be entered into the Administration on Children, Youth & Family’s Children’s

Bureau federal portal. QA Manager's also receive these reports from OCW after the data entry deadline, but can also pull the Onsite Review Instrument for each case reviewed, as well as a State Rating Summary for all of BFP's reviews.

The BFP QA Manager utilizes these reports to determine strengths and opportunities for improvement for each review period. Areas that need improvement may be further analyzed using root cause analysis to determine what factors may be contributing to poor performance and what actions can be immediately implemented to improve performance. These results will be shared with DCF, BFP management, community stakeholders and the subcontracted case management agencies. After each review quarter, the QA Manager and Training and QA Coordinators will meet to analyze results from the current and previous quarters and identify any training needs that need to be addressed. Additionally, data is presented on a Quarterly basis to the subcontracted case management agencies. The Quality Assurance team will schedule in-service training sessions to address training needs as they are identified.

The agency will track and report on ongoing improvement initiatives that will be occurring during the upcoming fiscal year. Specifically the QA Annual Report must include information from Rapid Safety Feedback and FL CQIs. Once all cases have been reviewed, CBC QA staff must internally analyze the data collected overall and identify trends, effective practices, and areas of concern, synthesizing the information to demonstrate and discuss CBC practices and performance. CBCs must submit an annual report to the Department's central office 45 days after the end of the fiscal year (August 15). At a minimum, the report must address findings and trends in the areas listed below.

Safety	This section will include data and analysis using Rapid Safety Feedback Data Items, Florida CQI Data from Safety Outcomes 1 and 2 (items 1-3), and Scorecard Measures 1-4.
Permanency	This section will include data and analysis using the Florida CQI Data for permanency outcomes 1-2 (items 4-11) and Scorecard Measures 5-8 and 12.
Well-being	This section will include data analysis using the Florida CQI data for well-being outcomes 1-3 (items 12-18) and Scorecard Measures 9-11.
Systemic Factors	The report must also include discussion about the CBCs performance in the 7 CFSR Systemic factors.

Items that rise to a corrective action are monitored on a regular basis for compliance. This information is reported to the DCF Contract Manager. The agency may also identify additional areas of monitoring where deficiencies have been noted.

For more detailed information, the DCF Child Welfare Quality Assurance Regional Model document can be found online at: <http://centerforchildwelfare.fmhi.usf.edu/> under Results Oriented Accountability. The following section provides a brief summary of some of the significant quality assurance activities, as described in the DCF Child Welfare Quality Assurance Regional Model.

INTERFACE BETWEEN BREVARD FAMILY PARTNERSHIP AND DCF QA AND QI

It is believed that a commitment to cooperation and partnership is essential to the success of community based care in Brevard. With that perspective in mind, the Brevard Family Partnership Contracts Manager and/or Quality Assurance Manager shall meet with the DCF Contract Manager and/or Quality Assurance staff to assure a seamless program that meets all reporting requirements while providing essential data to assist in the development of policy and procedure and in decision-making. Brevard Family Partnership will also communicate the results of any QA audits or reports to the DCF Contract Manager on a regular basis to assure that information continues to flow seamlessly between both organizations.

PROGRAM IMPROVEMENT PLAN (PIP)

As a result of the state of Florida's federal review as part of the CF SR, every Region is under a Program Improvement Plan (PIP). Each Region, including both CBC's and DCF, developed a PIP and quarterly reporting began during FY 2017-2018 and will continue through FY 2018-2019. As part of the Central DCF Region's plan, BFP is focusing on the following initiatives:

- Implementation of monthly out-of-home care reviews of the status of ALL children in out-of-home care, to drive increased permanency performance.
- Workgroup to research and explore options for ensuring fathers are engaged and provided services as needed, including incarcerated fathers.
- Implement improved kinship search process (i.e. Family Finders) so that more children and sibling groups are placed with relatives, as appropriate.
- Continued practice of Permanency Roundtables and initiation of Youth Centered Permanency Roundtables.
- Revamp the Supervisor Review/Consultations process to ensure alignment with Safety Methodology practice.

OHC Reviews

OHC Reviews are completed on every child in OHC bi-monthly with alternating review of children in OHC <12 months and children in OHC >12 months. In addition to reviewing plans/obstacles/solutions to achieving permanency, the reviews also include staff from CBC placement, relative support, and adoptions to discuss separated siblings, adoptions, and kinship supports. These reviews began occurring August 2017 and will continue through FY 2018-2019. Case management and the CBC believe this is a driving force in the increase of children achieving permanency.

Fathers and Incarcerated Parents

To date, the workgroup has created three forms that will be used by case management. The forms include an initial introduction letter introducing case management to the parent, a letter and form that will be used to contact parents that are incarcerated out of the area to obtain pertinent information about the parent and explain case management as well as the next steps, and lastly, a parent contact form. These forms are currently being tested by a few case managers who are part of the workgroup. The workgroup plans to finalize the forms and require them by case management this fiscal year, tentatively beginning in quarter three.

Kinship Search

Family Allies created a Specialists Support Unit to initiate family finding, and complete diligent searches for kin. The Specialists Support Unit is comprised of four specialists, two per service center. The positions went into effect May 2018.

