



FY 2020-2021 ANNUAL PERFORMANCE AND QUALITY IMPROVEMENT PLAN



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I. Introduction

Background and Overview

ChildNet, Inc. was founded in 2002 to be the Community Based Care lead agency for the privatization of foster care and related services in Broward County, Florida, Circuit 17. On October 1, 2012, ChildNet became the lead agency for Palm Beach County, Circuit 15. ChildNet's commitment to a strong Continuous Quality Improvement presence was strengthened during the initial accreditation process through the Council on Accreditation (COA) which was obtained February 28, 2011. ChildNet was the first lead agency for Community Based Care (CBC) to receive national accreditation through COA on service standards and is currently accredited through February 28, 2023 for Family Foster Care and Kinship Care, Adoption Services, and Network Administration. ChildNet has operationalized the wealth of knowledge and understanding gained from the accreditation process in the network and the communities served in the circuits.

ChildNet's Performance and Quality Improvement (PQI) Plan describes the agency's ongoing system wide efforts to continuously improve, learn, and strive for excellence in the provision of services to the children and families under ChildNet's care and supervision in Broward and Palm Beach counties. The plan is designed to be reviewed on an ongoing basis and updated when needed, but no less than annually.

Mission

To Protect Abused, Abandoned and Neglected Children in the Communities We Serve

Vision

ChildNet will lead every child in our care to safety, permanence, and stability.

Organizational Structure

ChildNet's Executive Management Team consists of a Chief Executive Officer (CEO) and President who reports to the Board of Directors. The CEO leads a Senior Management Team comprised of the Chief Financial Officer, Chief Human Resources and Legal Officer, Chief Program Officer, and Chief Clinical Quality Officer. In addition to reporting directly to the CEO and President, the Chief Human Resources and Legal Officer has direct reporting to the Board of Directors. The Chief Human Resources and Legal Officer is available to provide legal advice and consultation for the Board of Directors and able to provide information on any significant human resources or personnel issues within the organization. This Senior Management Team supervises Program Officers and Directors who manage the day to day operations in each of the two counties served by ChildNet. Weekly meetings of the Senior Management Team and all the local Program Officers and Directors also promote the effective sharing of best practices and lessons learned, facilitating the early identification and timely resolution of system-wide challenges. Operations meetings are held weekly to discuss current practice trends, performance outcomes, and barriers that are impacting the agency.

A. Organization's Philosophy of Performance and Quality Improvement

ChildNet developed a system-wide Continuous Quality Improvement (CQI) system that creates a culture of quality throughout the agency, network, and the community. ChildNet promotes a culture of excellence and continuous improvement through a broad-based, organization-wide Performance and Quality Improvement process inclusive of all staff members and stakeholders, as a vital and necessary

management tool. This CQI system has the capacity to identify organization-wide and program-specific issues and implement solutions that improve efficiencies. The leadership of ChildNet values service quality and ongoing efforts by the agency, as well as its community partners and contractors, to achieve strong performance, program goals, and most importantly, positive results for the children and families served. Performance and Quality Improvement considers each different area within the agency and all children and families under supervision. ChildNet's PQI process encourages the use of data to identify areas of needed improvement and implement improvement plans in support of achieving performance targets, program goals, client satisfaction, and positive client outcomes. Furthermore, ChildNet continues to be a state-wide leader in the use of data to highlight success and positive outcomes to service recipients as well as areas needing improvement.

The purpose of Performance and Quality Improvement

- Assign responsibility for implementation and coordination of Continuous Quality Improvement (CQI) activities and technical assistance.
- Set forth the purpose and scope of CQI activities.
- Establish periodic review of service delivery process in accordance with COA standards and the Department of Children and Families' (DCF) Results-Oriented Accountability Program with quarterly case file reviews.
- Continue periodic review of organizational and management processes, including the effectiveness of policies and procedures.
- Outline the methods and timeframes for quarterly reviews as well as ongoing monitoring.
- Define the methods for reporting findings.
- Review progress for all services provided by ChildNet as well as its contracted providers.
- Support progress toward achieving short term (Operations Plan) and long range (Strategic Plan) goals related to scorecard performance, contract performance measures, internal targets, and service recipient outcomes.
- Provides for an assessment of the CQI system, including any barriers to and supports for implementation, as needed.

Executive Level Endorsement

The Board of Directors, along with the Chief Executive Officer (CEO) and President, sets forth quality expectations of excellence and has developed an agency-wide three (3) year Strategic Plan and the accompanying Operations Viability Plan. The Strategic Plan outlines the agency's broad goals and targets, while the Operations Viability Plan focuses on how to reach those, including the Department of Children and Families scorecard indicators, contracted performance measures, as well as the agency's own improvement efforts. The Board of Directors and the Advisory Board in Palm Beach maintain a sub-committee, the Program Quality Committee, which reviews agency policy and procedure and progress on meeting agency performance measures. The Program Quality Committee reports to the full Board of Directors at each Board meeting.

The CEO and President promotes a culture within the agency that facilitates excellence and continual improvement. ChildNet allocates sufficient resources to lead and facilitate the collection and analysis of data. ChildNet utilizes mobile applications and data reports to assist case managers and supervisors with their every-day duties. Various data reports are gathered from FSFN and disseminated on a daily, weekly, monthly, and quarterly basis.

Through the implementation of categorizing the completion of specific tasks, the case manager and supervisors can better manage their assigned cases. Some additional performance indicators include,

but not limited to: timely completion of Family Functioning Assessments and Supervisory Reviews and Consultations; meeting requirements for safety plan development; and ensuring children on psychotropic medication have a current consent or court order. Daily/Weekly/Monthly emails are sent out to supervisors/directors with attached spreadsheets to monitor progress, improvement, and compliance.

