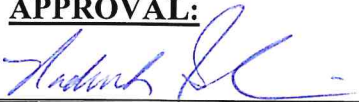




Policy and Procedures

Department Name: Quality Management		
CHAPTER:	SUBJECT: Quality Management	POLICY NUMBER: QM-010
APPROVAL: 	EFFECTIVE DATE: 2-1-2021	REPLACES (policy # and date): QM-036, 05/06/2005

- I. **PURPOSE:** To promote safety, permanency and well-being for the dependent children and their families in Southwest Florida, the Children's Network has a quality management system designed to identify quality issues systematically and effectively within the system of care, to search for and replicate positive system traits by assessing root causes, recognizing, and encouraging effective processes, initiating corrective action if necessary and evaluating effective follow-through.

- II. **REVIEW HISTORY:** Initially approved on May 6, 2005.

- II. **CONTACT:** Quality Management Director.

- III. **PERSONS AFFECTED:** All people served by the Children's Network of Southwest Florida, their contracted Case Management Organizations (CMOs), and other specialty contract providers.

- V. **POLICY:** It is the policy of the Children's Network of Southwest Florida that all persons being served by the organization and its providers shall receive the most effective and beneficial services in accordance with laws, administrative rules, policies, and directives included in the system of care. In addition, the Children's Network of Southwest Florida is committed to identifying and replicating excellence in service delivery that results in enhanced safety, permanency, and well-being for the people it serves.

- IV. **RATIONALE:** The Quality Management team provides training, technical assistance, and needed information and feedback from case reviews to the Case Management Organizations in order for them to have the necessary information and support to effectively and efficiently provide safety, permanency and well-being for dependent children and their families.

- V. **CROSS REFERENCES:** Quality Management Plan.

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- VI. **DEFINITIONS:** For the purpose of this operating procedure, the following definitions apply:
- A. Case Management Organization: A contracted agency that provides child welfare case management.
 - B. Children and Families Services Review In depth: Offer a set of national standards against which state child welfare agencies' performance is assessed. Provides a comprehensive picture of state systems through statewide assessments of the child welfare data; onsite reviews of individual case records; and interviews with stakeholders, caseworkers, parents, and children. Provides information about both the outcomes for children and families and the underlying systemic factors that influence those outcomes.
 - C. Department: The Department of Children and Families
 - D. Discretionary Reviews: The Children's Network executive leadership, Quality Management Director, Governor of the State, DCF Secretary or Office of Child Welfare may request a focused review based on quality assurance review results or any other pertinent information. The intent of any such review is to support DCF or Children's Network in assessing potential areas of concern that have emerged locally or statewide. Children's Network will utilize review instruments provided by DCF as applicable or develop its own product and review protocol as needed.
 - E. Florida Continuous Quality Improvement (FLCQI): This is an assessment of case management practices and service delivery to children and families utilizes the CFSR evaluation tool. However, the process does not include stakeholder interviews. Case reviews are conducted quarterly.
 - F. Rapid Safety Feedback – (RSF) review is the assessment of case work practice as related to child safety for children receiving In Home services and includes assessment of a target child, preferably 4 years of age or younger, as well as all the children in the household. The Children's Network of Southwest Florida conducts quarterly reviews.

PROCEDURES:

- A. The Quality Management team identifies issues and strengths within the system of care through internal and external reviews.
 - 1. The Children's Network of Southwest Florida will conduct at least the minimum number of CFSR/ FLCQI/RSF reviews quarterly as required by the Department in the annual Windows Into Practice Guideline.

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2. Reviews will be conducted remotely accessing electronic case filing systems in order to minimize disruption of casework unless other plans are agreed to in advance.
 3. A written report of each case file will be presented to the CMO Program Director and quality assurance staff within 30 days of the completion of the reviews.
 4. A written report will be presented to the CMO Program Director, case management supervisory and quality assurance staff and Children's Network management team quarterly.
- B. Contract performance monitoring is conducted in conjunction with the Contracts team. Quality Management staff will conduct an annual programmatic monitoring on contracts under its purview. The monitoring will include file reviews, satisfaction surveys, and interviews with contractors and CMO staff as needed to determine the quality and effectiveness of the services being offered.
1. The QM Contract team will notify the provider up to 45 days prior to the review of the cases selected in the review.
 2. Reviews will be on site at each of the provider in order to minimize disruption of casework unless other plans are agreed to in advance.
 3. The Contracts Team will provide a written report to the provider Program Director and Children's Network management within 45 days of the completion of the reviews.
 4. If corrective action is indicated, the provider will provide a plan to the Contract unit within 30 days and will provide regular updates as to the progress in correcting issues identified.
- C. All adoption home studies and subsidy requests are reviewed for adherence to the administrative rule governing adoption.
- D. Sibling separation requests, for adoption purposes, are reviewed and approved by the Quality Management unit.
- E. Quality Management staff will participate in contract team meetings to review performance measures, and to identify, discuss and update fiscal and programmatic issues monthly.
- F. The Quality Management team will coordinate the monthly management report that tracks compliance with contract performance measures. Reports will be distributed monthly to lead agency staff, CMO staff, alliance members, and the community.