Permanency Roundtables

BFP had consulted with Casey Family for Permanency Roundtable training in March of this year. Additional small group training was provided in April. The purpose is to develop a permanent plan for each child/youth that can realistically be implemented over a six month period; to stimulate thinking and learning about pathways to permanency for these and other children; and to identify and address barriers to permanency through professional development, policy change, resource development, and the engagement of system partners. Representation from the Guardian Ad-Litem, Children's Legal Services, Case Management, Lead Agency and other vested stakeholders collaborate on reaching permanency for our youth in care. The implementation of Permanency Roundtables initiated at Family Allies Central Center Office on April 10 and at the South Center on April 11, 2018. Six children were identified from Family Allies for the Roundtable process. Each month the Roundtable participants meet to discuss permanency options or permanent connections for the youth. As of August 2018, two of the six children have reached permanency. One child was reunified and the other was placed in relative care.

Supervisor Review Templates

BFP's QA Manager led a workgroup at the end of last fiscal year tasked with developing a new Supervisor Review Template. The workgroup consisted of CBC staff, and leadership from both case management agencies. The workgroup has finalized the templates and case management will begin using the tools August 2018. The templates align with both the current Child Welfare Practice Model and the Federal CFSR Tool.

THE QUALITY ASSURANCE PLAN

Brevard Family Partnership will adapt and use an internal Continuous Quality Improvement (CQI) philosophy that will span every aspect of program operations and will unite Brevard Family Partnership, contract providers, and families in a continuous upward spiral of quality planning, action, and evaluation. Through the CQI process, Brevard Family Partnership will be able to use data to drive the follow-up and resolution process, yielding higher satisfaction for all partners.

Quality Assurance (QA) is the systematic integrated review of Quality Assurance and Improvement activities. The primary purposes of the Brevard Family Partnership Quality Assurance System are to strengthen practice; improve the timeliness, accessibility, quality and effectiveness of services and increase natural and enduring community supports for children and families. Brevard Family Partnership will seek to identify in-process and end-process measurements that align with these goals while also ensuring substantial conformity with federal requirements of the Adoptions and Safe Family Act (ASFA) and achievement of the Contract Performance Measures set forth in the Brevard Family Partnership contract.

The Brevard Family Partnership assumption is that the commitment to the continuous improvement in quality services and outcomes for children and families of Brevard County is shared throughout the community: from the Brevard Family Partnership Board of Directors, case management agencies, contract providers, and in the community at large. The Brevard Family Partnership Board of Directors is a group of community members either appointed by the Brevard County Commission or voted in by the board itself. Brevard Family Partnership will continually provide information and request and solicit reciprocal input and feedback from the community. Brevard Family Partnership recognizes that an informed, integrated, and participatory community affords the best opportunity to maximize resources and produce the best outcomes for children and families.

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

Quality service delivery and accountability to the Department of Children and Families, children and families, and the communities we serve is the key to success for Brevard Family Partnership. To that end, the QA plan has been developed not only to the minimum standards required by federal, state, and accreditation guidelines, but also to the much higher standards of best practice and community expectation. QA activities involve collecting, reviewing, analyzing and using data from key areas of operations to ensure compliance with standards, contracts, and best practices in order to continually improve what we do.

In summary, it is the intention of Brevard Family Partnership to provide the highest possible level of service to children and families in Brevard County. The Quality Assurance plan, therefore, will be designed to assure that the services provided are the most appropriate services for the needs; that they are delivered in an efficient, effective, culturally competent manner; that all staff members demonstrate a deep commitment to the children and families whom they serve; that provider organizations have the resources to complete their jobs and that they remain dedicated to the mission of Brevard Family Partnership. A discussion of each of the elements of that process follows in the remainder of this document.

NATIONAL ACCREDITATION PLAN

Brevard Family Partnership recognizes the need for national accreditation for the purposes of providing yet another layer of quality assurance and for the purpose of enhancing the organization's credibility among clients, providers, and stakeholders. Brevard Family Partnership earned and Expedited COA accreditation in July 2009, 2013, and 2017 as a result of all standards meeting COA expectations with ratings of one and two for all standards. The Brevard Family Partnership QA plan describes processes and activities required by COA including: stakeholder participation, long-term planning, short-term planning, internal quality monitoring, case record review, outcomes measurement, customer satisfaction, feedback mechanisms, information management, and corrective actions. Brevard Family Partnership Chief Executive Officer works with the Brevard Family Partnership Board of Directors to develop a strategic plan and interim short term goals. The CQI efforts are planned and implemented to support the organization's and system's vision, mission, and core values. It also embraces best practice efforts and state-of-the-art designs in the field of quality improvement; the approach calls for involving consumers and stakeholders in program planning, case planning and case review, as well as convening teams to provide assistance and support in the activation of improvement initiatives.

STAKEHOLDER PARTICIPATION

The Leadership Roundtable is the Community Alliance for Brevard County, as established in FL Statute 20.19 (6). The Leadership Roundtable tasked Together in Partnership (TIP) with the development of the service philosophy and approach for Brevard County. In addition, TIP established best practice standards, service philosophy, created an emergency response model and conducted a comprehensive analysis of the service delivery network currently in place in Brevard County. The recommendations of TIP were approved and accepted by the Leadership Roundtable. Brevard Family Partnership has and will continue to integrate the planning, assessment and community outcome goals as determined by the Leadership Roundtable throughout the development of the system of care and throughout the ongoing Quality Assurance Process. Brevard Family Partnership continues to work closely with Together in Partnership to ensure its vision and guiding principles are adhered to.