The following reports are sent out daily:

- Past/Upcoming Due Home Visits in FSFN
- Daily In and Out of Home Care
- Service Rate Validation
- Past Due/Pending Safety Plans
- Past Due FSFN Data Entry

The following reports are sent out weekly:

- Psychotropic Medication Listing
- Healthcare Service and Education Information
- Placement Listing
- Intakes vs Closures
- FFA- Ongoing Approval
- Supervisor Reviews

The following reports are sent out monthly:

- Caseload Analysis
- Length of Stay
- Cases with Goal of Adoption and No TPR Petition Filed
- Non-Judicial Cases over Six (6) Months
- Upcoming Court Hearings
- Children turning 18 in 90 days
- TANF Redetermination Due
- Exit Interviews Due
- GED/HS Diploma
- Case Note Lag
- Remote Data Capture (RDC) Usage by Unit
- Monthly In and Out of Home Care

ChildNet conducts bi-weekly CBC Scorecard Workgroup meetings to monitor the agency's current performance, improvement, and compliance. Executive level and Senior Management attend this meeting. The scorecard evaluates the lead agencies on twelve (12) key measures to determine how well they are meeting the most critical needs of these at-risk children and families. In addition, bi-weekly emails are sent to the scorecard measure leads with the listing report attached for continuous monitoring. The following reports are sent out bi-weekly to the champion lead and Senior Management:

- Indicator #1: Rate of Abuse or Neglect per day while in Foster Care
- Indicator #2: No Verified Maltreatment during In-Home Services
- Indicator #3: No Verified Maltreatment within 6 Months Termination of Services
- Indicator #4: In-State Children Seen within 30 Days
- Indicator #5: Children Achieving Permanency within 12 Months of Entering Care

- Indicator #6: Children Achieving Permanency in Foster Care 12 to 23 Months
- Indicator #7: Children Who Do Not Re-enter Foster Care within 12 Months
- Indicator #8: Children's Placement Moves per 1000 Days in Foster Care
- Indicator #9: Children in Out-of-Home Receive Medical Services in the Last 12 Months
- Indicator #10: Children in Out-of-Home Receive Dental Services in the last 7 Months
- Indicator #11: Young Adults in OHC that Completed or Enrolled in Sec. Ed. or Voc. Training
- Indicator #12: Children Placed with All Siblings Under Court Jurisdiction

The Board of Directors and CEO and President enable a wide range of managers, directors and staff to be involved in Performance and Quality Improvement through the creation of an Operations meeting and workgroup for each circuit, which is comprised of the Directors of Continuous Quality Improvement (CQI), management and directors within the agency. Examples of those participating include the Chief Program Officer, Chief Clinical Quality Officer, In-House Attorneys, Program Officers of Case Management and Adoption and Youth Services, and Directors of Case Management, Contracts, and Support Services. Achievements relative to desired outcomes, indicators, and targets are communicated to staff members and stakeholders by the agency's leadership, including the Board of Directors and management. Additionally, the Operations meeting is a venue to integrate and promote leadership and professional development.

ChildNet's Scorecard Workgroup and Meeting serves as the forum for ensuring compliance with the state CBC scorecard measures. The workgroup is comprised of employees from all areas of ChildNet and Case Management, both management and front-line staff, pulling the expertise of all divisions to maximize cross-functional input and overall effectiveness. When deficiencies in service delivery are identified through the workgroup process, ChildNet engages system partners and stakeholders consistent with the organization's emphasis on transparency and building community partnerships to ensure compliance. Examples of actions may include:

- Meeting with stakeholders to develop a detailed, specific, and extensive Action Plan to outline specific steps to improve service delivery
- Leadership meeting to review progress on action plans
- Conducting Permanency staffings jointly with the Office of the Attorney General / Children's Legal Services and Guardian ad Litem
- Conducting Legal Barrier staffings
- Conducting Length of Stay staffings
- Analyzing permanency and re-entry data
- Implementing Safety and Permanency Round Table model
- Implementing Rapid Permanency Reviews
- Partnering with community providers to stabilize placements
- Identifying and collaborating with community resources for healthcare services
- Exploration and implementation of contract changes for ChildNet's provider network

Performance on key indicators is shared with the community through various venues, including quarterly performance presentations in ChildNet Broward and ChildNet Palm Beach with its partners from the Department of Children and Families (DCF), Child Protective Investigations (CPI), Guardian ad Litem (GAL), Managing Entity (ME), and Children's Legal Services (CLS) in conjunction with the Scorecard Workgroup meetings already in place. In addition, ChildNet also hosts a quarterly Network Executive meeting with its partners from all child placing and child caring agencies including representatives from DCF. ChildNet's Performance Review presentation is updated monthly with census trends and performance data. This serves as a useful and comprehensive tool in early identification of potential challenges and is utilized by the President and CEO at various meetings with internal and external

stakeholders. ChildNet Broward and Palm Beach participate in the local Children's Services Council Community Alliance meetings that includes partners from DCF, CPI, Legal Aid, system of care network, and Guardian ad Litem. Data is presented by each partner on key performance measures related to child welfare in ChildNet's community.

Examples of the data presented include:

- CPI
 - Number of Abuse Reports Investigated
 - Percent of children victims seen in 24 hours
 - Number of children removed from their parents
 - Percent of investigations closed timely
 - CPI Turnover and Workforce Information
- CLS
 - Percent of Case Plans filed timely
 - Percent of Judicial Reviews filed timely
 - Percent of Permanency Hearing held timely
 - Percent of petition of termination of parental rights filed timely
- ChildNet
 - DCF Scorecard Indicator performance
 - DCF Contract Outcome Measure performance
 - FY Census and Performance
 - FY Removal and Length of Stay Data
 - Child and Family Services Review (CFSR) performance

Senior Management

The Continuous Quality Improvement (CQI) Department within the agency works very closely with Senior Management to ensure that agency staff members are working towards meeting expectations set forth in the agency-wide Operations Viability Plan in a supportive manner, which allays concerns about possible repercussions of identifying areas in need of improvement. Data from scorecard indicators and performance measures are analyzed down to the unit and case levels to determine the root causes for any areas requiring improvement. Senior Management works to improve service delivery by adjusting processes that minimizes staff changes at key junctures of cases and maximizes the movement of cases through the system of care to achieve a safe and expeditious permanent placement for children.

Developing a cost-effective client satisfaction process is crucial to the agency's Performance and Quality Improvement plan. ChildNet administers satisfaction surveys on an ongoing basis with its community partners, service recipients and employees. These surveys are designed to capture satisfaction levels from ChildNet's providers, caregivers, parents, children served and employees. The surveys are available on ChildNet's public website in English, Spanish, and Creole. They are also available in hard copy in ChildNet's main lobby in each circuit. To enhance the benefit of surveys providing necessary input utilized for ongoing improvement and quality achievement of client and stakeholder outcomes, an electronic format of the survey will be implemented using lessons learned. Results of the surveys are analyzed with Senior Management at least annually as part of the Operations meeting.

