



FY 2017-2018 ANNUAL PERFORMANCE AND QUALITY IMPROVEMENT PLAN



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

1100 W. McNab Rd. ◦ Fort Lauderdale, FL 33309 ◦ Phone 954-414-6000
4100 Okeechobee Blvd. ◦ West Palm Beach, FL 33409 ◦ Phone 561-352-2500
www.ChildNet.us

TABLE OF CONTENTS

I.	Introduction	3
	A. Organization's Philosophy of Performance and Quality Improvement	3
	B. PQI Structure	7
	C. Stakeholders	12
II.	Measures and Outcomes	13
	A. Long-Term Strategic Goals and Objectives	13
	B. Management / Operational Performance	13
	C. Program Results / Service Delivery Quality	14
	D. Client and Program Outcomes	14
III.	PQI Operational Procedures	16
	A. Data Collection and Aggregation	16
	B. Data Review and Analysis	17
	C. Communicating Results	17
	D. Using Data for Implementing Improvement	18
	E. Assessment of the Effectiveness of the PQI Process	18

I. Introduction

Background and Overview

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, 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 on Service standards, and is currently accredited through February 28, 2019 for Family Foster Care and Kinship Care, Adoption Services, and Network Administration. 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. 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 abuse, abandoned and neglected children in the communities we serve.

Vision

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

Core Values

- ChildNet uses a family-centered, strength-based, needs driven-approach to promote appropriate services for the children and their caregivers.
- Field staff and their immediate supervisors are the backbone of ChildNet and ChildNet staff will support them in pursuing their duties in an assertive and proactive fashion.
- ChildNet recognized that foster and adoptive parents are an essential and invaluable part of the System of Care, and will provide them with comprehensive support services.
- The service provider network is essential to the well-being of the children ChildNet serves, and ChildNet staff members will be fair and honest partners in working with them.
- Informed public opinion and support is the key to establishing and maintaining a sound child welfare system; ChildNet will operate openly and actively to seek public participation and support.

Organizational Structure

ChildNet's Executive Management Team consists of two (2) officers who report directly to the Chief Executive Officer (CEO). These positions are: Chief Operating Officer and Chief Financial Officer. Performance and Management 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 positive results for the children and families served. Performance and Quality Improvement takes into account 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 DCF Quality Management Plan 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 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 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), sets forth quality expectations of excellence and has developed an agency-wide three (3) 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 scorecard 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 utilizes mobile apps 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. ChildNet is also in the process of developing/updating new internal dashboards that will allow staff, from the CEO to case managers, one place to view all necessary client data in a more accessible format.

As home visits with children is a vital component of case management, a Child Visitation Tracking dashboard tracks children seen within 30 days and clearly display, by status, those case managers who have completed visits with their children and those with visits due through a color-coded system. In addition, a direct link is emailed directly to all supervisors/directors daily to utilize as a monitoring tool.

Child Visitation Tracking Report for: Broward

Report reflects FSFN data as of: 11-15-2017

	Days Since Last Visit												Runaway /		Total
	16-30 Days						31 or More Days			Out of State					
	16 to 25 Days			26 to 30	31 to 33	34 to 39	40 +	2	5	-					
	0-15	16 to 20	21 to 25												
Team: Case Management--CEN-JL	44	7	12	19	-	19	2	-	-	2	5	-	70		
☐ [Redacted]	44	7	12	19	-	19	2	-	-	2	5	-	70		
Team: Case Management--SOS	19	2	2	4	-	4	-	-	-	-	-	-	23		
☐ [Redacted]	19	2	2	4	-	4	-	-	-	-	-	-	23		
Team: Case Management--Team A	239	75	73	148	10	158	1	-	-	-	2	5	405		
☐ [Redacted]	72	21	34	55	2	57	1	-	-	-	-	-	130		
☐ [Redacted]	73	14	18	32	4	36	-	-	-	-	1	-	110		
☐ [Redacted]	94	40	21	61	4	65	-	-	-	-	1	5	165		
Team: Case Management--Team B	271	45	59	104	5	109	2	-	4	6	-	9	395		
☐ [Redacted]	-	-	2	2	-	2	-	-	-	-	-	-	2		
☐ [Redacted]	96	13	7	20	1	21	1	-	1	2	-	7	126		
☐ [Redacted]	93	14	16	30	2	32	1	-	2	3	-	-	128		
☐ [Redacted]	82	18	34	52	2	54	-	-	1	1	-	2	139		
Team: Case Management--Team C	234	91	99	190	12	202	-	1	3	4	1	10	451		
☐ [Redacted]	58	34	36	70	6	76	-	-	1	1	1	8	144		
☐ [Redacted]	93	30	29	59	2	61	-	1	-	1	-	2	157		
☐ [Redacted]	83	27	34	61	4	65	-	-	2	2	-	-	150		
Team: Case Management--Team D	224	41	55	96	6	102	2	-	-	2	1	5	334		
☐ [Redacted]	90	11	20	31	5	36	-	-	-	-	1	1	128		
☐ [Redacted]	77	11	22	33	-	33	2	-	-	2	-	3	115		
☐ [Redacted]	57	19	13	32	1	33	-	-	-	-	-	1	91		

