

FY  
16/17

# Child Welfare Performance & Quality Management Plan

Big Bend Community Based Care, Inc.

One of Big Bend Community Based Care's core values is the belief that all children have the right to grow up safe, healthy and fulfilled in families that love and nurture them. One of the commitments that we make to demonstrate this core value is that we employ an analytic and systemic approach to planning and performance management.

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<b>1. AGENCY OVERVIEW .....</b>	<b>3</b>
A. Mission.....	3
B. Network Management Agency.....	3
C. Role as a Network Manager .....	4
D. Philosophy of Performance & Quality Management .....	4
E. Continuous Quality Improvement (CQI) .....	4
F. Performance & Quality Management Planning .....	5
<b>2. CHILD WELFARE SYSTEM OF CARE .....</b>	<b>5</b>
A. Service Partners .....	5
B. Service Population Demographics.....	5
<b>3. NETWORK PERFORMANCE &amp; QUALITY MANAGMENT STAFFING.....</b>	<b>6</b>
A. Performance, Quality & Accreditation Manager .....	6
B. Quality Management Team .....	6
QM Team Performance & Quality Functions.....	6
C. BBCBC Data Unit Staff .....	6
Data Unit Practice Management Functions.....	7
D. BBCBC Operations Managers & Specialists Staff.....	7
E. Network Subcontractor Quality Staff.....	7
<b>4. PERFORMANCE MANAGMENT .....</b>	<b>8</b>
A. Utilization Indicators.....	8
B. Practice Management Indicators .....	8
C. Outcome Indicators .....	9
<b>5. QUALITY ASSURANCE.....</b>	<b>10</b>
A. Network Management Agency Quality Assurance.....	10
1. Internal Quality Assurance .....	10
2. External Quality Assurance.....	10
B. Subcontractor Agency Quality Assurance.....	10
1. Windows into Practice Reviews .....	10
2. SubContractor Monitoring reviews.....	11
3. Program-Specific Reviews.....	13
C. Critical Life, Health, or Safety Threats.....	13

D. Stakeholder Input.....	14
E. Complaints and Grievances .....	14
<b>6. CONTINUOUS QUALITY IMPROVEMENT .....</b>	<b>15</b>
A. Annual Strategic Priorities – FY 16/17.....	16
B. Ongoing/Routine Continuous Quality Improvement Activities .....	16
<b>6. ACCREDITATION STATUS.....</b>	<b>17</b>
<b>ADDENDUM 1: FEDERAL FUNDING ELIGIBILITY MONITORING.....</b>	<b>18</b>
A. Purpose.....	18
B. Monitoring.....	18
C. Training.....	18
D. Technical Assistance .....	18
<b>ADDENDUM 2: INDEPENDENT LIVING PROGRAM REVIEWS .....</b>	<b>19</b>
A. Purpose.....	19
B. Monitoring.....	19
C. Training.....	19
D. Technical Assistance .....	19

**Table of Figures**

Figure 1. BBCBC Service Area .....	3
Figure 2. BBCBC QM Team and Data Unit Staffing.....	7
Figure 3. Contract and Scorecard Measures for FY 16/17 .....	9
Figure 4. Review Schedule for FY 16/17.....	11
Figure 5. Programmatic Performance Review Components and Tools .....	12
Figure 6. Big Bend Community Based Care, Strategic Planning Process .....	15
Figure 7. FY 16/17 Annual Priorities.....	16

## 1. AGENCY OVERVIEW

### A. MISSION

The Mission of Big Bend Community Based Care (BBCBC) is to provide the highest quality child welfare, substance abuse and mental health services for children, adults and their families within their communities through a managed network of accredited providers.

### B. NETWORK MANAGEMENT AGENCY

BBCBC is an accredited network management organization that was initially formed in 2002 to develop community based child welfare services and supports for six counties within Florida's Second Judicial Circuit. The agency assumed responsibility for child welfare services in Judicial Circuit 14's six counties in 2005, at the request of the Florida Department of Children and Families (DCF). In 2012, BBCBC was awarded the state contract to act as the Managing Entity for Substance Abuse and Mental Health (SAMH) services for the Northwest Region, which encompasses the 18 counties that make up Judicial Circuits 1, 2, 14 and Madison and Taylor Counties from Judicial Circuit 3.

As a network-managing agency, BBCBC's primary role is to establish and maintain an integrated network of providers with the goal of ensuring optimal access to and the provision of quality services. The agency's approach is collaborative and inclusive of DCF, subcontracted service agencies, formal and informal providers, key community stakeholders and, the individuals, families and communities served.

Through this collaboration, BBCBC strives to develop and manage a System of Care that demonstrates quality programmatic and financial outcomes through partnerships, transparency, and efficiency. The System of Care is based on a service delivery approach designed to create a broad, integrated process for meeting our service population's needs. Each partner brings diversity, advocacy, program expertise, experience and community standing to the System of Care.

Figure 1. BBCBC Service Area



### C. ROLE AS A NETWORK MANAGER

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As a Network Management Agency, Big Bend’s role within the social services system is distinct from that of a service provider. BBCBC provides system-wide operational leadership and professional development, assures quality, compliance and fiscal accountability, and performs administrative functions that link innumerable services throughout our System of Care. These unique functions require a management approach that is specific to the agency’s role and function.

### D. PHILOSOPHY OF PERFORMANCE & QUALITY MANAGEMENT

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Employing an analytic and systemic approach to planning and performance management is one of BBCBC’s Core Values. The primary purpose of this Plan is to define how the agency will strengthen practice by improving the timeliness, accessibility, quality and effectiveness of Network services.