Senior Management recognizes the great work performed by Client Services and Case Management related to the contract performance measures. Tokens of Appreciation (TOAs) are given to staff members, recognized by their peers and/or stakeholders. TOAs, a written form of communication that

acknowledges a job well-done, are submitted via email by the supervisor to Talent Management (Human Resources). TOA recipients are entered in a drawing for prizes at the quarterly Super Scorecard meetings, with a committee-selected recipient nominated for Board of Director recognition and award.

B. PQI Structure

The organization of ChildNet's Performance and Quality Improvement process surrounds and supports the service recipients at the centers. The process includes ChildNet's local community, network providers, Board of Directors, Senior Management, workgroups, caregivers and ChildNet's improvement cycle, all surrounded by Performance and Quality Improvement holding everything in place. Performance and Quality Improvement is the 'glue' that holds it all together, while supporting the agency and service recipients.

ChildNet Board of Directors Committees

- Program Quality
- Governance/Executive
- Finance/Audit
- Fundraising/Marketing
- Legal/Human Resources
- Palm Beach Advisory
- Special Committees have included:
 - Workforce Engagement

ChildNet committees and workgroups include:

- Operations Meeting
- Scorecard Workgroup and Meeting
- Policy and Procedure Workgroup
- Management and Operations Performance
- Finance Committee
- Safety Committee
- Risk Management Committee
- Employee Council
- Anti-Racism Workgroup

The function of the committees and workgroups related to Performance and Quality Improvement are detailed below.

The Program Quality Committee of the Board of Directors includes selected Board members with assistance from ChildNet staff members from CQI and Legal Services. The team reviews policy and procedures and general program performance. This Board Subcommittee reports to the full Board.

The Operations Meeting, formally the Performance Management Meeting/Performance Quality Improvement meeting, is comprised of executive leadership and management throughout the agency, including intake and placement, case management, support services, contracts, service coordination, service quality, CQI, human resources and training, and in-house attorneys. The purpose of the committee is to review and discuss current performance related to ongoing services for children and their families as well as analyze outcomes to develop action plans and improvement activities. This meeting also ensures information is shared at one centralized location. The work of this group is designed to flow into the review of the Operations Viability Plan, organizational and staff training, as well as reporting quality assurance findings to Senior Management and stakeholders.

The Scorecard Workgroup and Meeting is comprised of ChildNet staff members from each area within the agency and community service providers to review performance on scorecard indicators on a bi-weekly basis in both circuits on different days. This meeting is open to all staff members including community service providers to ensure information is effectively communicated throughout the system of care.

The Policy and Procedure Workgroup was developed from staff members throughout the agency to review policies, procedures and forms, review updates to policies, procedures and forms, and make recommendations before the policies and procedures are presented to the Program Quality Subcommittee of the Board of Directors.

The Management and Operations Performance Workgroup was created to review the implementation of policies and procedures throughout the agency for compliance. The group is comprised of representatives from CQI and Legal Services. The report is completed each year in preparation for the annual Board meeting in June.

The Risk Management Committee meets to review items related to risk such as incidents, accidents, grievances, exit interviews and institutional abuse reports related to ChildNet's service providers. This committee is led by a ChildNet In-House counsel staff in collaboration with ChildNet's insurance company. Information from this group is shared with other workgroups, including the Operations Meeting and Senior staff.

The Finance Committee is comprised of staff members from Finance to discuss workflow processes, policies and procedures and to review the projects within the department.

The Safety Committee is comprised of staff members representing different areas within the agency and is chaired by staff in the agency's legal department and Talent Management.

The Employee Council is aimed at ensuring a quality workforce and is focused on improving communication among and engagement of all ChildNet staff.

The Anti-Racism Workgroup is ChildNet's latest group formed and will service to dismantle a structure and norm upholding racial inequities within the agency, child welfare, and the families served by ChildNet. ChildNet is dedicated to building a culture of racial equity within our organization and within the community.

This committee/workgroup structure enables all areas within the agency to participate and be integrated into Performance and Quality improvement. A review of the Continuous Quality Improvement process is part of the ChildNet new hire agency overview. In addition, CQI staff members participate in several committees/workgroups and attend individual department staff meetings to include front line staff in the process. Each manager includes quality in relevant short and long-term goals and work plans and quality is a standing item on meeting agendas. Quality measures and outcomes, performance data reports, and department updates are presented through ChildNet's Operations Meeting. Through this meeting, performance is managed and any projects for performance improvement and improvement plans are determined.

BOD Program Quality Committee:

Reviews the agency's performance on contract measures, CBC Scorecard Indicators, qualitative reviews, policy and procedure compliance, and other performance trends.

Operations Meeting:

Meets at a minimum bi-weekly to develop improvement plans based on the performance from the various reviews, and a vehicle to share performance data, reports from the quarterly case reviews, quality initiatives, trends from incident reporting, and client satisfaction surveys.

The Directors of Continuous Quality Improvement are charged with the task of ensuring implementation and coordination of Performance and Quality Improvement activities. The CQI teams coordinate and complete the quarterly case record reviews, outside reviews of the agency, analyze data and complete written reports. The CQI teams also review the agency's performance on scorecard indicators, contracted and federal measures. The staff members responsible for CQI are qualified by experience and education to engage staff from all areas of the agency, systemically collect and analyze data, and communicate results and recommendations for each key audience including management and the case managers. Each receives specialized ongoing training related to quality improvement, Florida's Child Welfare Practice Model, and others as appropriate. The CQI team reports to the Chief Program Officer. The CQI team has one (1) Director and two (2) Quality Managers designated for Circuit 15 file reviews and two (2) Quality Managers designated for Circuit 17 file reviews. Also led by the Chief Program Officer, one (1) Director of CQI oversees the quality improvement activities of the agency, data entry and analysis, special projects and coordinates all functions related to the external monitoring of the agency throughout the year. This team includes one (1) Quality Manager, one (1) Project Manager MIS Decision Support Services, one (1) temporary IT Developer and one (1) Data Supervisor who oversees ChildNet's Data Specialists. The CQI team also includes one (1) Regional Quality Manager (for both circuits).