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: Family Functioning Assessment's completed timely; supervisor reviews every 90 days; ensuring children on psychotropic medication have a current consent or court order; and children have photographs, birth verification, and footprints / fingerprints on record. Weekly/Monthly emails are sent out to supervisors/directors with attached spreadsheets to monitor progress, improvement, and compliance.

The following reports are sent out weekly:

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

- Below is an example:

For supervisor reviews, Broward is currently at 94.29% a decrease from last week of 95.43%. The Supervisor Review spreadsheet for children/cases with 'due' supervisor reviews are highlighted in yellow, and children / cases with 'past due' supervisor reviews are highlighted in red. 'Due' supervisor reviews are due within ten (10) calendar days, and 'past due' are beyond ninety (90) days or a supervisor review has not yet been completed.

ChildNet Broward		11.9.17			
Supervisor Reviews	Total Children	Not Due	Due	Past Due	Compliance %
Total	3,418	3,002	221	195	94.29%

Also attached, find the current FFA-Ongoing Approval report. Broward is currently at 89.03% an increase from last week of 88.34%. Remember to approve your pending FFA-Ongoing assessments as part of a supervisory consult.

ChildNet Broward	Cases with a	Cases with an	Percent of Cases with
Total Cases	Pending FFA-Ongoing	Approved FFA-Ongoing	an Approved FFA-Ongoing
1,732	95	1,542	89.03%

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
- TANF Redetermination Due
- Exit Interviews Due
- GED/HS Diploma
- Remote Data Capture (RDC) Usage by Unit

ChildNet conducts bi-weekly CBC Scorecard meetings to monitor the agency's current performance, improvement, and compliance. The scorecard evaluates the lead agencies on 12 key measures to determine how well they are meeting the most critical needs of these at-risk children and families. In addition, weekly emails are sent to the scorecard measure leads with the attached listing report for continuous monitoring. The following reports are sent out weekly to the champion lead and executive 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 Don't Re-enter Foster Care Within 12 Months
- Indicator #8: Children's Placement Moves Per 1000 Days in Foster Care
- Indicator #9: Medical
- Indicator #10: Dental
- 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

- Federal-Children Exiting Foster Care to a Permanent Home within 12 Months for Children in Foster Care 24 Months or More

The Board of Directors and CEO enable a wide range of managers, directors and staff to be involved in Performance and Quality improvement through the creation of a Performance and Quality Improvement (PQI) workgroup for each circuit which is comprised of the Director of Continuous Quality Improvement (CQI), management and directors within the agency. Examples of those participating include the Chief Operating Officer, In-House Attorneys, Program Officers of Case Management and Adoption and Youth Services, and Directors of Case Management, Contracts, and Support Services. With the inclusion of Circuit 15, the leadership of the case management organization is also invited to participate. 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. Additionally, the Performance Management workgroup is 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, 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. Examples of 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 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
- Partnering with community providers to stabilize placements
- Identifying and collaborating with community resources for healthcare services

