



## Performance and Quality Improvement (PQI) Plan

Fiscal Year 2013-2014

**Our Mission** ~ To protect abused, abandoned and neglected children in the communities we serve.



## TABLE OF CONTENTS

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I.	Introduction	3
	A. Organization's Philosophy of Performance and Quality Improvement	3
	B. PQI Structure	8
	C. Stakeholders	13
II.	Measures and Outcomes	14
	A. Long-Term Strategic Goals and Objectives	14
	B. Management / Operational Performance	15
	C. Program Results / Service Delivery Quality	15
	D. Client and Program Outcomes	16
III.	PQI Operational Procedures	17
	A. Data Collection and Aggregation	17
	B. Data Review and Analysis	18
	C. Communicating Results	18
	D. Using Data for Implementing Improvement	19
	E. Assessment of the Effectiveness of the PQI Process	19
	F. Child Welfare Transformation	20

## **I. Introduction**

ChildNet 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, Court Circuit 17. ChildNet has always had a strong Continuous Quality Improvement presence which 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 to receive national accreditation through COA for Network Management as well as the following services: Foster Care, Kinship Care, Adoptions, and Youth Independent Living. This is a wealth of knowledge and understanding that the agency brings to the network and the communities in the circuit.

On October 1, 2012, ChildNet became the lead agency for Palm Beach County, Circuit 15 through an emergency procurement with the State of Florida. 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 now Palm Beach counties. The plan is designed to be reviewed on an ongoing basis and updated when needed, but no less than annually.

### **A. Organization's Philosophy of Performance and Quality Improvement**

ChildNet develop 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. The leadership of ChildNet values service quality and ongoing efforts by the agency as well as our community partners and contractors to achieve strong performance, program goals, and positive results for the children and families we serve. Performance and Quality Improvement takes into account each different area within the agency and all children and families served. 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 the DCF Quality Management Plan with quarterly case file and Quality Service Reviews.
- Continue periodic review of organizational and management processes including the effectiveness of policies and procedures.
- Outline the methods and timeframes for quarterly as well as ongoing monitoring.
- Define the methods for reporting findings of the monitoring.
- Review progress for all services provided by ChildNet as well as our 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.

## Executive Level Endorsement

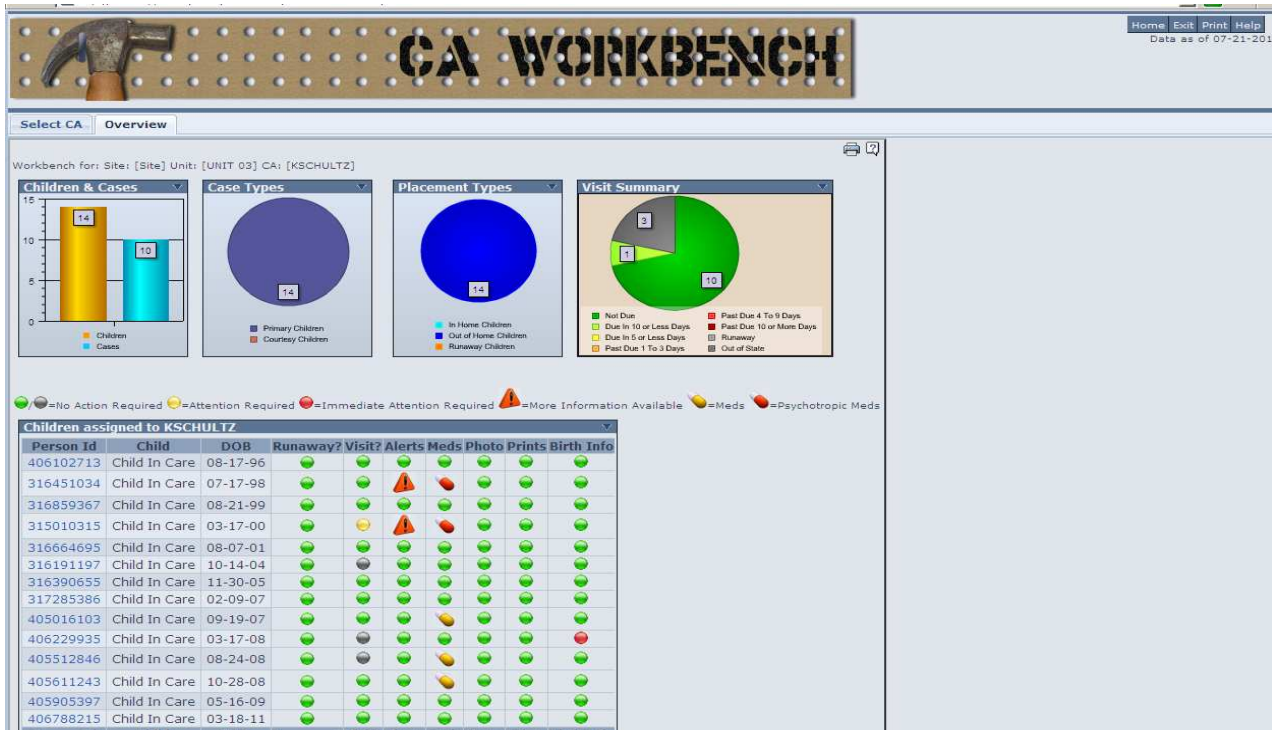
The Board of Directors, along with the Chief Executive Officer (CEO), sets forth quality expectations of excellence and has developed an agency-wide three year Strategic Plan and the accompanying Operations Plan. The Strategic Plan outlines the agency's broad goals and targets while the Operations Plan focuses on how to reach those including the Department of Children and Families score card indicators, contracted performance measures, as well as the agency's own improvement efforts. The Board of Directors maintains 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 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 created internal dashboard portfolios that not only show the agency's performance on scorecard and contracted performance measures, but is a tool to help Child Advocates (case managers) and Supervisors with their every-day duties. As Child Advocate home visits with children is a vital component of case management, the dashboard tracks such visitation and clearly displays, by service unit, those Child Advocates who have completed visits with all of their children and those with visits due through a color coded system. The dashboard also displays, by service unit and Child Advocate, the location of the assigned children. This tool helps case workers plan visits more efficiently. Below is an example of the home page of the dashboard.