Steps in the Improvement Process

ChildNet has embraced quality as a core tenet of the agency. ChildNet invested in Six Sigma training to ensure the agency has working knowledge of continuous quality improvement. Six Sigma is a business management and quality initiative strategy that originated in the U.S. manufacturing industry. It seeks to improve efficiency by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes. In Broward, several supervisors, managers and directors have achieved yellow and green belt certification in Six Sigma and have the ability to lead improvement projects under the supervision of ChildNet's certified black belt staff member. These project workgroups present progress and results at workgroups and the Operation meetings for a much larger audience. The Operations meetings are held regularly to monitor progress on meeting DCF's performance expectations, motivate staff members at all levels, and provide meaningful recommendations to improve performance when needed. The meeting provides a space to encourage and promote inter-departmental response to challenges in the systems in each county. ChildNet embraces both DMAIC (an acronym for Define, Measure, Analyze, Improve and Control) and Plan-Do-Check-Act (known as the PDCA cycle) for continual improvement within the agency. ChildNet also embraces the use of Lean. Lean alleviates overburden and inconsistency in processes by eliminating waste, redundancy, and unnecessary effort. Emphasis is on developing efficient systems that involve whole groups or clusters of related processes. ChildNet uses DMAIC for Lean Six Sigma projects and PDCA for smaller, quicker projects for improving performance. Six Sigma relies on the ability to obtain data on process and outcome measures. A CQI initiative using Six Sigma adheres to five principles:



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DMAIC

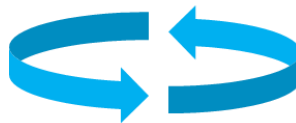
- **Define:** The first step is to define the process and outcome to be improved, define their key characteristics, and map the relevant inputs into the process that will lead to the desired outputs and outcomes. This step also involves defining the boundary for the CQI project.
- **Measure:** Once the process and outcome to be improved are defined, the CQI initiative must track performance to gain information about process performance and collect data.
- **Analyze:** After measures are put in place, data can be collected and analyzed to determine how the practice is doing. Ideally, baseline data would be collected prior to putting new processes into place and at regular intervals. A CQI initiative would review this data as part of a process review to identify/verify the root causes of the problems.
- **Improve:** The results of the analysis are used to inform improvements. For example, if process changes result in workarounds, adjustments should be made. Similarly, if quality measures do not show improvement after a change is implemented, the CQI initiative should examine what additional or alternate changes could be implemented to improve the process. The CQI Initiative should identify ways of reducing defects and variation and pilot selected actions while evaluating measurable improvements.
- **Control:** Control involves ongoing monitoring and improvement as needed. This includes developing a control plan, implementing the improvements, determining if the change was an improvement, controlling the process to ensure continued and measured improved performance, determining if improvements can be transferred elsewhere, identifying lessons learned, and closing the project.



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PDCA

- **Plan:** Establish the objectives and processes necessary to deliver results in accordance with the expected output (the target or goals).
- **Do:** Implement the plan, and execute the process. Collect data for charting and analysis in the following "CHECK" and "ACT" steps.
- **Check:** Study the actual results (measured and collected in "DO" above) and compare against the expected results (targets or goals from the "PLAN") to ascertain any differences.
- **Act:** If the CHECK shows that the plan was implemented in DO is an improvement to the prior standard (baseline), then that becomes the new standard (baseline) for how the organization should ACT going forward. If the CHECK shows that the plan that was implemented in DO is not an improvement, then the existing standard (baseline) will remain in place.



LEAN

**Reduce waste by
reorganizing a process**

LEAN

- Emphasis on process.
- Simplifies overcomplicated processes and considers interdependencies.
- Best for known problems with known system change solution.
- Integrated throughout the organization or practice.
- Ideal for large complex organizations and practice networks that want to standardize operations across multiple units.

Case Management File Reviews

Quality and Performance Improvement is a priority within the agency. The agency created a highly qualified CQI team and works within the state-wide quality management model to complete case file reviews and data analysis to identify agency wide issues or areas for improvement.

ChildNet conducts ongoing case file reviews to determine the quality of child welfare practice related to safety, permanency, and child and family well-being. These reviews include reading case files of children served under the Title IV-B and IV-E plans, and in a designated sample, conducting case specific interviews with case participants. Case reviews provide an understanding of what is behind the safety, permanency and well-being quantitative numbers in terms of day-to-day practice in the field and how that practice is affecting child and family functioning and outcomes. Skillful oversight is provided by the Director of Continuous Quality Improvement in the case file review process to include review and approval of tools upon completion. At the end of all completed case file reviews, the CQI team member responsible for conducting the file review provides feedback and coaching to case managers and supervisors on documentation and quality of service delivery. Invitations for the debriefings are extended to Directors, Senior Management and internal ChildNet department staff such as Training and Service Coordination, as well as key stakeholders to include legal and DCF. Face-to-face consultations or debriefings are the preferred approach, however, ChildNet has a mechanism in place to provide written feedback on all case file reviews via a feedback form. When applicable, a Request for Action (RFA) is issued for immediate child safety concerns that require action as well as administrative items that do not rise to the level of child safety.

ChildNet completes a quarterly analysis of all case review findings and shares this analysis with Senior Management and stakeholders including the Department of Children and Families. The CQI team completes an analysis to identify themes and trends and the written reports which are shared across stakeholders within the committee / workgroup structure. The data from the reviews are compiled and progress across time is displayed in the narrative of the annual report. Written reports are posted on the ChildNet public website as well as being sent to DCF. Performance has also been compared to state-wide performance as available as a baseline. File review performance data is readily accessed by authorized CQI staff through the DCF Quality Office Tableau dashboards. The reports are completed and then reviewed by the Operations meeting to determine if improvement activities are needed and develop any improvement plans or recommend training. The ChildNet Training Department plays an integral role in ongoing Quality and Performance Improvement and invests time, resources, and talent directly in the process by enhancing the system and meeting all identified training needs. As part of ChildNet's focus on quality, ChildNet attends and participates in the quarterly performance (Regional and Statewide) meetings with DCF to collaborate on federal and state quality assurance and CQI activities. ChildNet is an active participant in DCF workgroups that may occur throughout the year. To ensure consistency, clarity, quality and continuity of the documentation, case file reviews are all completed using standardized review instruments. For FY 2020-2021, ChildNet will use two (2) different review instruments: (1) Federal Child and Family Services Review (FCFSR) Onsite Review Instrument, and (2) DCF Rapid Safety Feedback (RSF) Instrument. To facilitate inter-rater reliability as well as fidelity to the tools during case file reviews, ChildNet ensures that each staff member of the CQI team responsible for conducting file reviews under DCF's *Windows into Practice: Guidelines for Quality Assurance Reviews* participates in and successfully completes any mandatory training required by the DCF Quality Office. All CQI team staff conducting reviews utilizing the FCFSR complete the Online Training for States in the *Child and Family Services Reviews Information Portal*.