This Plan is based on the agency’s belief that:

- Improving services is a continuous process.
- Training, assessment and quality improvement activities are ongoing processes focused on strategies that encourage best practice, compliance and accountability for the people we serve.
- Providing cost-effective, quality services and promoting positive outcomes for those we serve are the responsibilities of all staff, providers and licensed caregivers.
- Reliable and objective data are essential to improving services.
- Assuring quality services requires the input and feedback from stakeholders.
- Good outcomes are achieved through consistent monitoring, evaluation and the sharing of best practices.
- There is never an excuse for poor quality service.
- Mistakes should be used as tools for learning.

### E. CONTINUOUS QUALITY IMPROVEMENT (CQI)

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BBCBC’s Quality Management System is designed on Deming’s *Plan–Do–Check–Act* model of Continuous Quality Improvement (CQI).

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|--------------|---|
| <i>Plan</i>  | The process of defining and planning a System of Care – its programs, processes, evaluation and remediation – in a manner best suited to meet the needs of the clients to be served. <i>(Agency Strategic, Operational, Quality Management and Risk Prevention plans)</i>               |
| <i>Do</i>    | The process of implementing the planned System of Care throughout the service network. <i>(The provision of services through subcontracted providers and partners)</i>  |
| <i>Check</i> | The process of systematically monitoring services, collecting data, obtaining feedback; analyzing findings and identifying trends, strengths and opportunities for improvement. <i>(The system-wide review and analysis of service indicators and outcomes)</i>                         |
| <i>Act</i>   | The process of implementing performance improvement activities to overcome barriers to quality services and remedy deficiencies. This also involves follow-up to assess the effectiveness of the performance improvement activities implemented. If found to be ineffective, or if more |



improvement is needed or desired, the cycle continues to the *Plan* phase again and the process repeats. *(Implementing changes to address deficits)*

## F. PERFORMANCE & QUALITY MANAGEMENT PLANNING

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BBCBC's Performance & Quality Management Plan (QM Plan) addresses the organizational performance of our Lead Agency and the service delivery and client outcomes of our Network. Based on the agency's Strategic Plan, the QM Plan outlines our collection, analysis, and use of data related to client outcomes, service quality, statutory compliance, and fiscal accountability. Its primary purpose is to define how BBCBC will work to strengthen practice by improving the timeliness, accessibility, quality, and effectiveness of services that increase natural and enduring community supports for children and families.

While the BBCBC's performance and quality management philosophy and systemic approach are the same for both its Child Welfare and Substance Abuse and Mental Health components, the Plans for each of the programs are published separately. This separation allows for the delineation of activities specific to each program's services, populations and contractual requirements.

This document, the *FY 16/17 Child Welfare Performance & Quality Management Plan* addresses quality assurance, continuous quality improvement and quality control activities specific to child welfare services.

## 2. CHILD WELFARE SYSTEM OF CARE

### A. SERVICE PARTNERS

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BBCBC's child welfare contractual partners are non-profit agencies who have long histories of serving families, and reside within the communities they serve. They include Children's Home Society, DISC Village, Inc., Anchorage Children's Home, Boys Town of North Florida, Florida Baptist Children's Home, Habilitative Services, Life Management Center, Capital City Youth Services, as well as numerous individual professionals. BBCBC also engages community advocates, faith based and grassroots organizations and local service providers such as the Brehon Institute, Florida State University, Florida A & M University, Tallahassee Community College, Chipola College, Tri-County Community Council, One Church One Child, and The Ounce of Prevention Fund of Florida.

### B. SERVICE POPULATION DEMOGRAPHICS

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The two largest population centers in BBCBC's child welfare service area are found in Tallahassee (Leon County) and in Panama City (Bay County). Approximately 140,000 children reside in Circuits 2 & 14. Children represent about 20% of the total population in each of the 12 counties. The percentage of persons living in poverty ranges from a low of 14% in Bay County to a high of 26% in Holmes. *(For comparison purposes, Florida has a statewide poverty rate of 17 %.)*

The population of the two Circuits is significantly different from a racial/ethnic perspective. In Circuit 2, 52% of the children are white; 39% are black; 9% are other races. In Circuit 14, 75% of the children are white; 15% are black; 9% are of other races. In addition, Tallahassee is noted for being a "government" town, while Panama City is known for tourism. The remaining 10 counties are primarily rural and have significantly fewer local service providers and resources than Tallahassee and Panama City.

Managing child welfare services across 12 diverse counties demands that community differences be recognized and addressed in a manner best suited to the local population. Services, training and quality

management strategies are thus customized to meet communities' individual needs, while maintaining quality and performance expectations that are consistent across the service area.

### 3. NETWORK PERFORMANCE & QUALITY MANAGEMENT STAFFING

#### A. PERFORMANCE, QUALITY & ACCREDITATION MANAGER

The responsibility for BBCBC's child welfare-related performance and quality management efforts ultimately resides with the Performance, Quality & Accreditation Manager (PQA Manager). The PQA Manager reports to BBCBC's Chief Executive Officer and is responsible for planning, implementing and reporting agency performance, quality assurance, quality improvement, the programmatic component of subcontractor monitoring, and coordinating activities related to recognized *Council on Accreditation (COA) Standards* for Network Administration and the (Florida) Sterling Council Criteria for Performance Excellence.

#### B. QUALITY MANAGEMENT TEAM

BBCBC's QM Team consists of five full-time professional staff positions supervised by the PQA Manager. These five positions include four Quality Assurance Specialists (QAS) and one Child Welfare Data Specialist (CWDS). These positions are specifically dedicated to performance management, quality assurance, control, reporting, and improvement activities. BBCBC's QAS each have extensive experience in child welfare services including case management and supervision, foster home management, investigations, and adoptions. The CWDS position requires experience in child welfare performance reporting, analysis, data systems management and software. All Team members are certified in *Green Belt/Lean Six Sigma (LSS)* data analysis. All QAS maintain *Child Welfare Professional* certification conferred by the Florida Certification Board, are Certified Florida Quality Assurance Reviewers, Florida Continuous Quality Improvement (CQI) Reviewers, Florida Child & Family Services Reviewers (CFSR), in addition to *Green Belt/Lean Six Sigma (LSS)* certified.