The Brevard Family Partnership QA process is agency and system-wide and involves staff and stakeholder groups across Brevard Family Partnership organizational units and across the community. All phases of CQI emphasize participation, communication, and cooperation. The participation of stakeholders is fundamental to a well-designed and implemented CQI process. Stakeholders include:

- Children and families served;
- Staff members
- Board members
- Contract Providers
- Leadership Roundtable

- Together in Partnership (TIP)
- Department of Children and Families (DCF)

Brevard Family Partnership will use surveys and may utilize public hearings, planning groups, etc. to gain broad, meaningful and ongoing stakeholder involvement if deemed necessary.

LONG-TERM PLANNING

As an overarching basis for all of its QA activities, Brevard Family Partnership has developed a long term or strategic plan. The Brevard Family Partnership strategic plan, developed with the Brevard Family Partnership Board of Directors and with input from the community, projects four to five years into the future and is reviewed and updated annually. Brevard Family Partnership uses data from FSFN, the DCF performance measure dashboard, satisfaction surveys and local databases to determine performance and identify areas for improvement. Data from every department within Brevard Family Partnership is distributed to every board member.

SHORT-TERM PLANNING

The interim short term (one year) plans will be developed as building blocks toward achieving the longer term goals. Progress toward achieving the annual goals will be monitored quarterly. This will provide information on progress as well as an indication of whether each short term goal is appropriate or if it needs adjustment. This feedback will help refine the process and make it more useful.

SERVICE ARRAY

Brevard Family Partnership has created a continuum of services that has the capacity to deliver within our provider network a range of services that include in-home services; out-of-home services; adoption services; residential and placement services; contracted client services; and prevention services. A service gap analysis is completed annually to ensure all service needs that have been identified by stakeholders are included in our system of care.

FAMILY TEAM CONFERENCING, UTILIZATION MANAGEMENT, AND UTILIZATION REVIEWS

BFP utilizes the Wraparound process to coordinate and broker services for families referred. Care Coordinators, Family Partners and the Director of Wraparound Fidelity and Training facilitate the team meetings. BFP has a robust comprehensive system of care that is family centered, strength-based and community driven, offering a supportive process in which needs are assessed at time of entry and addressed as needed. BFP utilizes Wraparound and Family Team Conferencing, a highly individualized planning process that adheres to the principles of Wraparound that includes:

Family voice and choice: Family, youth and child perspectives are intentionally elicited and prioritized during all phases of the Wraparound process. Planning is grounded in family members' perspectives, and the team strives to provide options and choices such that the plan reflects family values and preferences.

Team base: The team consists of individuals agreed upon by the family and committed to them through informal, formal, and community support and service relationships.

Natural supports: The team actively seeks out and encourages the full participation of team members drawn from family members' networks of interpersonal and community relationships. The care plan reflects activities and interventions that draw on sources of natural support.

Collaboration: Team members work cooperatively and share responsibility for developing, implementing, monitoring, and evaluating a single plan. The plan reflects a blending of team members' perspectives, mandates, and resources. The plan guides and coordinates each team member's work towards meeting the team's goals.

Community-based: The team implements service and support strategies that take place in the most inclusive, responsive, accessible, and least restrictive settings as possible that safely promote child and family integration and stabilization.

Culturally competent: The Wraparound process builds on the values, preferences, beliefs, culture, and identity of the child/youth and family, and their community.

Individualized: To achieve the goals outlined in the plan, the team develops and implements a customized set of strategies, supports, and services.

Strength-based: The entire process and plan identify, build on, and enhance the capabilities, knowledge, skills, and assets of the child and family.

Persistence: Despite challenges, the team persists in working toward the goals until the team reaches agreement that a formal wraparound process is no longer required.

Outcome-based: The team ties the goals and strategies of the wraparound plan to observable or measurable indicators of success and monitors progress in terms of these indicators. The plan is revised according to the family needs.

Clinical Service Coordinators provide oversight of the utilization management process and link children and families with the appropriate level of service. Services are authorized according to the needs of the family.

When services are identified by the assigned case manager, the Clinical Coordinators review and approve the utilization of services. The parties work together to ensure that planned services are (1) necessary, appropriate, and prioritized according to the family needs, (2) linked to the case plan, (3) based on child/family need, and (4) delivered in the correct setting and at the right dosage of time and frequency. The Clinical Service Coordinator authorizes services and provides instructions to the selected providers regarding the initial authorization and reauthorization period. An authorization form is submitted to the provider through the Mindshare system. When invoices are submitted, each provider in the network submits a progress report of each unit of service delivered along with the authorization form. If services are deemed ineffective, the services will not be reauthorized. If additional service units are warranted, the service will be reauthorized to be reviewed at a subsequent utilization review.