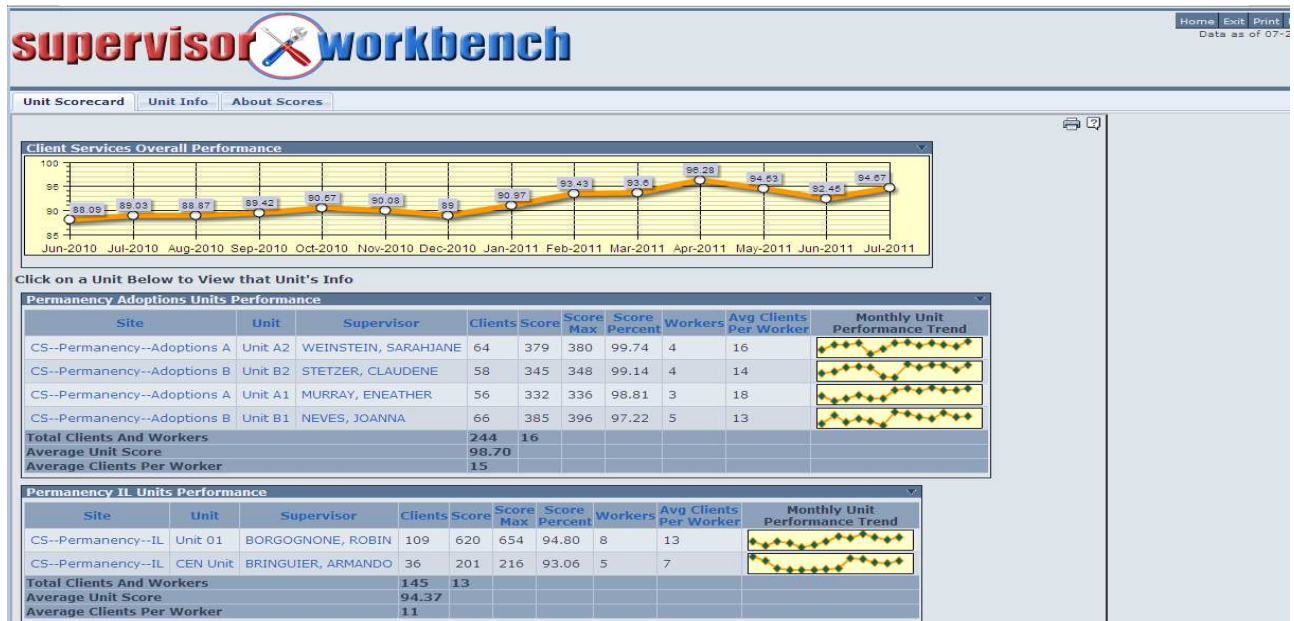
In addition, the workbenches have been developed to assist Child Advocates and Supervisors in the management of their assigned cases. The constructive use of data is used to promote high learning. The Child Advocate workbench shows, at a glance, the caseload and other important items such as safety alerts for placement, medications, and visits due. A representation of the Child Advocate workbench demonstration is shown below.