##### QM TEAM PERFORMANCE & QUALITY FUNCTIONS

1. Collecting, monitoring and analyzing data regarding critical incidents, quality of service, child safety, permanency and well-being outcomes, stakeholder input and complaints, service utilization, and system performance measures;
2. Assuring the provision of quality services through ongoing monitoring activities including onsite review of subcontractor services, quality service and performance standards reviews, and monitoring data integrity and reporting timeliness;
3. Improving service provision by 1) analyzing data and identifying gaps in services, special service and training needs and 2) by developing, implementing and monitoring Corrective Action Plans and projects to assure accountability; and
4. Reporting and communicating outcome data and performance trends to Big Bend's Board of Directors, Executive Leadership and Management Teams, Network subcontractors, providers and partners, including the Department of Children and Families and stakeholders throughout the community.

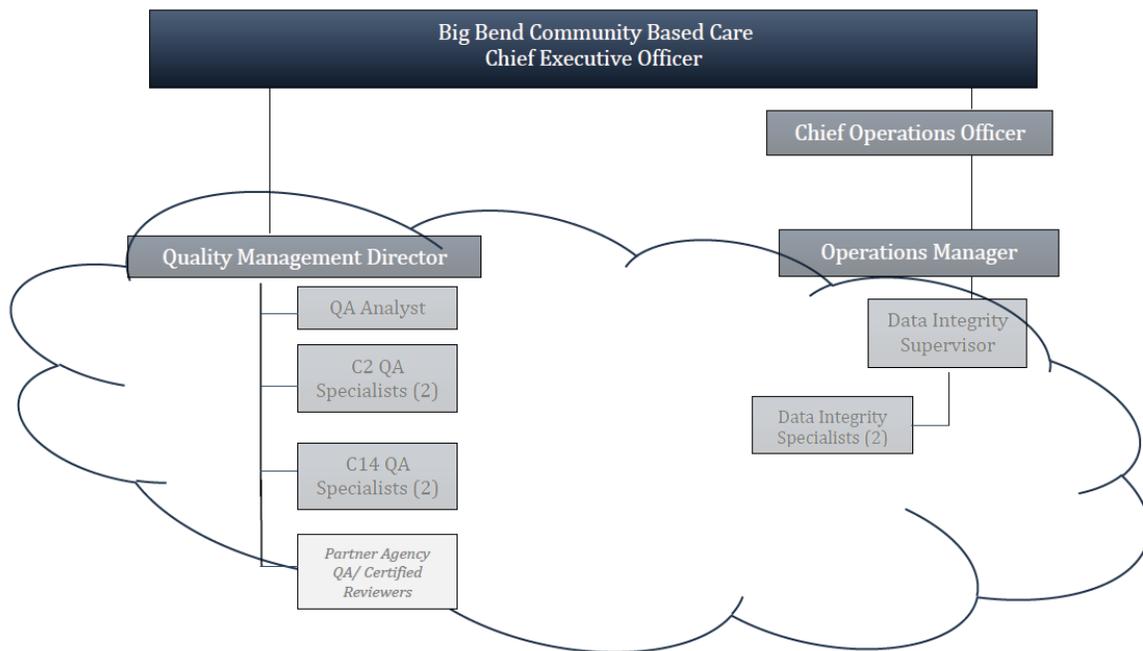
#### C. BBCBC DATA UNIT STAFF

In addition to QM staff, BBCBC has a three-person Data Unit within the agency's Operations hierarchy. Data Unit Staff report to the Circuit 2 Operations Manager and work collaboratively with QM Staff. The Unit focuses on data integrity and management reporting issues with the Network's subcontracted frontline staff.

## DATA UNIT PRACTICE MANAGEMENT FUNCTIONS

1. Generating weekly and daily reports to identify casework status issues, upcoming time-sensitive casework activities and data integrity concerns
2. Notifying supervisors and case managers of issues identified
3. Assisting frontline staff in correcting data errors and discrepancies
4. Providing training and support for frontline staff on new FSFN functionality
5. Troubleshooting FSFN functionality issues
6. Assuring data system security

Figure 2. BBCBC QM Team and Data Unit Staffing



### D. BBCBC OPERATIONS MANAGERS & SPECIALISTS STAFF

Big Bend Community Based Care's two Child Welfare Operations Managers (Circuit 2 & Circuit 14) are responsible for

1. Assuring quality practice by subcontractors, including review and follow-up Continuous Quality Improvement (CQI) activities related to all subcontractor Corrective Action Plans (CAPs)
2. Addressing customer and stakeholder complaints and grievances

Staff with specialized knowledge related to Federal Funding, Independent Living and Interstate Compact for the Placement of Children are responsible for internal and external monitoring, follow-up and CAPs related to their areas of expertise with the assistance of the QM Team.

### E. NETWORK SUBCONTRACTOR QUALITY STAFF

Network subcontractor agencies also have staff assigned to QA/CQI activities for their programs. Some are positions specifically dedicated to QA/CQI, while others have responsibility for QA/CQI activities as part of

operational leadership roles. These staff implements subcontractors' internal quality assurance plans, review and analyze performance and practice data, complete their agency's internal quality assurance/peer review assessments, and develop and implement quality assurance activities.

## 4. PERFORMANCE MANAGEMENT

Management activities included in this plan address key indicators related to system utilization and performance, practice management, process indicators and outcome indicators. BBCBC collaborates with the Department's Headquarters and Region staff, the Florida Coalition for Children, Florida's other CBCs and our subcontractors to collect, analyze and disseminate data on an ongoing basis. This collaboration in reporting and analyzing data is a key part of strategic and Corrective Action Planning for the Network.