Quality assurance reviews for both circuits occur weekly, focusing on safety, permanency and well-being outcomes for children and families served, for contract year 2020-2021. ChildNet conducts specialized internal reviews periodically if a need is identified.

ChildNet		FL CQI CFSR (no interviews)	CFSR (PIP Monitored)	Rapid Safety Feedback		FL CQI CFSR (no interviews)	CFSR (PIP Monitored)	Rapid Safety Feedback
Q1 FY 20 -21	Broward	8	4	10	Palm Beach	14	2	10
Q2 FY 20 -21		8	4	10		14	2	10
Q3 FY 20 -21		8	TBD	10		14	TBD	10
Q4 FY 20 -21		8	TBD	10		14	TBD	10
Total		32	8	40		56	4	40

Federal Child and Family Services Reviews is a process designed to enable the Children's Bureau and DCF to: (1) ensure conformity with federal child welfare requirements; (2) determine what is actually happening to children and families as they are engaged in child welfare services; and (3) assist states in enhancing their capacity to help children and families achieve positive outcomes. The reviews are structured to help identify strengths and areas needing improvement and may include a case review and interviews with children and families engaged in services. The review includes seven (7) outcomes and eighteen (18) items related to child safety, permanency, and well-being. All reviews are completed using the federal Online Monitoring System (OMS) at: <https://www.cfsrportal.org/oms>.

The outcomes being measured are:

- *Safety Outcome 1 - Children are, first and foremost, protected from abuse and neglect.*
- *Safety Outcome 2 - Children are safely maintained in their homes whenever possible and appropriate.*
- *Permanency Outcome 1 - Children have permanency and stability in their living arrangements.*
- *Permanency Outcome 2 - The continuity of family relationships and connections is preserved for children.*
- *Well-being Outcome 1 - Families have enhanced capacity to provide for their children's needs.*
- *Well-being Outcome 2 - Children receive appropriate services to meet their educational needs.*
- *Well-being Outcome 3 - Children receive adequate services to meet their physical and mental health needs.*

Rapid Safety Feedback is a process designed to flag key risk factors for in-home services cases that could gravely affect a child's safety. These factors have been determined based on reviews of other cases where child injuries or tragedies have occurred. Factors include but are not limited to the parents' ages, the presence of a boyfriend in the home, evidence of substance abuse, or previous criminal records, and prior abuse history. The critical component of the process is the case consultation in which the reviewer engages the child case manager and the supervisor in a discussion about the case. The case review focuses on the below five (5) overarching items:

- *Family Assessments*
- *Case Manager Visits*
- *Background Checks and Home Assessments*
- *Safety Management*
- *Supervisory Case Consultation and Guidance*

The purpose of RSF reviews is to assess current safety practices when families are receiving in-home services. The reviewer assesses case practice for the most recent 30-60-day period. However, this review does not go back further than six months. All reviews are completed using the Rapid Safety Feedback (RSF) tool in Qualtrics at <https://myflfamilies.co1.qualtrics.com/jfe/form/>.

ChildNet Client Service Reviews: Trained ChildNet staff members can shadow or conduct reviews along with the CQI team as schedules allow. These may be in the side-by-side manner or on their own depending on the skill level and training of the supervisors and directors / managers. This process ensures that a peer review component of the quarterly case file reviews may be completed. Several Client Services staff members have been trained to participate in the quarterly reviews on a rotating basis. Additional training may be scheduled by DCF through the course of the year. To ensure no conflict of interest, no Client Services staff will review a file from their own service unit, or of a director / manager, under their supervision.

Executive Management and Region Discretionary Reviews: ChildNet, Inc. will work in collaboration with DCF regarding requests for discretionary reviews, including the Annual IV-E Foster Care and IV-E Adoption file reviews completed by ChildNet's Revenue Maximization Department and CQI Department. The Directors of Continuous Quality Improvement are the point of contact for additional reviews who will delegate to the appropriate party and track for the completion of the project. The Directors of Continuous Quality Improvement will report back to DCF as appropriate.

C. Stakeholders

The local community alliances are defined by Florida Statute to oversee the provision of local child welfare services. The Children and Families Leadership Association (CFLA) is the Community Alliance for Circuit 17, Broward County. CFLA and the Community Alliance of Palm Beach County both work with the local Children's Services Council, DCF, ChildNet and other community partners to develop the service approach and philosophy for each Circuit.

Stakeholder participation in the development of performance improvement goals, client outcomes, and indicators is encouraged in a variety of ways. ChildNet hosts meetings with stakeholders to review progress and address concerns. These meetings include a meeting of all the Chief Executive Officers (CEOs) of ChildNet's contracted providers, Foster Parent Association meetings, and quarterly meetings with provider staff.

In addition, satisfaction surveys are developed and administered to expand the information received from stakeholders and receive feedback on strengths and areas for improvement for ChildNet, which strengthen client outcomes. Focus groups may be scheduled to further include stakeholder groups.

Stakeholders include but are not limited to:

- The children and families served by the agency
- Employees of the agency
- The judiciary, including the Guardian ad Litem Program
- Funding entities, such as the Department of Children and Families, the United Way, and the Children's Services Council
- Community Partners, such as the Child Protective Investigations, the School Boards, Managing Entity and the Children's Legal Services
- Child and Community Advocates
- Community Alliances
- Legal Aid and Foster Children's Project
- Contracted and non-contracted providers of services
- Foster parents
- Adoptive parents

ChildNet developed a mechanism to facilitate the sharing of performance reporting and data for all stakeholders. As noted above, a scorecard is disseminated by DCF on a quarterly basis that provides outcome results for each lead agency's performance. ChildNet's performance on contracted targets is presented on the public website which is available to external stakeholders, and feedback is requested regarding strengths, areas of positive practice, as well areas needing improvement. ChildNet includes annual quality case review reports on the agency's public website that identifies strengths as well as improvement areas for ChildNet and progress from prior reviews. Any feedback received will be reviewed by the Director of Continuous Quality Improvement, Senior Management, and the Operations meeting, depending on the complexity of the suggestions.