## The Child Advocate Workbench

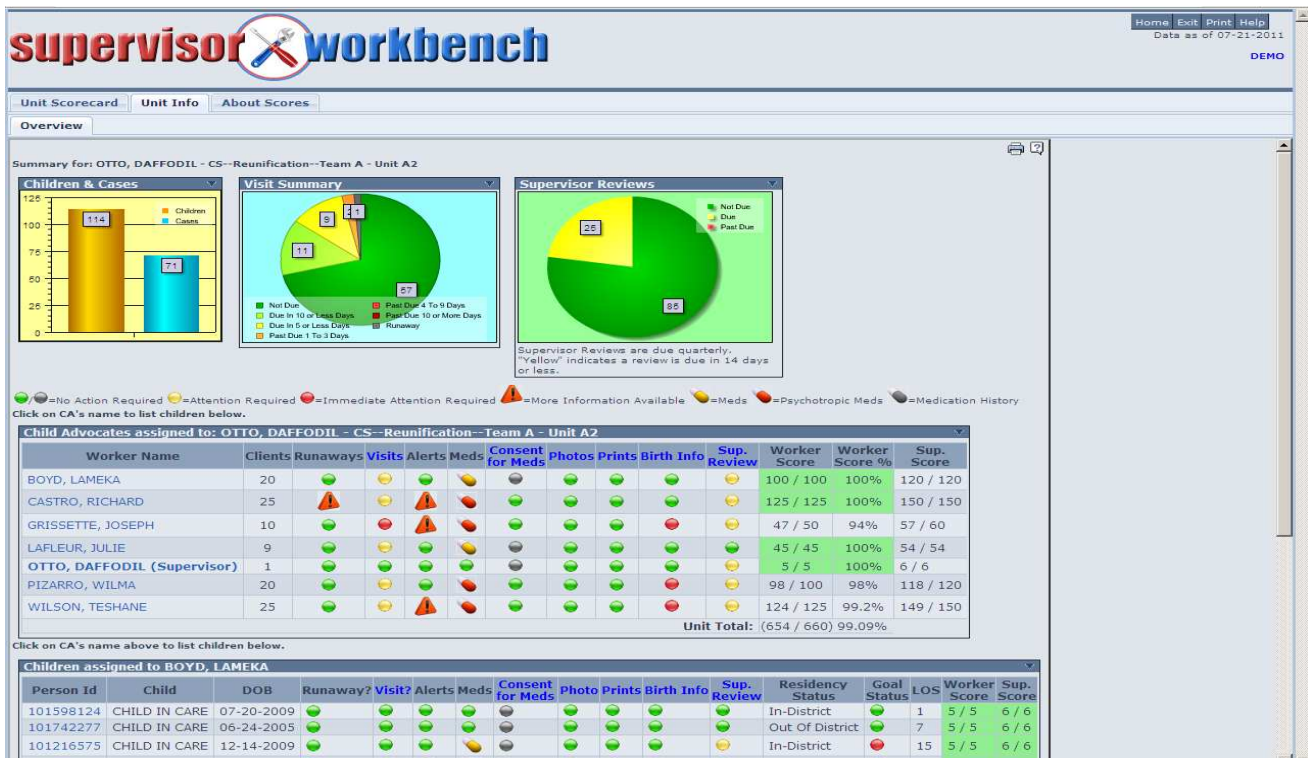


The Supervisor workbench shows supervisory reviews due in addition to the Child Advocate information. This workbench also ranks for each unit based performance over time on six items displayed on the dashboard (visits, consents for medications, photographs, fingerprints, birth verifications, and completion of supervisory reviews). Representations of the Supervisor workbench, the home page, and the unit page demonstrations are shown below.

## The Supervisor Workbench Homepage



## Unit Page



The Board of Directors and CEO enable a wide range of managers and staff to be involved in Performance and Quality improvement through the creation of a Performance and Quality Improvement (PQI) workgroup comprised of Continuous Quality Improvement (CQI) staff members, directors, and supervisors within the agency. Examples of those participating include Senior Management, Assistant Vice Presidents of Administration, Operations, Support Services, Case Management and Adoption and Youth Services. Also included are the Directors of CQI and Career Development, Case Management and Supervisors and case workers, and the Assistant General Counsel. With the inclusion of Circuit 15, the leadership of the case management organization is also invited to participate. In addition to the PQI workgroup, a smaller sub-workgroup was convened to complete the actual work for presentation to the large group. Achievements relative to desired outcomes, indicators, and targets are communicated to staff members and stakeholders by the agencies leadership including the Board of Directors and management.

ChildNet's Performance Management Workgroup serves as the forum for ensuring compliance with the state scorecard measures, and a venue to integrate and promote leadership and professional development. The workgroup is comprised of employees selected from all areas of ChildNet and Case Management and Independent Living partners, 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 performance management workgroup process, ChildNet engages system partners and stakeholders consistent with organization's emphasis on transparency and building community partnerships to ensure compliance. Actions may include:

- Meeting with stakeholders to develop a detailed, specific, and extensive Action Plan, similar to outline specific steps to improve service delivery

- Meeting between ChildNet Senior Leadership and Case Management Senior Leadership daily and weekly to review progress on the action plan
- Conducting Permanency staffings jointly with Children’s Legal Services and Guardian ad Litem
- Conducting Legal Barrier staffings
- Conducting Length of Stay staffings
- Analyzing re-entry data
- Implementing Permanency Round Table model
- Partnering with community providers to stabilize placements
- Identifying and collaborating with community resources for healthcare services

In addition to the monthly scorecard created to show ChildNet’s progress on performance compared to other lead agencies across the state, progress is also presented to stakeholders and interested parties on a quarterly basis. Performance on key indicators is shared with the community as part of the quarterly news bulletin distributed by senior management. Furthermore, ChildNet Broward hosts a quarterly performance presentation with our partners from the Department of Children and Families (DCF), Child Protective Investigations (CPI), and Children’s Legal Services (CLS) in conjunction with the scorecard meetings already in place. In addition, ChildNet Palm Beach participates in a semi-annual Community Alliance Report Card meeting which includes partners from DCF, CPI, and Legal Aid. Data is presented by each partner on key performance measures related to child welfare in our 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
- 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 changes
  - FY Placement changes

### **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 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 is working 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 in order 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 our community partners and service recipients. These surveys were designed to capture satisfaction levels from our providers, caregivers, parents, and children served. Each survey contains a section to identify how ChildNet can improve in order to develop client and stakeholder outcomes. The surveys are available on our public web-site in English, Spanish, and Creole. They are also available in hard copy in our main lobby. The results of the surveys are analyzed at least annually as part of the Performance and Quality Improvement Workgroup.