Lead Agency and subcontract-level data is submitted to all appropriate State oversight units as required, are disseminated throughout the Network and posted to the agency website. BBCBC's Community Report Card and Performance Reports are key tools used to share performance information with our communities and stakeholders.

### A. UTILIZATION INDICATORS

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System of Care utilization and any associated risk-related data is reviewed monthly by BBCBC's CEO, COO, CFO and Directors and includes such topics as budget forecasts, system in-home, out-of-home and intervention services utilization data and costs.

Each Community Report Card includes the following utilization data for the most recent three months:

1. The number of abuse reports received by DCF
2. The number of children sheltered by DCF
3. The number of children receiving In-Home services
4. The number of children receiving Out-of-Home services
5. The number of children in foster homes
6. The number of children available for adoption
7. The total number of Dependent children receiving services
8. The number of children served through prevention, intervention, diversion or substance abuse programs
9. The total number of children receiving services

### B. PRACTICE MANAGEMENT INDICATORS

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Practice management indicators are also reviewed monthly by BBCBC's CEO, COO, CFO and Directors. Indicators included on the Community Report Card include:

1. The number of foster homes within BBCBC's System of Care
2. The number of adoptions finalized
3. The number of children missing
4. The number of child deaths due to abuse or neglect
5. The percentage of Supervisory Reviews completed every 60 days
6. The turnover percentage for case manager positions
7. The turnover percentage for case manager supervisor positions
8. The percentage of Home Visits completed every 30-days
9. The primary caseload ratio for active Network case managers
10. The full caseload ratio (primary and out-of-county supervision) for active case managers

11. The rate children in care longer than 12 months (per 1,000 children in the community).

C. OUTCOME INDICATORS

Nine of the State’s twelve Community Based Care Scorecard measures have been incorporated as FY 16/17 Child Welfare contract performance measures. These measures are based upon Federal performance indicators and state priorities related to Florida’s community-based approach to child welfare services. Contract/Scorecard Measure results are published quarterly on the Department’s *CBC Scorecard Performance Measures* website. Results are depicted for each measure as **Green** for scores that meet or exceed the set target, **Red** for scores that fall below a set minimum level, or **Yellow** for performance scores that fall between the ‘Green’ and ‘Red’ parameter. Contract and scorecard measures for FY 16/17 are identified in Figure 3.

Figure 3. Contract and Scorecard Measures for FY 16/17

CONTRACT	SCORECARD	MEASURE	CFSR	GOAL DIRECTION	TARGET
1	1	Rate of abuse per 100,000 days in foster care (Federal Measure)	Safety	↓	8.04
	2	Percent of children who are not neglected or abused during in-home services	Safety	↑	95%
	3	Percent of children who are not neglected or abused after receiving services	Safety	↑	95%
3	4	Percent of children under supervision who are seen every 30 days	Safety	↑	99.5%
2		Number of children with finalized adoptions between July 1, 2015 and June 30, 2016.	Permanency	↑	125
4	5	Percent of children exiting foster care to a permanent home within 12 months of entering care (Federal Measure)	Permanency	↑	40.4%
	6	Percent of children achieving permanency in 12 months for children in foster care 12 to 23 months (Federal Measure)	Permanency	↑	43.6%
5	7	Percent of children who do not reenter foster care within 12 months of moving to a permanent home (Federal Measure)	Permanency	↑	91.7%
6	8	Children's placement moves per 1,000 days in foster care (Federal Measure)	Well-Being	↓	4.12
7	9	Percent of children in out-of-home care who have received medical services in the last 12 months	Well-Being	↑	95.0%
8	10	Percent of children in out-of-home care who have received dental services in the last 7 months	Well-Being	↑	95.0%
9	11	Percent of young adults in foster care at age 18 who have completed or are enrolled in secondary education, vocational training, and/or adult education	Well-Being	↑	80.0%
	12	Percent of sibling groups where all siblings are placed together	Well-Being	↑	65.0%

BBCBC addresses performance on these measures at the Network, Circuit and subcontractor level. In turn, subcontractors address the measures at the unit and case manager levels. Performance outcome reports and data are shared with BBCBC’s Management Team, subcontracted providers, partner agencies and stakeholders electronically, via the agency website and at a variety of meetings and CQI activities.

## 5. QUALITY ASSURANCE

BBCBC's quality assurance (QA) activities are developed to meet agency-specific needs and in accordance with the Council on Accreditation's (COA) Standards for Network Administrators and the Florida Sterling Council's Standards of Excellence. They are designed to incorporate requirements included in BBCBC's DCF contract for child welfare services, including those delineated in the Department's *Windows into Practice: Guidelines for Quality Assurance Reviews, FY 15/16*. BBCBC's QA activities are structured, yet fluid, to allow ongoing input from stakeholders to be incorporated.

### A. NETWORK MANAGEMENT AGENCY QUALITY ASSURANCE

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#### 1. INTERNAL QUALITY ASSURANCE

Review of Operating Policies – BBCBC's (internal and external) operating policies are reviewed and updated on an ongoing basis to adapt to changes in Federal and State requirements, updates to best practices and in response to identified needs for quality improvement. During FY 16/17, BBCBC will implement a full review and revision (as needed) of all Operating Policies for approval at the Annual Board of Directors Meeting.

Financial Monitoring and Audits - Agency fiscal/financial processes undergo annual monitoring by an independent, certified public accounting agency. Any findings are addressed by the unit with primary responsibility for the identified activity. Corrective actions are approved by the appropriate supervisor and leadership. Copies of the monitoring reports and any corrective actions are provided to the Board of Directors and DCF.