In addition to the monitoring that occurs in the Family Team Conference, BFP conducts utilization reviews to monitor the provision of services. In addition to monitoring the appropriate level of care, the Utilization Review, will also review the effectiveness of the services previously authorized. The frequency of utilization reviews is determined by the Clinical Coordinator. The review focuses on appropriateness, effectiveness, and quality of services provided with consideration to evidences based practices, other service provision guidelines and outcomes. The review includes managing the cost of services that includes sound fiscal management of expenditures.

The Intake and Placement team engages in the ongoing clinical review of children placed in licensed out-of-home care to determine that clinical needs are appropriate to the level of care and that needs could not be met in a less restrictive setting. For all children in restrictive placements, reviews ensure that as children meet treatment goals and needs change that children can be safely stepped down to a lower level of care or served in a home with therapeutic supports.

ADDITIONAL REVIEWS

Separated Siblings Reviews

Separated siblings that are placed in Licensing Out of Home Care will be reviewed through the Out of Home care reviews or the appropriate staffing process. When siblings are separated, a staffing involving the Care Manager, Supervisor and Brevard Family Partnership staff is to occur at least quarterly to review progress made towards placing the sibling group together, and to ensure that separated siblings maintain connection through regular visitation. A tracking of separated siblings is maintained, including reasons for separation, and the date of the sibling visit. The Intake and Placement Supervisor oversees and ensures that the Separated Sibling staffings are held at minimum quarterly with case management staff present.

Care Manager Case Record Reviews (Supervisor Reviews)

Brevard Family Partnership subcontracts case management services with Family Allies (for dependency cases) and with Brevard CARES for non-judicial in-home services. CMA case managers and their supervisors will be involved in continuous self-review of all open cases. Upon assignment of the case (within 5 days of case effective date), the case manager supervisor will complete a review of the case record to provide case direction to the case manager as well as to immediately assess child safety, well-being and permanency. Supervisors will provide guidance to and follow-up with case managers to assure all necessary interventions and services are provided to identify and reach case goals. At the time of this initial review, the supervisor will also validate that the information contained within Florida Safe Families Network (FSFN) is complete and accurate. Ongoing supervisor reviews will be conducted at a minimum every 90 days from the date of the initial review. This subsequent review will also ensure child safety, well-being, and permanency are being addressed and that the record (case file and FSFN) contains complete and accurate documentation. Each child's case plan will be reviewed at least quarterly and will include an evaluation of the family's progress toward achieving service goals. This review will be inputted within FSFN as a Supervisor Review within 48 hours of the review. Brevard Family Partnership currently monitors supervisor reviews and has seen the need to gain consistency across the units. BFP's QA Manager led a workgroup at the end of last fiscal year tasked with developing a new Supervisor Review Template. The workgroup has finalized the templates and case management will begin using the tools August 2018.

Due to the critical nature of maintaining contact with the children under supervision, any child that does not receive a face-to-face visit during the calendar month will be considered at high risk. This high risk population will require a supervisor review each month the child not contacted. There are various reasons for being unable to complete a visit and all will warrant supervisory oversight. This reason will also direct the review. For example, if the child is missing, the supervisor will review to ensure reasonable efforts are being completed to locate this child. Another example is the child is out of state. Within this review, the supervisor will review efforts to initiate Interstate Compact Placement of Children (ICPC) and insure casework activities support ongoing efforts to insure the child's safety and well-being. These children will be immediately identified at the conclusion of each calendar month and the supervisor review will be completed and input into FSFN by the 5th of the following month.

INFORMATION MANAGEMENT

The Brevard Family Partnership servers, routers, switches and other network connectivity equipment, are installed, managed and maintained in accordance with the server standards, policies and procedures. Security systems have been implemented to meet state and Health Insurance Portability and Accountability Act (HIPAA) policies and procedures. These include network systems and remote access security methodology, formal data access request procedures, network and data activity and

logging systems and analysis. Software is run on all servers, installed on each workstation, and configured to check program files, email and all incoming files for viruses. Brevard Family Partnership's Information System provider will be responsible for server backups utilizing a process where they system is backed up daily, weekly and monthly and is electronically transmitted to a data center off site. Collection of the data off site ensures data recovery capability. The contract will also insure the provider maintains and annually updates a Disaster Recovery Plan that encompasses sites, network and data security, hardware, software applications and data backup, redundancy and recovery systems.

Brevard Family Partnership is aware of the importance data integrity has for clients to receive appropriate and timely care. Brevard Family Partnership will review, compare and update data contained in Florida Safe Families Network (FSFN), Adoption and Foster Care Analysis and Reporting System (AFCARS), and other state data systems to ensure accuracy, proper data entry procedures, and utilize a number of tools to evaluate the data in each system. BFP will coordinate with state technology personnel to enable accurate data transfer between state data applications into new technology systems and runs reports in each system to compare data, process updates and improve data entry procedures. BFP will also reconcile statistics produced by Brevard Family Partnership with those the State of Florida produces to ensure accuracy. By doing the above mentioned processes, the data is validated on a regular, ongoing basis.

The critical elements of Data Management are as follows:

- FSFN accuracy
- Demographic Data Validity
- Timely and Valid Data Input

Timely and Valid Input of Data

The Care Manager is the responsible party to update the Case Record as outlined in Brevard Family Partnership OP 1042.