Senior Management recognizes the great work performed by Client Services and Case Management related to the contract performance measures. In addition, the level of performance of each service unit on key measures is displayed on the dashboard. Each unit is ranked according to performance creating friendly competition among the supervisors (See the screen print of the Supervisor Workbench portfolio above). Furthermore, video monitors in work areas throughout the organization's headquarters display performance measures, tips of the day and news about staff and agency initiatives, achievements and awards. Furthermore, a program was implemented to encourage participation of all staff in improvement efforts. Individuals Driven to Empower and Achieve Solutions (IDEAS) is based on a program used by Mitsubishi. Tokens of Appreciation (TOAs) were also created so that anyone at any time can show their appreciation for a good job. A monthly drawing of all of the TOAs submitted is conducted with prizes for those selected.

## **B. PQI Structure**

The organization of ChildNet's Performance and Quality Improvement process surrounds and supports the service recipient at the center. The process includes our local community, network providers, Board of Directors, Senior Management, Workgroups, Caregivers and our 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.

The ChildNet committee structure consists of Board of Directors Committees

- Program Quality
- Governance
- Finance
- Audit
- Public Relations and Marketing
- Legislative
- Fundraising
- Independent Living
- Temporary Ad Hoc Committees as needed examples include:
  - Independent Living
  - Transition

ChildNet committees and workgroups include:

- Scorecard
- Top 50 workgroup
- Policy and Procedure
- Performance and Quality Improvement
- Management and Operations Performance
- Risk Management



- Client Services
- Finance
- Safety Committee
- Network Development

The function of the committees 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.

**Performance Management (Scorecard) workgroup** is made up of ChildNet staff members from each area within the agency and community service providers in order to review performance in scorecard indicators and create improvement actions when needed. This group has members of each of the other workgroups to ensure information is effectively communicated throughout the agency. Scorecard teams have been implemented in both circuits managed by ChildNet.

**The Top 50 workgroup** is comprised of leaders from CQI, Case Management, Revenue Maximization, and Finance to review the children incurring the highest out-of-home care costs to the agency. The purpose of the group is to provide additional perspectives on the cases to achieve the best possible placement for that child and remove any barriers to achieving permanency or placement in a less restrictive environment. The Top 50 workgroup has been implemented in both circuits managed by ChildNet.

**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 Performance and Quality Improvement Committee** is comprised of all of the staff members from the Continuous Quality Improvement team of ChildNet with representation from all areas of the agency including Senior Management, Finance, Talent Management (Human Resources), Network Development, Professional Development, and Client Services. In addition to the committee, a smaller workgroup was established from committee members to meet more frequently in order to “complete the work.” CQI team members are also participants in the Client Services meetings in order to ensure that all areas of the organization are included in performance improvement activities. The Performance and Quality Improvement committee has members from each of the other agency committees in order to ensure the information is shared at one centralized location. The work of this committee is designed to flow into the review of the Operations Plan, organizational and staff training, as well as reporting quality assurance findings to senior management and stakeholders.

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

**The Risk Management Committee** is chaired by ChildNet’s General Counsel and includes representation from each area within ChildNet and a representative from our insurance carrier. This committee reviews items related to risk such as incidents, accidents, grievances, exit interviews and institutional abuse reports related to our service providers. Information from this group is shared with other workgroups, including the Performance and Quality Improvement committee.

**The Client Services Executive Leaders Meeting** is comprised of leadership in client services including intake and placement, case management, training, and support services. CQI staff members attend as well as do others as invited. The purpose of the committee is to review scorecard performance as well as any other actions needed by the client services team.

**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. This group meets at least quarterly and reports to the Risk Management Committee.

**The Network Development – Licensing – Contracts Leadership Meeting** consists of the representatives from Network Development, Licensing and Contracts staff of ChildNet. This group meets on a monthly basis to ensure ongoing communication and collaboration regarding network service providers for both Circuit 17 and Circuit 15.

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 the ChildNet new hire agency overview. In addition, CQI staff members participate in committees and attend individual department staff meetings in order to include front line staff in the process. Each manager includes CQI in relevant short and long term goals and work plans and all include CQI as a standing item on meeting agendas. All quality assurance and data reports are presented through the Performance and Quality Improvement committee. Through this committee, any projects for performance improvement are determined and surveys are coordinated. Incident reporting is also shared with the Risk Management Committee.

**Program Quality Committee:** review the agency's performance on contract measures, qualitative reviews, policy and procedure compliance, and a review of incident reporting trends.

**Performance and Quality Improvement:** the vehicle to share performance data, reports from the quarterly case reviews, trends form incident reporting, and client satisfaction surveys.