II. Measures and Outcomes

ChildNet has developed both long range and short-term outcomes based on contracted performance measures, internal measures, and stakeholder surveys. The agency reports performance on the following measures:

A. Long-term Strategic Goals and Objectives

ChildNet has developed a new Strategic Plan that identified content areas within which to focus for the next three years. ChildNet's Board of Directors engaged in a goal setting workshop to determine the direction of the organization moving forward.

ChildNet's Strategic Plan for FY 2019-2021

- **Goal 1** -Create a 1% total budget contingency fund through a combination of fundraising and revenue maximization.
- **Goal 2** -Increase inventory of foster homes in Palm Beach and Broward by 30%, which will also lead to increased community awareness of ChildNet.
- **Goal 3** -Create a fully implemented new corporate structure with a management company and two unique organizations with individual boards by May of 2020.

B. Management / Operational Performance

ChildNet is committed to reviewing organizational and management performance. ChildNet has ongoing review of the implementation of operational procedures. These procedures include policies and procedures related to Client Services, Finance, Talent Management, and Risk. The policies and procedures may be selected for review based on need or randomly and may be reviewed by a third party. Findings from the reviews are presented to the Program Quality Committee of the Board of Directors, the Operations meeting and others as determined by Senior Management. Improvement plans are to be developed as appropriate.

C. Program Results / Service Delivery Quality

Program results and service delivery quality are measured as part of ChildNet's performance measures which are outlined in its contract with DCF. These measures are listed below and include safety,

permanency, and well-being measures which reference appropriateness, effectiveness, and dimensions of quality service delivery such as efficiency, continuity, and timeliness.

Current DCF Contract Performance Measures

Safety Outcomes:

- *Rate of abuse or neglect per day while in foster care shall be a rate of 8.50 or less.*
- *Percentage of children under supervision who are required to be seen a minimum of once every thirty (30) days, who were seen a minimum of once every thirty (30) days shall be at least 99.5%.*

Permanency Outcomes:

- *Placement moves per 1,000 days in care shall be a rate of 4.12 or less.*
- *Percent of children exiting foster care to a permanent home within twelve (12) months of entering care shall be at least 40.5%.*
- *Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home shall be at least 91.7%.*
- *Number of children with finalized adoptions between July 1, 2020 and June 30, 2021 shall be 350 for Broward County and 187 for Palm Beach County.*
- *Percent of children exiting foster care to a permanent home in twelve (12) months for children in foster care twenty-four (24) months or longer shall be at least 30.3%.*

Well-Being Outcomes:

- *Percentage of children in out-of-home care who received medical service in the last 12 months shall be at least 95.0%.*
- *Percentage of children in out-of-home care who received dental services within the last 7 months shall be at least 95.0%.*
- *Percentage of young adults in foster care at age eighteen (18) who have earned a high school diploma or GED or are enrolled in a secondary education program shall be at least 80.0%.*

ChildNet, Inc. complies with section 409.996(1)(c), Florida Statute in that current and accurate information is entered on its activities in all cases in client case records in the state's statewide automated child welfare information system, known as Florida Safe Families Network (FSFN). All outcome data is retrieved from the reporting environment of FSFN, utilizing either existing data reports developed by the Department and/or data reports customized by ChildNet's unique business needs. These data reports are available either scheduled (daily, weekly, or monthly) or on-demand (data runs continuously). Furthermore, ChildNet utilizes the public Child Welfare Dashboards developed by the Department of Children and Families that may be accessed at: <http://www.dcf.state.fl.us/programs/childwelfare/dashboard/>.

D. Client and Program Outcomes

In addition to the above contracted measures, the following measures track performance for case management programs and the service recipients related to safety, permanency and well-being outcomes. ChildNet is committed to ensuring outcomes related to clients and programs are meeting desired targets and will continue to utilize the scorecard indicators as part of its PQI process. These areas correlate to results of internal programmatic improvement efforts and the agency's Strategic Plan.

Some of the scorecard measures below are also included in the contracted performance outcomes but are addressed here for consistency.

Lead Agency Community-Based Care Scorecard Indicators

Safety Outcomes:

- *Rate of abuse or neglect per day while in foster care shall be a rate of 8.50 or less.*
- *Percent of children not abused or neglected while receiving in-home services shall be at least 95.0%*
- *Percent of children with no verified maltreatment within six (6) months of termination of supervision shall be at least 95.0%.*
- *Percentage of children under supervision who are required to be seen a minimum of once every thirty (30) days, who were seen a minimum of once every thirty (30) days shall be at least 99.5%.*

Permanency Outcomes:

- *Percent of children exiting foster care to a permanent home within twelve (12) months of entering care shall be at least 40.5%.*
- *Percent of children exiting foster care to a permanent home in twelve (12) months for children in foster care twelve (12) to twenty-three (23) months shall be at least 43.6%.*
- *Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home shall be at least 91.7%.*
- *Placement moves per 1,000 days in care shall be a rate of 4.12 or less.*

Well-Being Outcomes:

- *Percentage of children in out-of-home care who received medical service in the last 12 months shall be at least 95.0%.*
- *Percentage of children in out-of-home care who received dental services within the last 7 months shall be at least 95.0%.*
- *Percentage of young adults in foster care at age eighteen (18) who have earned a high school diploma or GED or are enrolled in a secondary education program shall be at least 80.0%.*
- *Percent of sibling groups where all siblings are placed together shall be at least 65.0%.*

Other case management and department measures are developed and reviewed as the needs arise during the year. Examples of other internal measures include, but not limited to the following: quarterly supervisor reviews, Family Functional Assessment (FFA) – ongoing, and timely submission of court reports.