To increase the validity of the information, the pre-service training should be restructured to support this model. Brevard Family Partnership assumed responsibility for Pre-Service and Certification on January 1, 2006. Brevard Family Partnership has re-designed the pre-service curriculum to integrate the content training with the functionality training for FSFN. This integration will support the timely and valid input within the Case Record.

Ongoing Quality Assurance reviews of various data elements already in place will be monitored for compliance within each CMA, Care Center and Unit. BFP is available to provide training and direct technical support to the staff as needed.

INTERNAL QUALITY MONITORING

Quality at the Direct Service, CMA and Lead Agency Levels

Brevard Family Partnership recognizes that quality measurement for a Lead Agency or a Care Management Agency (CMA) is different from quality measurement at the level of direct provision of services.

Quality at the Lead Agency/CMA level will focus on outcome measurements relevant to the overall health of the organization (macro level). Quality at the direct service level will include a macro level approach as well as a focus on customer satisfaction, in process measurements and drill down to review performance at the unit and care manager level (micro level). The Brevard Family Partnership QA process is designed to ensure that all staff that impact the system of care understands their role and ownership in the QA process. Staff at all leadership levels will be presented information regarding the systemic performance through the following:

- Performance Reviews
- Provider Network Meetings

- Monthly Operations meetings

This approach is intended to dovetail with the state's QM regional model. Subcontracted agencies will be required to have a comprehensive QA Plan in place within their own organizations. When their contract is monitored, evidence of their QA Plan will be sought and its effectiveness evaluated. The TIP best practice standards acknowledge that not all qualified sub-contractors have the resources necessary to garner and sustain national accreditation. Therefore, to maximize the number, type, quality and appropriate match of services available and accessible, national accreditation for sub-contractors shall be addressed during contract negotiations with each sub-contractor. Contractor considerations will be outcome-focused to include selection standards that reflect the sub-contractor's demonstrated organizational capacity, effectiveness, efficiency and stability.

Performance Review

To assure that the quality of services to children and families continues to improve, Brevard Family Partnership has established a monthly Performance Review, comprised of representation from Brevard Family Partnership, Case Management Agency, Prevention and Diversion Agency, and other interested stakeholders. Membership will be as follows:

- Case Management Agency Executive Director and Managers
- BFP Manager of Contracts and Compliance
- Quality Assurance Manager
- Senior Executive Strategy and Performance
- Special Project Coordinator
- Senior Executive of Programs
- Executive Director of BFP
- Chief Risk and Compliance Director
- Executive Director of Brevard CARES and respective Managers

The parties shall meet monthly to review data collected during the previous month, analyze the data for trends, identify areas for improvement, and provide guidance to affected organizations regarding performance improvement plans. The performance review will also review contract measurements and report data in a manner consistent with the state's Program Improvement Plan. It shall be incumbent upon the affected organizations to develop improvement plans for those areas identified as eligible for improvement. The attendees will retain authority for the approval of those plans and for monitoring their progress to completion.

Provider Network

Brevard Family Partnership Senior Executive of Programs will host regularly scheduled provider meetings to provide a venue for announcements, updates, and discussion of provider successes and concerns. Brevard Family Partnership will structure the agenda to explore issues related to network performance and to identify and problem-solve any barriers to quality care. The ongoing opportunity to share strategies and address challenges will build a more cohesive provider network and lead to innovative new practices. The members of the provider network will also review performance and utilization.

Frequency and Intervals of Quality Monitoring

It is anticipated that while some measures must be collected in a regular, on-going manner, others require longer intervals before re-measurement. To accommodate these considerations, as well as to provide for the most well-rounded quality picture of the organizations, Brevard Family Partnership has determined to monitor according to the following schedule:

Daily: Supervisors will provide direct oversight to Care Managers to ensure compliance with key Brevard Family Partnership processes. The Case Management Executive staff will manage the flow of intake into the care centers and will evaluate case distribution and assess the Care Center workforce to insure caseloads remain within COA standards on a daily basis and standards indicated in the Financial Viability Plan. BFP Strategy sends out daily report to case management of the percent of

children seen in the last 30 days, it includes the last Face to Face visit and the projected date the next visit is due.

Weekly: Brevard Family Partnership Strategy Department sends out weekly reporting of medical performance including % of children in the numerator, the child's last visits date next visit is due and the placement type of the children not meeting the measure.

Monthly: Brevard Family Partnership will ensure key performance remain in compliance such as compliance with supervisor reviews and client contacts. These critical measures will be reviewed during the monthly Operations meeting with CMA and Brevard Family Partnership leadership. Deficiencies identified will immediately be brought to the attention of the CMA Executive Team.

Quarterly: Brevard Family Partnership will analyze data to determine trends regarding key in process measures and outcome measures. When trends are identified, additional analysis and drill-downs will be conducted and presented during the quarterly Performance Review. QA tools will be integrated and completed on a quarterly basis. Aggregate information regarding Critical Incident Tracking and Client Complaint Tracking will be analyzed for trends by the Risk Management Committee. This information is gathered to look at how the CMA is doing in compliance with Federal and State Statutes, as children move toward permanency while ensuring children's safety and well-being.