**Performance and Quality Improvement Workgroup:** meets weekly to develop improvement plans based the performance from the various reviews

The Director of Continuous Quality Improvement is charged with the task of ensuring ongoing implementation and coordination of Performance and Quality improvement activities. The CQI team has four (4) designated staff members for Circuit 17 and three (3) designated staff for Circuit 15. In Circuit 15, the CQI team works closely with the Case Management Organization (CMO) Quality Management staff for purposes of quality improvement activities. The entire CQI team works together to coordinate the quarterly case record reviews, outside reviews of the agency, analyze data and complete written reports. The CQI team also reviews the agency's performance on scorecard indicators and contracted 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 Child Advocates. Each receives specialized ongoing training related to quality improvement, best practices, and others as appropriate. The CQI team is under the Assistant Vice-President of Operations along with the Data Entry Team. The Director of CQI supervises seven quality management positions for both circuits and one Assistant CQI/Licensing Director. The Assistant CQI/Licensing Director supervises the Licensing staff 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 everyone has a working knowledge of the continuous quality improvement. Supervisors and Directors have achieved actual yellow and green belt certification in Six Sigma and regularly lead improvement projects under the supervision of ChildNet's certified black belt staff member. These project workgroups present progress and results through not only the PQI workgroup, but at the scorecard meetings for a much larger audience. The scorecard meetings are held weekly to monitor progress on meeting DCF's performance expectations, motivate staff members at all levels, and provide meaningful recommendations to improve performance if and when needed.

- **Define:** Select an appropriate project, define the project in terms of service recipient demands, and create a plan to correct it.
- **Measure:** Gain information about process performance and collect data.
- **Analyze:** Analyze the causes of the problems and verify the suspected root causes.
- **Improve:** Identify ways of reducing defects and variation and pilot selected actions while evaluating measurable improvements.
- **Control:** Develop a control plan, implement the improvements, determine if the change was an improvement, control the process to ensure continued and measured improved performance, determine if improvements can be transferred elsewhere, identify lessons learned, and close the project.

### Quarterly Case File Reviews

ChildNet conducts case file reviews for each of the four services directly provided by the agency: Foster Care, Adoptions, Independent Living, and Kinship Care. In order to ensure consistency, clarity, quality and continuity of the documentation, these reviews are all completed using the same review instrument. In addition, case file reviews are completed as part of the monitoring of our sub-contractors for each service type for a total of at least ten (10) percent of the total population.

**Reviews with DCF:** ChildNet conducts quarterly quality assurance reviews of the required number of cases using the Quality Practice Standards (QPS) and Quality Services Review (QSR) formats provided in DCF's "Windows into Practice." Currently, ChildNet conducts fifteen (15) QPS and two (2) QSR reviews per quarter for each circuit. A supplemental sample of ten (10) files will also be reviewed

based on the topic selected by DCF each quarter, again for each circuit. ChildNet uses DCF's web-based tools for the QPS and QSRs as well as any special reviews assigned for the quarter.

In order to facilitate inter-rater reliability 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" complete DCF sponsored quality assurance reviewer training and pass the competency test within six (6) months of employment as a quality assurance reviewer. In addition, ChildNet has included case management staff in the quality assurance reviewer training in order to incorporate a peer review component into the model and ensure that case management supervisors have a working knowledge of the standards. ChildNet is very involved with DCF and has been an active participant in the state-wide workgroup updating the "Windows into Practice" including the number and types of reviews and the standards

The QSR is a nationally recognized process that encompasses a brief file review, and interviews with all of the case participants for two (2) children per quarter. The interviews are scheduled by the Child Advocate (CA) /Dependency Case Manager (DCM) to ensure that all parties are aware of the interviews as well as the reason for them. The interviews are generally scheduled over a two (2) day period with as many face-to-face as possible, particularly the child and caregiver.

The first interview is generally the CA/DCM and supervisor. During this interview, the reviewers can clarify any information seen in the file. After completion of all of the interviews, the reviewers hold another meeting with the CA/DCM and Supervisor to debrief the case. It is important to note that the reviewers are gathering information, not sharing between the different interviewees. The results are scored based on the QSR protocol and a story of the child is written. The stories are presented to the Performance and Quality Improvement Committee and workgroup as well as sent to DCF. The QSR protocol provides opportunity for others in the agency or stakeholders outside of the agency to shadow the review process.

The QSR stories are sent to DCF on a quarterly basis with a full annual report of all findings submitted. There are due October 30<sup>th</sup>, January 30<sup>th</sup>, April 30<sup>th</sup>, and July 30<sup>th</sup> for the prior quarter. In addition to the requirements of the protocol, ChildNet completes a quarterly analysis of all findings including QPS, QSR, and reviews of contracted providers.

**ChildNet Services Reviews:** Trained ChildNet staff members will 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. This process will ensure that a peer review component of the quarterly case file reviews is completed. Several Client Services staff members have been trained in order to participate in the quarterly reviews on a rotating basis. More training will be scheduled by DCF through the course of the year. No Client Services staff will review a file from their own service unit, or if a Director, under their supervision.

The CQI team completes the actual analysis to identify themes and trends and the written reports which are shared across stakeholders in through the committee structure. The written reports are posted on the ChildNet public website as well as being sent to DCF to post on the Center's website. The data from the reviews are compiled and progress across time is displayed in the narrative of the quarterly report. Performance has also been compared to state-wide performance as available as a baseline. The reports are completed and reviewed by the Performance and Quality Improvement committee to determine if improvement activities are needed and develop any improvement plans or recommend training. The large number of case reviews in conjunction with the QSR sample provides the story behind the quantitative data, the numbers. The qualitative stories really put a 'face' to the numbers and

help explain why they are what they are. This especially helps front line staff understand the data as well as how they tie into the federal and contracted measures.