#### 2. EXTERNAL QUALITY ASSURANCE

External monitoring and quality assessments of BBCBC's network administration and services include:

- a. Annual Contract Review (DCF Contract Oversight Unit)
- b. Annual Child Placing Agency Re-Licensure (DCF Licensing)
- c. Inspector General Reviews (DCF)
- d. Auditor General Reviews (State of Florida)
- e. Federal Reviews (IV-E, Adoptions, etc.)
- f. Council on Accreditation Review (COA)
- g. Sterling Award of Excellence Review

### B. SUBCONTRACTOR AGENCY QUALITY ASSURANCE

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#### 1. WINDOWS INTO PRACTICE REVIEWS

BBCBC conducts ongoing quality reviews of child welfare practice related to safety, permanency, and child well-being as required by the Department's *Windows into Practice* guidance for the fiscal year. Sampling, review guidance, approvals, consultations and reporting occur as defined there. FY 16/17 reviews will include:

- a. Rapid Safety Feedback Reviews: for open, in-home services cases for children ages 0-4 years

- b. Florida CQI Child and Family Service Reviews (FL CQI/CFSR): case record reviews
- c. Federal Child & Family Services Reviews (CFSR): case record reviews and stakeholder interviews
- d. Special/Discretionary Reviews: completed as requested by the Department, BBCBC’s Executive Leadership and Management Team. BBCBC special/discretionary reviews are completed as needs are identified, due to practice-related complaints or concerns and in any transition of services from one contracted provider to another.

2. SUBCONTRACTOR MONITORING REVIEWS

BBCBC monitors subcontractors’ administrative, management, financial and programmatic performance on quality and compliance indicators based upon an annual risk assessment as defined by *BBCBC Operating Policy 713, Monitoring of Subcontracted Services*. The review schedule is developed to meet agency monitoring needs and *Windows into Practice* requirements.

- a. Administration, Management and Financial Reviews

Contract monitoring of administrative, management and financial functions are completed by the agency’s Contracts Administration and Fiscal Staff and include on-site visits to assure contractual compliance and reviews of administrative processes, human resources requirements and financial practices.

- b. Programmatic Performance Reviews

- 1. Schedule – Quality and compliance reviews of subcontractors’ programmatic services are scheduled concurrent to *Windows into Practice* quality reviews and in conjunction with Administration, Management and Financial Reviews, when feasible. The proposed schedule for FY 16/17 is presented in Figure 4, but will be adjusted if necessary.

Figure 4. Review Schedule for FY 16/17

Quarter 1	(n)	Review Type	Begin Date	Review End Date	DCF Due Date
	1	Federal CFSR Review	8/8/16	8/22/16	10/10/16
13	Florida CQI/CFSR Case Reviews (Anchorage)	8/8/16	8/22/16	10/10/16	
@ 10%	Case Management Programmatic Review (Anchorage)	8/8/16	8/22/16		
12	Rapid Safety Feedback Reviews	9/19/16	9/23/16	10/10/16	

Quarter 2	(n)	Review Type	Begin Date	Review End Date	DCF Due Date
	13	Florida CQI/CFSR Case Reviews (CHS East)	10/3/16	10/14/16	1/10/17
	Federal CFSR Reviews (as determined by OCW)				
@ 10%	Case Management Programmatic Review (CHS East)	10/3/16	10/14/16		
@ 10%	Adoption Case Management, Residential Group Care & Foster Home Management Programmatic Reviews (CHS East)	10/3/16	10/14/16		
@ 10%	Independent Living Reviews	11/14/16	11/18/16		
12	Rapid Safety Feedback Reviews	12/5/16	12/9/16	1/10/17	

Quarter 3	(n)	Review Type	Begin Date	Review End Date	DCF Due Date
	13	Florida CQI/CFSR Case Reviews (CHS West)	1/9/17	1/27/17	4/10/17
	Federal CFSR Reviews (as determined by OCW)				
@ 10%	Case Management Programmatic Review (CHS West)	1/9/17	1/27/17		
12	Rapid Safety Feedback Reviews	3/6/17	3/10/17	4/10/17	

Quarter 4	(n)	Review Type	Begin Date	Review End Date	DCF Due Date
	13	Florida CQI/CFSR Case Reviews (DISC)	4/3/17	4/13/17	7/10/17
	Federal CFSR Reviews (as determined by OCW)				
12	Rapid Safety Feedback Reviews	6/5/17	6/9/17	7/10/17	

2. Samples – Sample size and parameters for Rapid Safety Feedback, Florida CQI/CFSR and Federal CFSR Reviews are determined by DCF and delineated in the *Windows into Practice* guidance document. The targeted sample size for programmatic reviews is approximately 10% of the sub-contractor’s service population or a minimum of 10 cases. Programmatic sample sizes may be adjusted based upon the Annual Risk Assessment results, performance data, or other identified concerns. Each subcontractor sample is randomly selected and stratified by relevant service categories to assure a diverse mix of records for review. Individual records are randomly selected for review within each stratum (if applicable).
3. Review Tools – Programmatic reviews are completed by the QM Team using quality and compliance tools designed to address components specific to the service type under review. Review components and tools are identified in Figure 5.