Network Measures

The Contract Management and Service Quality Departments of ChildNet created outcome measures for each contract in concert with each network provider based on ChildNet's performance measures with DCF and other quality metric measures agreed upon by both provider and ChildNet staff. The outcome measures are reported monthly or quarterly, validated quarterly, during site visits and the periodic contract monitoring conducted by the Service Quality team. The Service Quality team is led by the Chief Clinical Quality Officer. Please refer to the ChildNet Contract Monitoring policy and procedure for a full description of the monitoring process.

Network measures include, but not limited to:

- *Percent of clients who are free from incidents of verified abuse/neglect while in the program;*
- *Percent of children for whom most of treatment / service plan goals were successfully completed or demonstrating progress at each treatment / service plan review;*
- *Percent of children who received physical health and dental care and follow-up care during the year;*
- *Percent of files containing up-to-date medication logs for each child who is prescribed medication;*
- *Percent of children who maintain passing grades, improve test scores, or improve academically in school;*
- *Percent of children age 13 or older who are making progress on their Independent Living goals identified on their treatment / service plan.*

Further monitoring is conducted at multiple levels such as the accuracy of invoices, timeliness of paying invoices, submission of required documents, and other day-to-day activities. Monitoring of these items are conducted by both the Service Quality team and the Contracts Department as appropriate. Outcomes measures for Circuit 17 and Circuit 15 have been developed with a common set of indicators across the region.

III. PQI Operational Procedures

ChildNet found that to improve quality, the entire network must be involved and actively support quality and performance improvement efforts and has worked tirelessly to create and maintain a culture of quality within the agency and provider network. It is paramount that quality is embraced throughout the continuum of care from senior managers to the front-line staff members working with service recipients. ChildNet accomplished this task through the inclusion of all levels of stakeholders in its Operations meeting. ChildNet adopted a philosophy of transparency with its performance and created avenues to share this information including its public website, dashboard portfolios, electronic mail broadcasts, and informative flyers for clients.

A. Data Collection and Aggregation

ChildNet is a leader in the state in using both quantitative and qualitative methods to drive and sustain quality assurance and improvement endeavors. ChildNet reviews data from a wide range of sources to identify strengths, opportunities for improvement, patterns and trends. A few examples of these sources include:

- Quarterly case record reviews
- Risk management data (quarterly review of incidents, accidents, and stakeholder concerns)
- Client and stakeholder satisfaction surveys
- Internal staff surveys
- Client outcome data
- Performance measures
- Internal agency measures
- External monitoring reports
 - DCF Licensing
 - DCF Contract Oversight Unit
 - Council on Accreditation
- Management and Operation Performance

- Federal and State requirements

The data from the above is reviewed, integrated, and analyzed as necessary by CQI staff members and presented to the Operations meeting. As there are representatives from each department in the meeting, this information is shared with those in positions to make corrections recommended in the reports including developing any needed training for Client Services staff members.

Data reports are presented at the workgroup meetings furthermore; ChildNet developed a repository of reports with links from the internal dashboard and external website.

B. Data Review and Analysis

The ChildNet CQI team is responsible for analyzing the data related to performance measures, scorecard indicators, and case record reviews. The results are reviewed regularly by senior managers and the Board of Directors to identify areas in need of improvement, prioritize improvement activities on a small or broad scale, and manage programs and operations. CQI further analyzes the data related to selected measures to identify the reason for each case not meeting targets. This data is aggregated quarterly and presented to the Operations meetings, Senior Management, and at 'All Staff' meetings.

ChildNet conducts regular meetings to review performance on the statewide scorecard in both circuits. During these meetings, management and/or team building videos are shown and reviewed, and reports are presented from active Six Sigma projects. Leaders have been identified for each scorecard indicator who report on the progress of meeting internal goals at each meeting. In the beginning, the leads were CQI staff and Director level positions to develop infrastructure but have been transitioned to include front line supervisors. These leads are accountable for their indicator; monitoring the data and participating in projects to continually improve performance. This allows for a system-wide approach to performance and quality improvement.

The CQI Directors lead the analysis of the data in both circuits to create projections and targets to meet the monthly and quarterly targets. This data is reviewed to the unit level to target the improvement activities to where they are most needed. Similarly, the federal measures and contracted outcome measures are analyzed for root causes for failure to reach performance targets at the unit and case level to identify training needs for case management staff and/or identify areas for improvement.

C. Communicating Results

Communication of results takes place in a variety of ways and is supported and prioritized by Executive and Senior Management. The leadership of the organization including the Board of Directors, Senior Management and CQI staff members communicates achievements relative to the scorecard, contracted and federal measures to ChildNet staff and stakeholders through a host of meetings, scheduled on a regular basis. In addition to comprehensive data presentations for performance outcomes, data from the case reviews are aggregated to show both strengths and areas needing improvement, with the reports presented to the Operations meeting. The CQI team completes an analysis to identify themes and trends and the written reports which are shared across stakeholders within the committee / workgroup structure. The data from the reviews are compiled and progress across time is displayed in the narrative of the annual report. Written reports are posted on the ChildNet public website as well as being sent to DCF. Performance is also compared to state-wide performance as available as a baseline and in terms of the set targets. Planning for improvement and formal written plans are finalized through the Operations meeting structure. Additionally, findings from contract monitoring of ChildNet's network providers are

communicated to staff through the Operations meeting and the Program Quality Committee by the Director of Service Quality.

As noted above, Client Services has leaders of the scorecard indicators and they are also part of the weekly Operations Meeting to ensure they too are encouraged to improve performance and held accountable to achieve targets. Each lead is responsible for communicating current performance, historical performance, trends, goals and actions to improve.

In addition, CQI Quality Managers complete case consultations / debriefings after case reviews with, at minimum, the assigned case manager and case manager supervisor to discuss the case review findings. Case specific communication and coaching with the case managers is provided on the findings of the quarterly quality case reviews. This two-way conversation is intended to not only provide the results but enhance understanding of the tools and expected outcomes for the children and families served while being able to find out more about system issues that may also be having an impact.

Clear goals and objectives are communicated to front line staff to ensure that measures are achieved at the case level. All staff members are provided training on Continuous Quality Improvement. This ensures not only an exposure to the expectations of performance on the contracted and federal measures and the case review process but encourages their participation in the Quality Improvement process. ChildNet quarterly All Staff meetings are a mechanism for ongoing performance discussions and communication as well.