**Executive Management and Region Discretionary Reviews:** ChildNet will work in collaboration with DCF regarding requests for discretionary reviews. The Director of Continuous Quality Improvement is the point of contact for additional reviews who will delegate to the appropriate party and track for the completion of the project. The Director of Continuous Quality Improvement will report back to DCF as appropriate.

Local Review Schedule: The Quality Assurance Review Schedule for both Circuits for contract year 2013-2013 is shown below (subject to change):

Type	Quarter 1	Quarter 2	Quarter 3	Quarter 4
QPS reviews	September 3 – September 20	December 2 – December 20	March 10 – March 28	June 2 – June 20
QSR reviews	September 9 – September 13	December 9 – December 13	March 17 – March 21	June 9 – June 13
Supplemental reviews	September 3 – September 20	December 2 – December 20	March 10 – March 28	June 2 – June 20
Contract Monitoring and Weekly Reviews	Ongoing	Ongoing	Ongoing	Ongoing

As part of ChildNet’s Focus on Quality, ChildNet attends and participates in the quarterly meetings with DCF to collaborate on federal and state QA and CQI activities. ChildNet not only sends Quality Assurance staff, but others as well including the Chief Operating Officer, and AVP of Administration personnel. ChildNet also actively participates in DCF’s workgroups around the model such as the tweaking group to update standards as well as the Child and Family Services Review (CFSR) pilot, and transformation teams.

### 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 in 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 of the Chief Executive Officers (CEOs) of our contracted providers, Foster Parent Association meetings, and quarterly meetings with provider staff.

In addition, satisfaction surveys have been developed for at least annual administration 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, and the Children's Legal Services.
- Child and Community Advocates
- Community Alliances
- 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 monthly scorecard is disseminated by DCF ranking each lead agency's performance against the others for the entire state. A news bulletin including ChildNet's performance on contracted targets is distributed to a large listing of external stakeholders. Feedback is requested from all stakeholders upon the release of each report regarding strengths, areas of positive practice, as well as areas needing improvement. ChildNet includes quarterly monitoring reports on the internal dashboard and on the agency's public website for all to see for the upcoming contract year. These reports identify 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 Performance and Quality Improvement committee, depending on the complexity of the suggestions.

A stakeholder packet describing ChildNet's Performance and Quality Improvement philosophy and structure, definition of stakeholders and how they are involved in the process, and a brief description of what we measure has been developed and posted on the ChildNet website. In addition, a one page flyer with the same information was developed for service recipients for ongoing distribution.

## **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 first round of surveys was used to develop the agency's Strategic Plan which includes measures for each area of ChildNet. An expansion of the surveys will be used to develop both short-term outcomes for service recipients as well as review progress toward measures in the strategic plan. Surveys were administered after the reorganization of Client Services and processes have been implemented for continual administration. The agency reports performance on the following measures:

### **A. Long-term Strategic Goals and Objectives**

ChildNet developed a long range Strategic Plan that identified content areas within which to focus for the next three years. Those areas were identified from local and state initiatives, stakeholder input, and contracted performance measures. As a result of meeting its goals and objectives, ChildNet strives to be the model in the state in providing safety, permanence, and well-being for our service recipients. The broad goals of the strategic plan mirror the federal measures of Safety, Permanency, and Well Being of children and also consider staff needs and development.

The Strategic Plan is accompanied by the Operations Plan which contains each of the contracted performance measures, score card measures, and other Federal Measures not specifically listed in the

contract. Please see the ChildNet Strategic Plan for the complete listing. The Strategic and Operations plans are reviewed periodically by Senior Management and the Board of Directors.

In three years, ChildNet expects to be a model for the state in providing safety, permanence, and well-being for children, families and staff. Case management practices, provider services, adoptions, and community outreach will be exemplary, as will reunification, and score card performance.

## **B. Management / Operational Performance**

ChildNet is committed to reviewing organizational and management performance. ChildNet created a team of CQI, Legal Services, and Talent Management to select policies and procedures on a quarterly basis to report to the Board of Directors each May. These include policies and procedures related to Client Services, Finance, Talent Management, Risk, and Network Development. The policies and procedures will 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 Performance and Quality Improvement workgroup 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 our performance measures which are outlined in our contract with DCF. These measures are listed below and include safety, permanence, and well-being measures which reference appropriateness, effectiveness, and dimensions of quality service delivery such as efficiency, continuity, and timeliness. While some of these measures are client measures they are addressed in this section just as some of the scorecard measures are reflect program results and are addressed below. These are related to results of internal programmatic improvement efforts and the agency's Strategic Plan.