**Figure 5. Programmatic Performance Review Components and Tools**

Service Type	Component / Focus Area	Review Instrument
Child Welfare and Adoptions Case Management Contracts	Service Quality	Florida CFSR Tool
	Psychotropic Medication Management	BBCBC Compliance Review Tool
	Home Studies for children in kinship care	BBCBC Compliance Review Tool
	Case management activities related to Client Trust accounts	BBCBC Compliance Review Tool
Foster Home Management	Foster home licensing requirements	BBCBC Review Tool
Intervention services	Intervention/family support services requirements & standards	BBCBC Review Tool
Residential Group Care	Residential Care and Normalcy standards	BBCBC Review Tool
Supervised Visitation	Supervised visitation and therapeutic visitation standards	BBCBC Review Tool

4. Feedback – Exit meetings are held with subcontractor staff to provide preliminary findings and gather additional information.
5. Reporting – Data are analyzed by provider and in aggregate to assess quality of practice and compliance with state and contractual requirements. Final monitoring reports for Administration, Management and Financial Reviews and Programmatic Performance Reviews are provided to each subcontractor to document review findings and include both summary and detailed data. Subcontractor monitoring

reports are also provided to BBCBC's Chief Executive Officer (CEO), Chief Operations Officer (COO), Chief Financial Officer (CFO), and Circuit Operations Managers (COM).

6. Continuous Quality Improvement – When indicated, subcontractors are required to submit a Corrective Action Plan (CAP) to address specific findings. CAPs must document how the subcontractor will address deficiencies and items that warrant quality improvement activities. CAPs and resulting status updates are a key component of BBCBC's CQI activities. *[Any corrective action items identified by external (state level) monitoring reviews are incorporated into subcontractors CAPs and monitored as defined by the CAP.]* Subcontractors required to complete Corrective Action Plans may be revisited by Big Bend to verify evidence of implementation and effectiveness of corrective actions.

### 3. PROGRAM-SPECIFIC REVIEWS

Program reviews required by contract, in response to external monitoring reviews and/or specified within agency Corrective Action Plans include:

- a. Federal Funding Reviews [IV-E Foster Care, IV-E Adoptions and TANF Adoption Subsidy Reviews] – These reviews will be completed quarterly by BBCBC's Intake/Placement Supervisors with the assistance of the CWDS, PQA MANAGER and Operations Manager. Results will be shared with the BBCBC Director(s) and subcontractors assigned responsibility for the implementation of these programs for appropriate follow-up and quality improvement actions. The final report on these reviews will be submitted as specified in BBCBC's DCF contract. [See Addendum 1.](#)
- b. Independent Living (IL) Program Reviews – Reviews related to IL programs will be completed biannually by BBCBC's two Well-Being Specialists with the assistance of the QM Team. Results will be shared with the BBCBC Operations Managers and subcontractors assigned responsibility for IL activities for appropriate follow-up and quality improvement actions. See [Addendum 2.](#)
- c. Missing Children Reviews – Missing children are actively tracked and monitored via FSFN reporting and BBCBC's Incident Reporting system on a daily basis. Quality reviews of case work practice related to services for children on Runaway, Abducted or Absconded status will be completed biannually by the QAS. Results will be shared with the BBCBC Operations Managers and case management subcontractors for appropriate follow-up and quality improvement actions.
- d. Interstate Compact for the Placement of Children (ICPC) Reviews – ICPC requirements are monitored and tracked monthly by assigned BBCBC Intake/Placement Specialists. Quality reviews of case work practice related to ICPC will be completed by the QAS. Results will be shared with the BBCBC Operations Managers, BBCBC Intake/Placement and Utilization Management Director and case management subcontractors for appropriate follow-up and quality improvement actions.

### C. CRITICAL LIFE, HEALTH, OR SAFETY THREATS

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For any critical life, health, or safety threat identified during the course of any review, Big Bend staff is responsible for:

- a. Addressing any safety concerns with the assigned case manager and case manager supervisor immediately upon discovery

- b. Facilitating and/or providing assistance in assuring child safety
  - c. Informing the appropriate BBCBC Operations Manager
  - d. Informing the Quality Management Director
  - e. Assuring appropriate action and follow-up are initiated to assure safety
  - f. Documenting the child safety concern and follow-up actions as a formal Request for Action (RFA) in FSFN
  - g. Confirming that documentation of the identified child safety concern, RFA, follow-up actions and the resolution of the concern are documented in FSFN and in the case file
  - h. Maintaining a copy of the RFA, documentation of completed follow-up actions and the resolution of the concern with the original review documentation
- ★ If a safety concern is identified during a Program-Specific Federal Funding or IL Review, BBCBC’s QAS will assist the reviewer in completing items (e.) through (h.) above.

#### D. STAKEHOLDER INPUT

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BBCBC gathers input from stakeholders using a variety of methods. Input will be gathered via the following avenues:

- a. BBCBC staff survey – implemented by the agency’s Human Resources subcontractor
- b. Subcontractor staff survey/staff retention reports – submitted to BBCBC monthly
- c. Subcontractor client satisfaction survey reports – submitted to BBCBC biannually
- d. Annual service needs and strategic planning meeting, activities and proposals
- e. Solicitation of input from community members and organizations, the court system representatives, and DCF partners

Additionally, Stakeholder input is gathered on an ongoing basis via monthly and quarterly management and programmatic meetings, Community Alliance and Partnership meetings, during and as a result of community activities and training from staff, the Court system, foster parents, DCF/CPI staff and leadership, community members, and other provider and service organizations.

BBCBC’s Board of Directors, Executive Leadership and Management Team are responsible for reviewing and incorporating stakeholder input in the development of short and long term planning, policy, training, service development and contracting.

New initiatives, services and activities are developed in cooperation with these stakeholders to address concerns and update practice within our System of Care. Specific initiatives are assigned to the COO, Operations Managers, Directors and their staffs for implementation and follow-up.