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1. When data is received from providers, or through automated systems, the Children's Network will review and analyze the data to determine its accuracy and validity. If errors are found, the Children's Network will work with the provider to determine what is needed to correct the data.
 2. Providers will be required to provide corrective action if errors are consistently found.
- G. Satisfaction surveys will be regularly provided to clients, employees, and stakeholders to determine their experiences with the Children's Network Southwest Florida. Results from the surveys are used to improve service delivery, identify service gaps, and improve outcomes for dependent children and their families.
- H. Children's Network assists the Department in coordinating an annual adoption survey which is requested from every family receiving subsidy. The Department provides the results of the survey to the Children's Network. Any child or family specific need that is identified is forwarded to the CMO Post Adoption Case Manager for resolution. The Quality Management unit implements process enhancements to address any noted systemic issues.
- I. Permanency Staffings will be conducted as described in Florida Law and Administrative Code.
1. The Quality Management unit will provide the CMO unit a list of possible cases to be staffed at the beginning of the month.
 2. The CMO Supervisor will review the list and compile a list of initial and updated staffings needed.
 3. The Quality Management unit will disseminate the staffing roster to the CMO Supervisors, Guardian ad Litem, Children's Legal Services and the Independent Living services provider.
 4. The Quality Management Specialist will review CCIS/Clerk of Courts and the electronic case records system(s) information prior to the staffing and prepare the staffing form.
 5. The Quality Management Specialist will facilitate the staffing and provide written feedback to the case CMO Supervisor, Case Manager for distribution to the parents, Guardian ad Litem Legal Services, Children's Legal Services and any other party.

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- J. Quality Management staff will track all complaints and incident reports, analyzing them for trends and will provide a monthly report on the status.
 - 1. If there are trends, then an ad hoc analysis will be completed in order to determine what actions are needed.
 - 2. If corrective action is required, the agency responsible will provide a plan within 30 days of the request and will provide regular updates as needed to correct the issue.
- K. The Quality Management team will analyze and track issues raised during quality assurance activities. After assessment and evaluation of the issues raised, the Quality Management team will assure the matters are presented and strategies are implemented to bring about resolution.
- L. As a support to management, the Quality Management unit will provide documentation to management about the issues reviewed and analyzed. Management is then responsible for prioritizing action and either developing or approving strategies to resolve the issues. This information will be provided as needed in order to improve safety, permanency, and well-being.
- M. The CMOs will prepare an annual quality management plan which is reviewed and approved by the Quality Management Director. The CMOs will also submit an annual plan for foster care and adoptions recruitment activities.
- N. The Staff Development unit is responsible for coordinating training for all Children's Network of Southwest Florida and CMO staff.
 - 1. The Staff Development unit will either provide or locate required in-service training for recertification.
 - 2. The Staff Development unit will work with the pre-service training provider to coordinate class schedules, additional required training and will cooperate in resolving any issues arising from pre-service training.
 - 3. The Quality Management unit will evaluate and review monitoring outcomes to determine what additional training is needed and will communicate that information to the Staff Development unit to either provide the training or locate a provider.
 - 4. All training will be tracked by maintaining sign-in sheets and a quarterly training calendar by the Staff Development unit.
 - 5. Feedback forms will be provided to trainees at each training session conducted by the Staff Development unit that will be evaluated to improve and design future offerings.

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O. The Contracts unit will coordinate policy and procedure development and updating.

1. The unit will assure that all contractually required policies are written, approved, and posted on the agency website and shared computer drive.
2. The author of the policy and procedure will send the procedure to the designated point of contact for review and editing. If corrections are required, then the policy will be returned to the author for necessary corrections.
3. After the policy is ready to be finalized, it is sent to the Children's Network Southwest Florida management for final review.
4. Policies contractually required for Department review that are replacing Department operating procedures, are sent to the Department Contract Manager for approval.
5. When the policy is returned by the Department, then it is signed by the CEO and posted as described above.
6. If the policy does not require approval by the Department, then it is sent to the Children's Network of Southwest Florida's management for final approval and signed by the CEO.
7. All approved policies will be reviewed as needed and updated accordingly.