Current Contract Performance Measures (which are subject to change)

- The percentage of children served in out-of-home care who are not maltreated by their out-of-home caregiver shall be at least 99.68%
- The percentage of children reunified who were reunified within twelve months of the latest removal shall be at least 75.2%
- The percentage of children reunified who re-entered out-of-home care within twelve months shall not exceed 9.9%
- The percentage of children who were adopted who were adopted within 24 months of the latest removal shall be 36.6%
- The percentage of children in out-of-home care 24 months or longer on July 1 who achieved permanency prior to their 18th birthday and by June 30 shall be at least 29.1%
- The percentage of children in out-of-home care for at least eight days, but less than 12 months, who had two or fewer placement settings, shall be at least 86%
- The number of children with finalized adoptions between July 1, 2013 and June 30, 2013 target has not yet been set.
- The percentage of children under supervision who are required to be seen every 30 days, who are seen every 30 days shall 99.5%

Independent Living Measures for which the Department is determining base-line data include:

- Percent of youth who have aged out of care completing high school or GED by 20 years of age.
- Percent of youth who have completed high school or GED and are involved in post-secondary education.

- Percent of youth ages 18 and over receiving Independent Living services who have a job (including joining the military).
- Percent of young adults in safe housing.
- Percent of 17 year old youth in licensed out-of-home care who had a transition plan signed by the youth and filed with the court.

Additional Federal Measures are tracked as part of the Operations plan. The data for the above measures comes from two main sources. The first is the Florida Statewide Automated Child Welfare Information System, known as the Florida Safe Families Network (FSFN), and the second is through the DCF portal system. The reports are available either monthly or quarterly depending on the source.

#### **D. Client and Program Outcomes**

In addition to the above contracted and Federal Measures, ChildNet tracks the following measures to track performance for case management programs and the services recipients. As noted above, the scorecard measures include program performance but are addressed here for consistency.

#### **Scorecard Indicators**

The statewide revised scorecard ranks each lead agency on eleven (11) Indicators, some of which are Federal Measures, contract measures, and other combination of measures important to the community's service delivery system. These include:

- No verified maltreatment within 6 months of termination of family support services.
- No verified maltreatment during in-home services.
- No verified maltreatment within 6 months of termination of in-home and out-of-home services.
- Children in care 8 days – 12 months with no more than two (2) placements.
- Children achieving permanency within 12 months of entering care.
- Children achieving permanency after 12 months or more months in care.
- Children not re-entering out-of-home within 12 months of achieving permanency.
- Children in licensed out-of-home care age 12 and under in DCF-licensed family foster homes.
- Overall score on education report card.
- Former foster youth ages 19 – 22 with a diploma or GED.
- Administrative Expenditures as a percentage of YTD expenditures.

Other case management and department measures are developed and reviewed as the needs arise during the year. These have been integrated into position performance appraisals and are in the process of being integrated into dashboards.

#### **Network Measures**

The Contract Management section of ChildNet created outcome measures for each contract in concert with each network providers based on ChildNet's performance measures with DCF. These are ChildNet's broad Network performance measures. The outcome measures are reported quarterly, validated by the ChildNet Contract Specialist during quarterly site visits and the periodic contract monitoring conducted by the CQI staff. An annual report of findings from the monitoring is conducted and reported to the Performance and Quality Improvement team, client services staff, and network development staff. Please refer to the ChildNet Contract Monitoring policy and procedure for a full description of the monitoring process.

Further monitoring is conducted at the Contract Specialist level such as the accuracy of invoices, timeliness of paying invoices, submission of required documents, and other day-to-day activities.



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 through-out 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 Performance and Quality Improvement Committee and workgroup. 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 created a dashboard that is available both internally as well as to any stakeholder with internet access to show its progress on performance measures specifically contracted by DCF. The internal dashboard portfolios for each measure show performance down to the unit and case manager level in order for directors and supervisors to hold staff accountable for their performance. This information is available in real time to provide timely feedback to not only managers and supervisors, but the case managers as well.

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 grievances)
- Client and stakeholder satisfaction surveys
- Internal staff surveys
- Client outcome data
- Performance measures
- Internal measures
- External monitoring reports
  - DCF licensing
  - DCF Contract Oversight
  - Federal and State requirements
- Management and Operation Performance

The data from the above is reviewed, integrated, and analyzed as necessary by CQI staff members and presented to the Performance and Quality Improvement workgroup. After this first review by the smaller group, additional work may be required before presentation to the full PQI Committee. As there are representatives from each department in the PQI committee, this information is shared with those in positions to make corrections recommended in the reports including developing any needed training for Client Service staff members.

Data reports are presented at the Committee meetings furthermore, ChildNet developed a repository of reports with links from the internal dashboard and external website. After the completion of the client satisfaction surveys, a handout was created showing the findings of the surveys as well as what actions were taken as a result. These handouts are available in our lobby as well as available for Child Advocates to bring to families during in-home visits.

## **B. Data Review and Analysis**

The ChildNet CQI team is responsible for analyzing the data related to performance measures, scorecard indicators, case record reviews, and contract monitoring. The results are reviewed regularly by senior managers and the Board of Directors in order 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 PQI Committee, Senior Management, and at 'All Staff' meetings.

ChildNet conducts weekly meetings to review performance on the state-wide 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 each week. In the beginning, the leads were Director level positions to develop infrastructure but have been transitioned to supervisors and even case workers as appropriate. These leads are accountable for their indicator and monitor the data and participate in projects to improve performance. In Palm Beach, many of the indicators are led by the community partner responsible for the services such as Independent Living and Case Management. This allows for a system-wide approach to performance and quality improvement.