#### E. COMPLAINTS AND GRIEVANCES

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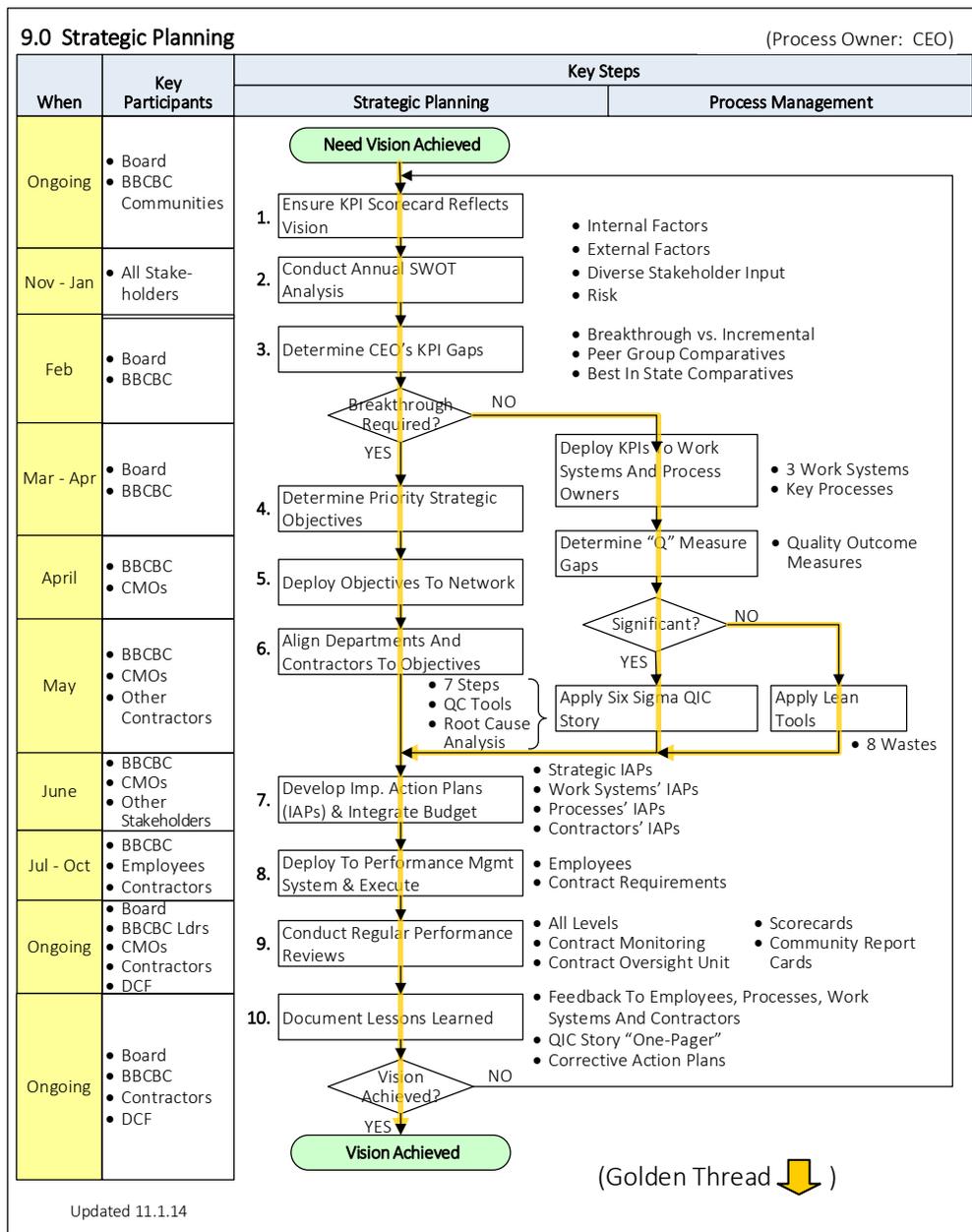
All service-related complaints or grievances, whether submitted directly from the complainant or through the DCF Tracker System, are addressed by Circuit Operations Managers in accordance with *BBCBC OP 1502 – Client Grievances and Complaints*. Formal complaints addressed through the DCF Tracker System are tracked for satisfactory completion and necessary follow-up actions.

Quality assurance reviews requested due to a case or staff specific complaint are completed in accordance with *BBCBC OP 811 – Special Quality Assurance Reviews*. Special Quality Assurance Reviews are conducted for all formal grievances according to this policy.

## 6. CONTINUOUS QUALITY IMPROVEMENT

Continuous Quality Improvement (CQI) initiatives at Big Bend Community Based Care are based upon the agency’s Long-Term Strategic Goals and Objectives and their associated Annual Strategic Priorities. For explanation of BBCBC’s Strategic Planning process, see Figure 6.

Figure 6. Big Bend Community Based Care, Strategic Planning Process



## A. ANNUAL STRATEGIC PRIORITIES – FY 16/17

Annual Priorities identified and aligned to the agency’s Long-Term Strategic Plan Goals and Objectives are listed in Figure 7. These priorities (and their associated Action Plans, Success Indicators and Targets (performance targets) form the framework for continuous quality improvement and achieving ongoing performance excellence. In their alignment to agency Goals and Objectives, the Annual Priorities demonstrate BBCBC’s Child Welfare and Behavioral Health Integration initiatives, as well as the imbedded nature of CQI throughout the agency’s plans, processes and operational & management components, i.e., Strategic Planning, Training, Supply Chain Management, Finance & Accounting, etc.