Performance on key indicators is shared with the community through various venues including a quarterly performance presentation at ChildNet Broward 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 meetings already in place. In addition, ChildNet Palm Beach also hosts a quarterly Network Executive meeting with its partners from all child placing and child caring agencies including representatives from DCF. Both ChildNet Broward and ChildNet Palm Beach participates in the local Children's 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
- 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 Removal data

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 its community partners and service recipients. These surveys were designed to capture satisfaction levels from ChildNet's 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 ChildNet's public web-site in English, Spanish, and Creole. They are also available in hard copy in ChildNet's main lobby in each circuit. 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. 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). A drawing of all of the submitted TOAs is conducted at 'Super Scorecard' meetings with prizes for those selected on a regular basis.

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 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.

The ChildNet committee structure consists of Board of Directors Committees

- Program Quality
- Governance
- Finance
- Audit
- Marketing
- Fundraising
- Palm Beach Advisory
- Special Committees have included:
 - Legislative
 - Medical Oversight
 - Real Estate

ChildNet committees and workgroups include:

- Performance Management
- Scorecard workgroup
- Top 50 / Length of Stay workgroup
- Policy and Procedure
- Management and Operations Performance
- Finance Committee
- Safety Committee
- Risk Management Committee

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 Performance Management Meeting is comprised of executive leadership and management throughout the agency including intake and placement, case management, support services, contract, service coordination, CQI and in-house attorneys. The purpose of the committee is to review and discuss current performance related to ongoing services for child and 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 workgroup 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.

Scorecard Workgroup is made up of ChildNet staff members from each area within the agency and community service providers to review performance on scorecard indicators on a 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 Top 50 / Length of Stay workgroup is comprised of leaders from CQI, Case Management, Legal, Revenue Maximization, and Finance to review the children incurring the highest out-of-home care costs to the agency and/or have been in care over thirteen (13) months. 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 / Length of Stay workgroup is currently implemented in Broward.

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 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 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 our insurance company. Information from this group is shared with other workgroups, including the Performance and Quality Improvement workgroup 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. This group meets at least quarterly and reports to the Risk Management Committee.

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 several committees/workgroups 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, data reports, and incident reporting are presented through the Performance and Quality Improvement workgroup. Through this workgroup, any projects for performance improvement are determined and surveys are coordinated.

Program Quality Committee:

Reviews the agency's performance on contract measures, qualitative reviews, policy and procedure compliance, and a review of incident reporting trends.

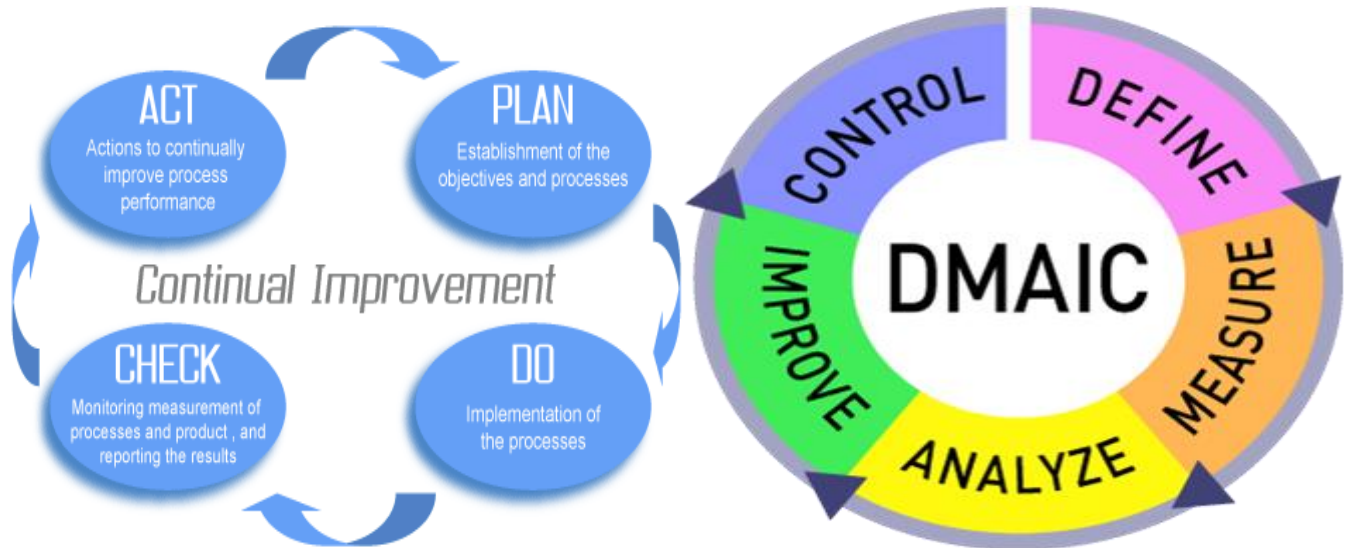
Performance Management:

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

The Directors of Continuous Quality Improvement is charged with the task of ensuring ongoing implementation and coordination of Performance and Quality improvement activities. The CQI teams coordinate the quarterly case record reviews, outside reviews of the agency, analyze data and complete written reports. The CQI teams also reviews 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, best practices, and others as appropriate. The CQI team reports to the Chief Operating Officer. The Broward CQI team has one (1) Director; four (4) Quality Managers designated for Circuit 17 along with one (1) Project

Manager (Compliance & Accreditation) and the Broward Data Entry Team. The Palm Beach CQI team has one (1) Director and two (2) Quality Managers designated for Circuit 15 along with the Palm Beach Data Entry Team. In Circuit 15, the CQI team works closely with the Case Management Organization (CMO) Quality Management staff for purposes of quality improvement activities.

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 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 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 Performance Management Workgroup meetings for a much larger audience. The Performance Management Workgroup 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 if and when needed. 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 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:

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 these 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. 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.

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

- 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

ChildNet conducts on-gong 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 numbers in terms of day-to-day practice in the field and how that practice is affecting child and family functioning and outcomes. At the conclusion of all completed case file reviews, the CQI team member responsible for conducting the file review provides feedback and education to case managers and supervisors on documentation and quality of service delivery.

In order to ensure consistency, clarity, quality and continuity of the documentation, these reviews are all completed using standardized review instruments. For FY 2017-2018, 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.

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. All reviews are completed using the federal Online Monitoring System (OMS) at: <https://www.cfsrportal.org/oms>.

Rapid Safety Feedback is a process designed to flag key risk factors in 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 paramour 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. All reviews focus on children four (4) years old and younger and are completed using the DCF Qualtrics at: <https://myflfamilies.co1.qualtrics.com/jfe/form/>

ChildNet conducts specialized internal reviews periodically if a need is identified.

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. 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.

Quality assurance reviews for both circuits occur weekly, focusing on safety, permanency and well-being outcomes for children and families served, for contract year 2017-2018. 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.

ChildNet Service Reviews: Trained ChildNet staff members can 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 in order to participate in the quarterly reviews on a rotating basis. More 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 if a director / manager, 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 / workgroup structure. The written reports are posted on the ChildNet public website as well as being sent to DCF. 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 workgroup to determine if improvement activities are needed and develop any improvement plans or recommend training.

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. The Directors 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 Directors of Continuous Quality Improvement will report back to DCF as appropriate.

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 also actively participates in DCF's workgroups around the model such as the workgroup to update case management standards as well as the Child and Family Services Review (CFSR), safety practice teams, and FSFN design.

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 of the Chief Executive Officers (CEOs) of ChildNet's 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, 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 has been presented on the public website which is available to external stakeholders and feedback is

requested regarding strengths, areas of positive practice, as well as areas needing improvement. ChildNet includes quarterly 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 Performance and Quality Improvement workgroup, 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.

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. 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 its 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. The Strategic and Operations plans are reviewed periodically by Senior Management and the Board of Directors.

ChildNet's Strategic Plan for FY 2016-2019

➤ Goal 1

ChildNet case managers have the capacity to deliver high quality services to facilitate the safety, permanency and well-being of the children we serve.