The CQI Director analyzes the data in both circuits to create projections and targets for each week to meet the monthly targets. This data is reviewed to the unit level to target the improvement activities to where they are most needed. Similarly the quarterly 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**

Direction to the case managers is provided based on the findings of the Quality Practice Standards and the Quality Service Reviews. The data from the reviews are aggregated to show performance and each story from the Quality Service Reviews is shared with case management through the Performance and Quality Improvement workgroup. Clear goals and objectives are communicated to front line staff to ensure that measures are met at the case level. All staff members are provided training on Continuous Quality Improvement as part of new hire orientation. Furthermore, case managers are provided a more in-depth training on CQI during workshops held as part of pre-service training. This ensures not only an exposure to the expectations of performance on the federal and contracted measures and the case review process, but encourages their participation in the Quality Improvement process. While case management is provided by ChildNet directly in Broward, it is contracted to a community partner in Palm Beach.

As noted above, the case management provider has leaders of the scorecard indicators and they are also part of the Performance and Quality Improvement workgroup to ensure they too are encouraged to improve performance and held accountable to achieve targets.

The CQI team completes the actual analysis to identify themes and trends and the written reports which are shared across stakeholders in through the committee structure. The written reports are posted on the ChildNet public website as well as being sent to DCF to post on the Center's website. The data from the reviews are compiled and progress across time is displayed in the narrative of the quarterly report. Performance has also been compared to state-wide performance as available as a baseline.

As noted above the improvement plans are developed through the Quality and Performance Improvement committee. The large number of case reviews in conjunction with the QSR sample provides the story behind the quantitative data, the numbers. The qualitative stories really put a 'face' to the numbers and help explain why they are what they are. This especially helps front line staff understand the data as well as how they tie into the federal and contracted measures.

As noted above, results are communicated in a variety of ways. The leadership of the organization including the Board of Directors, Senior Management and CQI staff members communicates achievements relative to the scorecard to ChildNet staff and stakeholders through electronic bulletins and weekly scorecard meetings. The quarterly case file review reports are currently reviewed for strengths and opportunities for improvement by the PQI committee. ChildNet created a repository for these internal as well as external monitoring reports with links from our dashboards and website.

Annual data from contract monitoring of our network providers is communicated to staff through the PQI Committee, Directors' Meetings, and 'All Staff' meetings. ChildNet makes this information available to stakeholders through a repository with links from our dashboard and website, and through aggregated data presented on the ChildNet website.

A one-page flyer was created to share information with service recipients. This flyer is updated after the annual stakeholder surveys and includes the agency's philosophy on quality management, performance on measures, and results of the satisfaction surveys. The flyers are distributed to service recipients by the Child Advocates and are posted on the public website.

#### **D. Using Data for Implementing Improvement**

The PQI process has been 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 Six Sigma workgroups to improve its performance in both Circuit 17 and Circuit 15 on the statewide 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 top performer on the scorecard in both Circuits. Specifically ChildNet has made significant progress improving performance in areas that are related to permanency. These include:

- Required Mother and Father contacts
- Reunifications within 12 months of Entry
- Children in Care 8 days – 12 months with two or fewer placements
- Medical, Dental, and Immunization Services
- Youth formerly in foster care age 19 – 23 with a high school diploma or GED.

Work is continuing on the above measures and additional workgroups formed to address no verified maltreatment within 6 months of termination of family support services, no verified maltreatment within 6 months termination of in-home and out-of-home services, and children achieving permanency after 12 months or more in care.

#### **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 Performance group. This group is comprised of staff from CQI, Legal Services, and Talent Management. This group is charged with reviewing policies and procedures on a quarterly basis selected based on need,

randomly, or through a third party. Furthermore, the processes are reviewed at least annually by the PQI committee in the creation of the annual PQI plans.

In addition to the internal Management of Operational Performance and PQI committee 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 review by DCF which assesses our monitoring of our contracted providers. The case file review process is assessed by a third party who will monitor the agency's Quality Management program. In addition, scorecard performance is reported at the Community Alliance meetings which occur at the quarterly performance presentation in Circuit 17 and at the semi-annual report card meeting in Circuit 15.

## **F. Child Welfare Transformation**

ChildNet has been an integral part of the transformation project for Child Welfare in Florida and continues to support the statewide implementation. ChildNet members participated on the team that selected the hybrid model for child protection and case management and was one of seven (7) team members for case management who worked to develop the tools to be used for the Florida Safety Decision Making Methodology (FSDMM). ChildNet is part of the team working on the Quality Assurance tools for fidelity testing and participated in the design sessions for FSFN as well as user acceptance testing. ChildNet created its own transformation team to work closely with the Regional Transformation Champion to ensure that the readiness assessments and action plans were completed and maintained to ensure a smooth as possible transition into the new model. ChildNet worked closely with the Regional Transformation Champion to develop a training schedule not only for Case Management, but to also integrate Child Protective Investigators to ensure that cases can be transferred seamlessly from investigations to case management.

ChildNet, in partnership with CPI, developed a local training schedule to ensure all appropriate staff is trained in the Florida Safety Decision Making Methodology. Case Management staff in both circuits is presently attending training, either two (2) days per week for four (4) weeks or four (4) days per week for two (2) weeks. In addition, all ChildNet quality assurance staff is completing the FSDMM training and then will be trained on the statewide quality assurance model. ChildNet is also working with community providers to develop an appropriate service array based on transformation.