Annually: Contract Monitoring of Category A providers will include record reviews, interviews and on-site observations that will be coordinated by the Brevard Family Partnership Contract and Compliance Manager. In developing the customized monitoring scope, the BFP Contract and Compliance Manager will determine whether to examine the universe of records maintained by the Provider or to examine a sample, or limited number, of these records. It is appropriate in many situations for monitors to gather information by examining a limited number of records. The monitoring team will exercise good judgment to make common sense decisions regarding sample size. It is reasonable to adjust the sample size during a monitoring. It may be reasonable to reduce sample size if results are extremely consistent for the first records reviewed. Sample sizes may be increased if the team identifies a problem in a high-risk area. Review may include personnel records, client records, agency financial documentation and administrative policies and procedures of the contracted providers.

TRAINING

The responsibility and provision of all staff training by Brevard Family Partnership has been in effect since January 1, 2006. Brevard Family Partnership is committed to the delivery of a high quality training program that supports the ongoing development of all child welfare professionals within Brevard County. This training program is inclusive of Case Management and Licensing Agency staff. The Case Management Agency needs and provision thereof will be delivered as set forth in this plan.

The training provided by Brevard Family Partnership will be inclusive of pre-service, in-service, and field training components. Brevard Family Partnership will be conducting the pre-service training primarily at the Central Care Center in Rockledge.

The Pre-Service Training component will consist of classroom instruction, Florida Safe Families Network (FSFN) training lab sessions, Shadowing, Field Guide activities and On-Line Instructional Courses. Within the pre-service training there are at the minimum of eight days of Shadowing of experienced workers in the field, four courses of On-Line Instructional Courses and six FSFN lab sessions. Within the curriculum Field Guide Activities have been developed that will address major Child Welfare training components.

Field Training Segment (Case Management and Licensing Staff)

The Case Management Agency and BFP Licensing Staff will be afforded field training appointments by an assigned BFP training team member upon request from the trainee, supervisor and/or

classroom trainer. Field Training consists of a trainer working one-on-one with the trainee, for a minimum of four field visits within the first three months following the employee passing the post-test.

These meetings will consist of accompanying the trainee to complete home visits, commencement of cases, court appearances and other field activities. Also, the BFP Trainer will work with trainee on the identified 'needs' to increase and enhance development to increase competency. Following field training activities, the trainer will verbally 'brief' the trainee on the strengths and needs observed during the field activity. Verbal and/or written feedback will be provided by the BFP Trainer to the trainee's supervisor to enhance ongoing development by the Supervisor.

In-Service Training (Case Management Agency)

Brevard Family Partnership will also be offering in-service trainings to our Case Management Agencies for advanced skill-based training; such as, Interviewing, Sexual Abuse, Substance Abuse; and Domestic Violence. There will also be available throughout the year opportunities for in-service training and labs on areas identified through reviews or as identified by leadership of BFP and case management.

BFP has met with senior leadership from case management to review the past Fiscal Year QA findings and develop a plan for improvement. BFP, along with its subcontracted Providers, have identified areas for improvement and trainings will be provided each Quarter that specifically address areas of opportunity as identified in quality assurance reviews. Trainings are currently being developed to address the current needs around following the Florida's Child Welfare Practice Model which should help improve current case practice and future reviews. Conditions for Return training was provided in July 2018 additional case application training around Conditions for Return will be provided in September 2018. Psychotropic Medications training is scheduled for Quarter two and quality home visit documentation (one on one child conversations, parent's behavioral change, etc.) during Quarter three. These trainings should provide guidance to staff and will focus on three of the areas of the QA Reviews that was an area needing improvement from the previous fiscal year including, achieving permanency timely, child's mental/behavioral health, and family engagement. In addition to the in service training boosters, beginning FY 2018-2019, BFP's QA and Training Division will begin sending a weekly tip of the week to case management that will focus on a wide range of topics around Operating Procedures, Code, and Statue. The goal of this initiative is to expose and remind staff of current Florida Child Welfare practices.

Child Protection Professional Certification Plan (Case Management Agencies)

BFP will follow and require by contract with its subcontractors the certification requirements of the Florida Certification Board for all case manager and licensing positions.

FEDERAL FUNDING

Brevard Family Partnership has two employees that complete Revenue Maximization (Rev Max) work. Revenue Maximization work is primarily completed in the FSFN system and the system required that there is supervisory approval of the work completed. Data for timely completion of eligibility is a part of the standardized review process.

The Brevard Family Partnership Rev Max Unit will maintain ongoing communication with the Central Region Specialist as well as the Central Office Specialists in Revenue Maximization to ensure current and up to date requirements are integrated into the Brevard Family Partnership process. Trainings will be offered by the Brevard Family Partnership training staff, in conjunction with the Rev Max Specialists to ensure that care managers, supervisors and effected staff are kept informed of federal funding policy changes and FSFN user requirements for reporting eligibility.

Currently the Rev Max Specialists track eligibility and send out reminders to staff on a monthly basis when updated documentation is due (I.E. court orders, TANF forms). They will continue to do this monthly so initial eligibility and re-determination of eligibility time frames are met.