➤ Goal 2

ChildNet case managers and their immediate supervisors are able to pursue their duties in an assertive, empowered and proactive fashion, to include access to improved resources.

➤ Goal 3

ChildNet, Inc. has diversified funding streams to enable ongoing and improved financial status allowing ChildNet to maintain a budgetary surplus and organizational stability.

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 review policies and procedures and report to the Board of Directors annually. These 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 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 ChildNet's performance measures which are outlined in its 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 DCF Contract Performance Measures (which are subject to change)

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, 2017 and June 30, 2018 shall be 300 for Broward County and 176 for Palm Beach County.

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 we enter current and accurate information 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).

D. Client and Program Outcomes

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

Lead Agency Community-Based Care Scorecard Indicators

Safety Outcomes:

- 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%.

Permanency Outcomes:

- 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 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:

- 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. These have been integrated into position performance appraisals and are in the process of being integrated into dashboards. Examples of other internal measures include, but limited to: quarterly supervisor reviews, Family Functional Assessment (FFA) – ongoing, and timely submission of court reports.

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 Management Specialist during quarterly site visits and the periodic contract monitoring conducted by the CQI staff. 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 the majority 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 the Contract Management 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 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 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
 - 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. As there are representatives from each department in the PQI workgroup, 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 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, 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 Performance Management meetings, Senior Management, and at 'All Staff' meetings.

ChildNet conducts regular 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 CQI staff members. 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 case management organization. This allows for a system-wide approach to performance and quality improvement.

The CQI Directors lead the analysis 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 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 quarterly quality case reviews. The data from the reviews are aggregated to show both strengths and areas of opportunity, with the reports presented to 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 contracted and federal 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 to stakeholders. The written reports are posted on the ChildNet public website as well as being sent to DCF. 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 PQI workgroup.

The 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, contracted and federal measures to ChildNet staff and stakeholders through a host of meetings, scheduled on a regularly basis. In addition, CQI completes case consultations / debriefings after case reviews with the assigned case manager / case manager supervisor to discuss the case review findings.

The quarterly case file review reports are currently reviewed for strengths and opportunities for improvement by the PQI workgroup. Annual data from contract monitoring of ChildNet's network providers is communicated to staff through the Performance Management workgroup and the Program Quality Committee.

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 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 staff were part of the Department's Results Oriented Accountability (ROA) Technical Advisory Group and the CQI sub-group. 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 a theory the Child Welfare system is 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 2016-2017, 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, Inc. 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 2016-2017, in order to improve efficiency and effectiveness in the system of care in both counties.

As a result, ChildNet, Inc. participated in several projects, workgroups, and/or programs to address these local trends:

- Contracted with the Child Welfare Policy and Practice Group to complete thirty-five (35) in-depth reviews on Broward cases. Six-Month Trajectory Statements were completed and a formal exit conference highlighted strengths and areas of opportunities;
- Contracted with the Child Welfare Policy and Practice Group to provide coaching and mentoring to case management staff in Palm Beach and Broward. A Coaching Report was issued which identified strengths, needs and learning topics;

- Kevin Campbell's National Institute for Permanent Family Connectedness provided a week-long Family Finding Training in Palm Beach;
- Ongoing efforts to significantly reduce the number of children in residential group care, to include ChildNet, Inc. Intake and Placement initiatives and Foster Family Match meetings in Broward and Palm Beach;
- Risk Pool Action Plans were implemented and Monthly Performance Tracking occurred in Broward and Palm Beach throughout the fiscal year;
- Development of additional safety management services for unsafe children; and
- An internal Lean Six Sigma project was initiated in Broward to identify the systemic barriers to achieving permanency within twelve (12) months of entering care and develop potential solutions and action steps to achieve those solutions.

A Child and Family Services Review Program Improvement Plan is in place for Florida. 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 2016-2017 Quality Case Reviews and performance trends over time for the implementation process for the FY 2017-2018 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 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 an annual basis selected based on need, randomly, or through a third party. Furthermore, the processes are reviewed at least annually by the PQI workgroup in the creation of the annual PQI plans.

In addition to the internal Management of Operational Performance and PQI workgroup 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 Quality Management 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.