Figure 7. FY 16/17 Annual Priorities

Goal	Objective	Annual Priority/Action Plan
1.0 Implement & manage a fully integrated System of Care approach to the provision of child welfare & behavioral health services	1.2 Leverage parallel systems & coordinate local service delivery	1 Implement FIT Program in Circuits 1, 2 & 14
		2 Align Behavioral Health and Child Welfare Cost Allocation Plans ★
		3 Perpetuate Treatment Model for Child Welfare
		4 Cascade Early Childhood Court project into remaining Circuits 2 & 14 counties
		5 Implement Care Coordination Model
2.0 Earn the trust and respect of our communities by upholding high standards of administrative, operational and financial excellence	2.3 Demonstrate sound financial stewardship	1 Maintain Balanced Budget without Reducing Services
	2.4 Planned conversion from Asset Leasing to Asset Ownership	2 Secure Real Property in /Washington County
	2.1 Provide operational leadership, support & coordination	3 Perpetuate Sterling Journey with Network Providers
	2.2 Administer services efficiently & effectively	4 Fulfill GSA Recipient ‘Role Model Agency’ Expectations
3.0 Assure high-quality service for children, adults and their families throughout the variety of services provided by BBCBC	3.1 Provide effective, high-quality services	1 Stabilize Child Welfare workforce ◆
		2 Integrate CW Practice Model processes into BBCBC’s operational plans, policies, procedures and protocols
	3.2 Serve children, adults & families in their home communities	1 Prioritize Resources to Retain/Attract Resource Families
		2 Reduce the Number/Rate of Children in OHC in Circuit 14
	3.2 Serve children, adults & families in their home communities	3 Reduce # of Children Placed Out of County
	4.0 Develop and sustain exceptional professionals to serve in all areas of service provided by BBCBC	4.2 Support & maintain high standards for training, certification & licensure
2 Promote Lean Six Sigma Training and Projects		
4.3 Recruit & sustain exceptional employees		3 Stabilize Child Welfare workforce ◆
		4 Increase Workforce Engagement Activities

## B. ONGOING/ROUTINE CONTINUOUS QUALITY IMPROVEMENT ACTIVITIES

Routine CQI activities utilized in the course of daily business include:

- Utilization management activities
- *Green Belt/Six Sigma* data analysis processes

- Governor’s Sterling Award Recipient responsibilities
- Serving on the Office of Child Welfare’s *New Vision for Contract Oversight Unit (COU) Monitoring* workgroup (PQA Manager)
- Assessments of and updates to Network Operating Policies and Procedures
- Discretionary quality, programmatic and administrative reviews
- Customer, Subcontractor, Stakeholder and Employee Feedback
- Status reviews of performance improvement/corrective action activities (developed in response to internal or external monitoring)
- Performance reporting, review, analysis and follow-up cycles
- Tracking and monitoring of subcontractor-level performance improvement/corrective action items
- Integration of areas identified for improvement into training activities
- Integration of emerging areas of need into strategic and operational planning

## 6. ACCREDITATION STATUS

BBCBC was originally accredited as a Network Management Agency by the Council on Accreditation (COA) in 2009. The agency was re-accredited in December 2013 effective through December 2017. The 2013 Final Accreditation Report (FAR) noted *Operational Strengths* for each of the ten Accreditation Standards and identified only two *Opportunities for Improvement (OFIs)*. [BBCBC addressed the two OFIs through its Strategic Planning and CQI processes in 2014.] Annual *Maintenance of Accreditation (MOA)* reporting is completed during the third quarter of the Fiscal Year and submitted to COA for approval.

## ADDENDUM 1: FEDERAL FUNDING ELIGIBILITY MONITORING

### A. PURPOSE

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This component of the Quality Management Plan addresses BBCBC's commitment to maximizing the use of federally funded programs in the provision of services for children and families. It provides the agency's plan to assure quality practice in the determination and documentation of client eligibility for federally funded programs and services through ongoing monitoring, training and technical assistance.

### B. MONITORING

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BBCBC will monitor IV-E Foster Care, IV-E Adoption Assistance, and TANF Adoption Subsidy eligibility documentation on an annual basis. File reviews will be completed quarterly and aggregated and reported at least bi-annually for a purposive sample of children receiving services within BBCBC's Network. Review tools will be derived from Contract Oversight Unit (DCF) monitoring tools as aligned to BBCBC policies and practices. Corrective Action activities may be required of Network providers to address systemic deficiencies.

### C. TRAINING

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Training regarding Federal Funding requirements is completed by BBCBC's Intake/Placement staff during Department offered sessions, via online/web-based curricular presentations and at formal conference and training events.

Training for case management providers is addressed formally in pre-service training and is updated via in-service and/or unit-level training sessions when policies, procedures or FSFN documentation practices are changed or updated.

### D. TECHNICAL ASSISTANCE

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Technical assistance for case management providers regarding eligibility criteria and determination is provided on a daily basis by BBCBC's Intake/Placement Specialists and regarding FSFN documentation requirements by BBCBC's Data Integrity Manager and Data Systems Specialists.

## ADDENDUM 2: INDEPENDENT LIVING PROGRAM REVIEWS

### A. PURPOSE

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This component of Quality Management Plan addresses BBCBC's commitment to providing quality Independent Living services for teens and young adults. It provides the agency's plan to assure quality practice in the determination and documentation of client eligibility for Independent Living programs and the provision of services through ongoing monitoring, training and technical assistance.

### B. MONITORING

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BBCBC will monitor Independent Living programs and services on an annual basis. File reviews will be completed, aggregated and reported at least bi-annually for a purposive sample of teens and young adults receiving services within BBCBC's Network. Review tools will be derived from Contract Oversight Unit (DCF) monitoring tools as aligned to BBCBC policies and practices. Corrective Action activities may be required of Network providers to address systemic deficiencies.

### C. TRAINING

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Training regarding Independent Living program requirements is completed by BBCBC's Well-Being Specialists during Department offered sessions, via online/web-based curricular presentations and at formal conference and training events.

Training for case management providers is addressed formally in pre-service training and is updated via in-service and/or unit-level training sessions when policies, procedures or FSFN documentation practices are changed or updated.

### D. TECHNICAL ASSISTANCE

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Technical assistance for case management providers regarding Independent Living programs, services and eligibility is provided on a daily basis by BBCBC's Well-Being Specialists and regarding FSFN documentation requirements by BBCBC's Data Integrity Manager and Data Systems Specialists.