OUTCOMES MEASUREMENT

Brevard Family Partnership will have outcome measurements that evaluate individual progress and program effectiveness as indicated in the COA standard for Continuous Quality Improvement. Brevard Family Partnership acknowledges that there are several undeniable sources of outcomes that must be considered in the development of the QA plan. Specifically, the Adoption and Safe Families Act (ASFA) of 1997 prescribed seven outcome measures which must be accomplished nationally. Those seven outcome measures – broken down into three domains of Safety, Permanency, and Well-Being – are as follows:

- Safety 1 (S1): Children are protected from abuse and neglect in their homes whenever possible.
- Safety 2 (S2): The risk of harm to children will be minimized.
- Permanency 1 (P1): Children will have permanency and stability in their living arrangement.
- Permanency 2 (P2): The continuity of family relationships, culture, and connections will be preserved for children.
- Well-Being 1 (WB1): Families will have enhanced capacity to provide for their children's needs.
- Well-Being 2 (WB2): School-age children will have educational achievements appropriate to their abilities.
- Well-Being 3 (WB3): Children will receive adequate services to meet their physical and mental needs.

In addition to the ASFA outcomes, a 1998 project conducted by a consortium including the Annie E. Casey Foundation/Casey Family Services and The Casey Family Program, The American Humane Association, the American Bar Association Center on Children and the Law, and the Institute for Human Services Management, identified twenty-three core items that represent a baseline set of indicators essential to child welfare assessment. When those indicators are categorized against the seven ASFA outcomes, another outcome domain emerges: Customer/Client Satisfaction. With that in mind, the Brevard Family Partnership QA plan will include the following eighth outcome measure:

- Customer/Client Satisfaction (CS): The customer will be satisfied that the services provided have either met or exceeded expectations.

A standardized assessment tool will also be used to help determine the appropriate level of care, as well as track clinical outcomes and evaluate program efficacy. The Child and Adolescent Functional Assessment Scale (CAFAS) may be completed by Assessment Specialists. The use of this tool will also be used to track improvements in the child's well-being. Contract providers will complete monthly progress reports as well as a quarterly outcome reports that will be submitted to the Brevard Family Partnership Contract Manager (reports to Chief Risk and Compliance Director). These reports will be used to gather data to track performance as outlined in the specific contract. The Brevard Family Partnership Contract Manager will also coordinate on-site monitoring to insure accuracy in reporting.

For counseling referrals, an initial biopsychosocial assessment will be completed within 30 days to determine treatment goals. The Children's Functional Assessment Rating Scale (CFARS) will be utilized at six months and at discharge to monitor outcomes.

As part of the continuous quality improvement process, Brevard Family Partnership will continually assess the data, identify potential problems and proposed and test solutions. Brevard Family Partnership examines and reports on additional outcomes identified through collaboration with sub-contractors and community stakeholders. BFP Compliance Division in cooperation with Senior Executive of Programs will examine data and make future determinations of needed measures. Brevard Family Partnership will review the priorities and contract performance measures, stipulated in our contract.

MEASUREMENT OF CONSUMER SATISFACTION

Questionnaire and Satisfaction Survey Process

Brevard Family Partnership Client Relations Specialist will coordinate the Annual Questionnaire and Satisfaction Survey process. The results of all surveys will be recorded in the database and will be used to generate, at minimum, annual reports for analysis. These reports will be used by BFP in their review of overall quality in meeting the needs of children and families and other stakeholders. Surveys are provided throughout the year as part of an ongoing process to illicit feedback from our customers and stakeholders. In addition to these ongoing surveys, annual surveys which are sent out are also determined each year, and are coordinated by the Client Relations Specialist.

Child and family satisfaction surveys will include questions that are directed at the services the clients received, the professionalism of the staff, the ease with which services were provided, and whether or not the clients felt that they received the help they needed. Surveys will be aggregated and reviewed by BFP staff and the information resulting from the reports is used to develop new programming, change existing services, change staffing patterns, and to strategically plan.

Consumer satisfaction surveys will be administered to those agencies/individuals who work with Brevard Family Partnership. This data will also be aggregated by BFP and will be used to identify any issues that consumers have not otherwise communicated in order to secure the most positive working relationships between agencies and caregivers with the ultimate beneficiary being the children served. Data will be presented with annual comparisons with the goal of continually improved relations with other consumers.

Satisfaction Surveys; Included below are examples of the types of surveys utilized throughout the year.

Category	Responsible Party
Exit Interview for Children in Shelter/Foster Care	Care Managers within each CMA
Satisfaction Surveys for Foster Parents, case management, and other Community Stakeholders	BFP – scheduled on a rotational basis over multiple years.

Critical Incident Tracking and Client Complaint Tracking

Brevard Family Partnership, its case management agencies and provider agencies will comply with the Brevard Family Partnership Operating Procedure #215-6, Incident Reporting and Client Risk Prevention. This operating procedure establishes guidelines and procedures for identifying and reporting information related to client risk prevention and incidents. All incidents which meet the criterion for a child abuse/neglect/abandonment report continue to require that a report be immediately generated based on reason to suspect that abuse/neglect has occurred by a person responsible for the child's care; and an incident report filed with Brevard Family Partnership does not substitute or otherwise negate this responsibility. Nor does it replace the responsibility of reporting applicable incidents to the local advocacy committee as required by law.

Incidents that rise to the level of "critical" require that the reporting person immediately verbally notify the Brevard Family Partnership Chief Executive Officer (or designee) and the DCF Circuit Administrator (or designee) and within 24 hours send written notification.