D. Using Data for Implementing Improvement

The PQI process is effective in identifying areas for improvement and testing for the effectiveness of the improvement actions taken, modifies improvement efforts as needed, and keeps staff members informed throughout the process. ChildNet has been able to utilize Lean Six Sigma workgroups to improve its performance in both Circuit 17 and Circuit 15 on the statewide DCF scorecard. ChildNet is data-driven and performance focused with an unwavering commitment to the children and families in the communities it serves. This commitment is demonstrated by ChildNet being a high performer on the scorecard in both Circuits. ChildNet strives to maintain the standards set forth by the Department's Results Oriented Accountability (ROA). ROA serves to instill a culture of transparency and accountability throughout the Child Welfare Community and to drive system-wide improvements in decision-making about the use of resources, quality and amount of services provided, and policies and practices which influence child and family outcomes. ROA relies on key activity phases with the intention of operating on a continuous basis to support the Child Welfare system by assessing performance on stated outcomes, finding new or promising interventions, reviewing both internal and external validity of interventions and conducting continuous quality improvement to ensure the organization is learning and moving toward greater achievement of goals.

Throughout FY 2019-2020, ChildNet Broward and ChildNet Palm Beach experienced local challenges that resulted in noted data trends in either the Rapid Safety Feedback and/or Child & Family Services Reviews. Previously, ChildNet in Palm Beach has experienced an increase in removals which resulted in more children in out-of-home care. With more children in out-of-home care, this caused a strain on out-of-home placements, resulting in an increase usage of residential group home placement, higher caseloads for case managers and delays in children achieving permanency. ChildNet, Inc. continued stabilization efforts and financial viability plans during FY 2019-2020, in order to improve efficiency and effectiveness in the system of care in both counties, resulting in a stabilizing financial status for both Broward and Palm Beach. Additionally, case management in Palm Beach is transitioning from being a sub-contracted service to a direct service provided by ChildNet and this will also require focus on stabilization of the workforce and improvement in outcomes.

In addition to a focus on financial viability, there has been continued focus on the quality of services provided to the children and families served. As a result, ChildNet, Inc. participated in several projects, workgroups, and/or programs to address these local trends:

- Completed programming for five (5) major electronic systems to provide aid to case managers and increase quality of service provision: Referral Connect (September 2019), Placement Portal (April 2020), FaceSheet (May 2020), Incident Reporting (July 2020), and Exit Interviews (deployment August 2020).
- Several ChildNet departments worked together for the startup and utilization of SharePoint as a central and confidential access point for monthly/quarterly service provider reports.
- ChildNet embarked on a new initiative for obtaining foster parent feedback regarding their experiences across the child welfare system. They survey elicits feedback regarding satisfaction with case management, child placing agencies, school system, legal system, Guardian ad Litem and medical services. Surveys are provided to foster parents quarterly and they are completed through surveymonkey.com. All responses are reviewed, and any areas of improvement are passed on to the appropriate agency.
- Family Team Meetings occurring within fourteen (14) days of case assignment lead to increased family engagement at the beginning of the case and information collection. Ongoing meetings held for process improvement.
- Forms used for supervision and staffing were updated to encompass the Child and Family Services Review (CFSR) guidelines for safety, permanency and well-being. Additionally, the CFSR Checklist was implemented to be used for each case and at 90-day intervals with Supervisory Review. Planning is also in place for organization wide training for the CFSR.
- The CQI department implemented Quality Roundtables (QRT) as part of the file review preparation process for the Child and Family Services Reviews. Training was provided for Quality Roundtable members. Expansion of the formal debriefing process also occurred.
- Learning opportunity provided for Supervisory level staff to shadow CFSR reviews. They are provided training hours and observe each step of the review process alongside the trained reviewers.
- ChildNet's Performance Review presentation is updated monthly with census trends and performance data. This serves as a useful and comprehensive tool in early identification of potential challenges and is utilized by the President and CEO at various meetings with internal and external stakeholders.
- At the beginning of FY 2020-2021 and with a transition date of August 24, 2020, ChildNet assumed all case management responsibilities in Palm Beach County with the previous Case Management Organization, Children's Home Society, ending their contract with ChildNet.

A Child and Family Services Review Program Improvement Plan is in place for Florida. Federal monitoring of the plan to achieve the remaining targets will continue through the first half of the current year. ChildNet, Inc. will continue interventions for continuous improvement in service delivery in accordance with the Strategies and Key Activities defined in the Southeast Region Program Improvement Plan.

ChildNet, Inc. will utilize the analysis of findings from the FY 2019-2020 Quality Case Reviews and performance trends over time as well as the DCF Contract Oversight Desk Reviews (2020) findings for the implementation process for the FY 2020-2021 Annual Performance and Quality Improvement Plan.

E. Assessment of the Effectiveness of the PQI Process

The effectiveness of the PQI process at ChildNet is assessed to identify barriers and support implementation through a variety of methods. The first is the Management of Operational Procedures, which is a monthly review at the Program Quality Committee of the Board that reviews ChildNet's compliance with the implementation of a variety of operating procedures. The results are reviewed with the Program Quality Committee, including any associated improvement or corrective action plans, and then are presented to the full Board of Directors at the Annual Board meeting.

In addition to the Management of Operational Procedures at the Program Quality Committee and CQI reviews, the PQI processes are also assessed by DCF or a third-party evaluator contracted by DCF. This assessment is part of the Contract Oversight Unit (COU) review by DCF which assesses ChildNet's monitoring of its contracted providers. The case file review process is assessed by a third party who will monitor the agency's PQI program. In addition, scorecard performance is reported at the Community Alliance meetings which occur in both Circuit 17 and Circuit 15 with stakeholders from DCF and other community representatives in attendance. Lastly, ChildNet will comply with all corrective action plans (CAP) / performance improvement plans (PIP) imposed by DCF, Administration for Children and Families (ACF), and/or a third-party evaluator contracted by DCF and/or ChildNet.

ChildNet's PQI process is firmly grounded in ensuring the overall mission, vision, and values of the agency. It is dependent upon active participation of staff at all levels of the agency, children and families served, and stakeholders through the process. The goal of child welfare is to advocate and protect the overall well-being of children and families, assuring that every child has a permanent, safe and nurturing environment. ChildNet's PQI process is vital to ensuring case managers fulfill this goal.