All potential media involvement will be reported to Brevard Family Partnership and then reported to the Department of Children and Families in accordance with contractual requirements. Information that is reported through incident reports and client complaints will be tracked by provider, number, type and outcome. The information will be analyzed and shared with the Risk Management Committee and Provider Network. Both incident reports and client complaints provide insight into the agencies internal operations that might otherwise be overlooked.

Client and Grievance Procedures

Brevard Family Partnership desires to create an environment that encourages any person, client, community partner or stakeholder to communicate freely with Brevard Family Partnership. The communication may take the form of an inquiry (information or clarification is needed about a service, provider contract, eligibility, or care manager assignment etc), concern (caller is providing information about a potential issue that does not directly relate to a particular staff person or provider) or a complaint (dissatisfaction with the service provision, care management staff or provider, or child welfare system). Brevard Family Partnership will advise all clients and providers of the process for filing a complaint.

Any formal complaint or grievance received through the Circuit 18 Client Relations office or Brevard Family Partnership main office will be tracked by the Client Relations Specialist. The Client Relations Specialist will maintain a tracking system for resolution of all client calls that are received that are designated by the caller as a service complaint. Each complaint will be assigned an intake number. If the complaint lodged is against a contract provider (other than the CMA) the complaint will be forwarded to the Contracts and Compliance Manager for resolution. If the complaint is against the CMA staff the complaint will be forwarded to CMA Management. On a quarterly basis the Client Relations Specialist of Brevard Family Partnership will assess all complaints and grievances filed within the quarter as part of the Risk Management Committee. This data will be analyzed for trends at the Care Manager and provider level. Results will be brought to the attention of Brevard Family Partnership's Risk Management Committee, and reviewed. Timeliness of resolution, corrective actions taken, and customer satisfaction with the resolution will be evaluated.

CORRECTIVE ACTION

At any time, during any of the QA reviews, a threat of life, health or safety of a child is discovered the reviewer will complete a request for action form in FSFN and will immediately notify the Supervisor and Case Management Program Manager. A response will be returned to the initiator of the concern within 24 hours of the threat being reported. In addition, feedback forms are completed on every case reviewed. The purpose of the feedback form is to provide the CMA staff with a synopsis of strengths and opportunities found in the case. When deficits are noted in any cases that are reviewed, the case will be referred to the Case Management Program Manager for further review. Changes in policies and procedures may be instituted based upon the quality reviews. If significant problems are identified within CMAs (or with particular Care Managers or supervisors), BFP may meet with the CMA Executive Director or quality staff to examine and explore the problem areas and propose corrective actions to address problems. The CMA QA Representatives will ensure that results of any corrective actions are reviewed within the timeframes agreed to by the parties. If a corrective action is warranted for a contract provider, the Contracts and Compliance Manager will review and monitor as outlined in the Contract Monitoring Plan.

FEEDBACK MECHANISMS AND PROGRAM IMPROVEMENT

Consistent with COA standards, the Senior Executive of Strategy and Performance is responsible for ensuring that clear, accurate, and timely information regarding all aspects of the QA process are provided to its service recipients, board, staff, and community stakeholders. Through the Performance Review Team, Provider Network, and CMA, Brevard Family Partnership will share this information.

Absolutely essential to the success of the QA program is the ongoing process by which data leads to continuous quality improvement. Data collected without analysis serves no purpose; analysis with no action results only in wasted time and resources. With that in mind, Brevard Family Partnership will chair the Performance Review to assure that the data that are collected fuel the drive toward increased quality. This review will take place at least quarterly to review and interpret data, determine areas for improvement, set plans of action and milestones for improvement initiatives, assign responsibilities for accomplishment of those actions, track results, and report back to stakeholders for

further consideration as needed. Only by feeding information back into the system can significant results be achieved.

The Brevard Family Partnership Quality Assurance Manager utilizes these reports to determine strengths and opportunities for improvement for each review period. Areas that need improvement may be further analyzed using root cause analysis to determine what factors may be contributing to poor performance and what actions can be immediately implemented to improve performance. These results will be shared with DCF, BFP management, community stakeholders and the subcontracted case management agency. After each review quarter, QA Manager and Training and QA Coordinators will meet to analyze results from the current and previous quarters and identify any training needs that are needed.

The agency will track and report on ongoing improvement initiatives that will be occurring during the upcoming fiscal year. Specifically the Annual Report must include information from Rapid Safety Feedback and Florida CFSRs. Once all cases have been reviewed, CBC QA staff must internally analyze the data collected overall and identify trends, effective practices, and areas of concern, synthesizing the information to demonstrate and discuss CBC practices and performance. CBCs must submit an annual report to the Department's central office 45 days after the end of the fiscal year (August 15). At a minimum, the report must address findings and trends in the areas listed below.

Safety	This section will include data and analysis using Rapid Safety Feedback Data Items and Florida CFSR Data from Safety Outcomes 1 and 2 (items 1-3).
Permanency	This section will include data and analysis using the Florida CFSR Data for permanency outcomes 1-2 (items 4-11)
Well-being	This section will include data analysis using the Florida CFSR data for well-being outcomes 1-3 (items 12-18)
Systemic Factors	The report must also include discussion about the CBCs performance in the 7 CFSR Systemic factors.