

Annual CQI Summary Report FY 2017.2018

Community Partnership for Children (CPC) is the lead agency providing child welfare and adoption services to three (3) counties – Volusia, Flagler and Putnam - in Florida's Judicial Circuit 7.

The agency's Quality Assurance Department increased staffing this past fiscal to include one (1) Quality Assurance Manager and three (3) Quality Assurance Specialists who possess a bachelor's degree in Human Services and are state credentialed Child Welfare Professionals. The QA Specialists, who are all former Case Management Supervisors, are designated to conduct quality reviews required by the Department of Children and Families (DCF) contract as well as internal quality reviews. QA Specialists are also involved in quarterly data analysis and provide technical support around quality improvement efforts.

During the past FY 2017-2018 CPC Quality Assurance Specialists conducted 110 case management reviews in accordance with the Department of Children and Families Windows into Practice Guidelines. Of these 110 reviews, 40 were Rapid Safety Feedback (RSF) reviews, 66 were Florida Continuous Quality Improvement (FL CQI) case file reviews and 4 were FL CQIs with in depth interviews. Additionally, five (5) PIP CFRs were completed during the year as part of the Federal Review but the data is not included in this report as those results were rolled up into the statewide report.

Other QA/CQI tasks assigned to the QA Specialists during the fiscal year that involved performance and performance improvement goals included:

- Conducting special reviews to identify specific gaps in service delivery, review and track corrective actions, ensure deficiencies or gaps are rectified, and provide opportunities and tools to case management to improve client care;
- Creating a positive culture by completing side by side reviews and consults to educate staff regarding the expectation and requirements of the continuous quality improvement process;
- Monitoring and reporting contractual compliance requirements set forth by the DCF;
- Assuring all programs are providing services in accordance with agency standards, state and federal guidelines;
- Providing ongoing assistance to all agency departments to identify discrepancies and follow up on service delivery and staff development needs and;
- Ensuring, through agency reports, that client needs are accurately assessed and needed services are identified and delivered, and that client progress is evaluated.

The following content of this report compares, summarizes and analyzes trends of our case management case review results – Rapid Safety Feedback and Florida CQI - as evidenced over the past three (3) fiscal years. The sections addressed in the summary are organized by Safety, Permanency and Well-being Outcomes.

The Rapid Safety Feedback reviews were completed utilizing the statewide Safety Decision Making Methodology which is a process designed to flag key risk factors in in-home cases. These factors have been determined based on reviews of other cases where child injuries or tragedies have occurred. Factors include but are not limited to the parents' ages, the presence of a boyfriend in the home, evidence of substance abuse, or previous criminal records, and prior abuse history. The most critical component of the RSF review process, however, is the in-person case consultation in which the

reviewer meets with the case manager and supervisor to discuss the outcomes of the review. The results of the RSF reviews were all entered into the new Qualtrics system during the fiscal year.

The FL CQI case file reviews were completed using a version of the Federal CF SR process adopted by Florida in 2015. The FL CQI involves reviewing ongoing case files through documentation to determine child safety, permanency and well-being based on eighteen (18) items. The CF SR in-depth process is based on the same 18 items but requires the agency to conduct case specific interviews with case participants and stakeholders to determine outcomes. In this process, an in-home or an out of home case (alternates with the type of case selected for the Federal PIP review) is selected for interviews each quarter. The data from both file reviews and in-depth interviews is captured in the Children's Bureau Online Monitoring System (OMS) which allows the State to have real-time access to preliminary findings through a variety of reports and provides ongoing trend data to track the agency's progress and areas needing improvement.

Safety Performance Trends & Findings

The RSF review findings are based on five critical components: family assessments, case manager visits, background checks and home assessments, safety plans and monitoring; and supervisory consults.

Strengths

Comparison data from FY 2015-2016 through FY 2017-2018 revealed the agency maintained consistent outcomes in the areas of ensuring that family assessments were qualitative and increased performance in documenting frequent and quality visits with the mother (RSF); and arranging and

providing the appropriate safety service array to maintain the child in the home and prevent re-entry (Item 2 FLCQI). Item 2 improved in due to an increase in safety service availability and better documentation by both the Child Protective Investigator and Case Manager of their efforts to arrange and encourage the parent(s) to participate in services. Although Item 3 FLCQI was a strength, 7 cases in the RSF sample were rated as needing improvement due to the safety plan not being updated at critical junctures and/or not regularly communicating with the safety monitors at sufficient frequency.

Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18
		% Subs Achieved	% Subs Achieved	% Subs Achieved
Outcome S1: Children are, first and foremost, protected from abuse and neglect.				
Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment	91.6%	97%	95%	92%
Outcome S2: Children are safely maintained in their homes whenever possible and appropriate.				
Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry into Foster Care	85.8%	97%	97%	97%
Item 3: Risk and Safety Assessment and Management	77.7%	74%	91%	89%

Areas Needing Improvement

Some of the areas needing improvement from the past two fiscal year's RSF outcomes continued to trend downward, although slightly in some instances, in FY 2017-2018. Overall performance decreased

Community Partnership for Children Rapid Safety Outcome Comparisons	FY 15.16		FY 16.17		FY 17.18	
	Appl Case s	% Strengt h	Appl Case s	% Strengt h	Appl Cases	% Strengt h
1 Are family assessments of danger threats, child vulnerability, and family protective capacities sufficient?						
1.1 Is the most recent family assessment sufficient?	40	75%	40	77.5%	40	77.5%
1.2 Is the most recent family assessment completed timely?			40	57.5%	40	22.5%
2 Are visits between case managers, children, and parent(s) or legal custodian(s) sufficient to ensure child safety and evaluate progress toward case plan outcomes?						
2.1 Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?	40	53%	40	92.5%	40	67.5%
2.2 Is the frequency of visits between the case manager and the child(ren) sufficient to ensure child safety and evaluate progress toward case plan outcomes?			40	87.5%	40	75%
2.3 Is the quality of visits between the case manager and the child's mother sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?			39	89.7%	40	82.5%
2.4 Is the frequency of the visits between the case manager and the child's mother sufficient to ensure child safety and evaluate progress toward case plan outcomes?			39	84.6%	39	87.2%
2.5 Is the quality of the visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress toward case plan outcomes?			37	72.9%	32	68.8%
2.6 Is the frequency of the visits between the case manager and the child's father sufficient to ensure child safety and evaluate progress toward case plan outcomes?			37	59.4%	31	58%
3 Are background checks and home assessments sufficient and responded to with a sense of urgency when needed to address potential danger threats?						
3.1 Are background checks and home assessments completed when needed?	40	80%	40	95%	40	75%
3.2 Is the information assessed and used to address potential danger threats?			40	95%	40	80%
4 Is a sufficient safety plan in place to control danger threats to protect a child?						
4.1 Is the safety plan sufficient?	40	65%	40	72.5%	40	55%
4.2 Is the safety plan actively monitored to ensure that it is working effectively to protect the child(ren) from identified danger threats?	40	53%	40	57.5%	40	48%
5 Is the case manager supervisor conducting guided discussions at specific points in the case management process focused on promoting effective practice and decision making?						
5.1 Is the supervisor regularly consulting with the case manager?	40	48%	40	67.5%	40	45%
5.2 Is the supervisor ensuring recommended actions are followed up on?			40	60%	40	38%

in the areas of: timeliness in completing family assessments (including to supervisory approval), frequency and qualitative visits with the child, frequency and qualitative visits with the father, completing appropriate and timely background checks when needed, safety plan sufficiency and monitoring; and timely supervisory consults and oversight.

Of the 40 RSF cases reviewed during the fiscal year - the agency issued Requests for Action (RFA's) on 25 cases. Of these 25 cases, 18 RFA's were specific to insufficient background checks being completed on household members and/or frequent visitors in the home who served in caregiving roles and/or not using the information to address potential danger situations. Another 26 RFA's were specific to safety planning and monitoring. Safety plans were not consistently updated at critical junctures and safety plan monitoring is not consistently being adequately documented.

Although there was a slight downward trend in CFSR Safety Outcome 1 - the timeliness in initiating investigations and completing face to face contact with the child in the appropriate state timeframes - the overall outcome was substantially achieved.

FY 17.18 Requests for Action (RFAs)			
Rapid Safety Item	Specific Items w/RFA's	FY 40 Total Cases	
Cases with No RFA's		15	
3.1 Are background checks and home assessments completed when needed?	10	25	
3.2 Is the information assessed and used to address potential danger threats?	8		
4.1 Is the safety plan sufficient?	18		
4.2 Is the safety plan actively monitored to ensure that it is working effectively to protect the child(ren) from identified danger threats?	20		

Permanency Performance Trends & Findings

The FL CQI permanency items are only rated for children in the review sample who are in out of home care. Permanency Outcome 1 consists of three items evaluating children's permanency and stability in their living situations. Permanency Outcome 2 consists of five items that look at the continuity of family relationships and the preservation of connections for the children.

Strengths

Although Permanency Outcome 1 and 2 trended downward this past fiscal year, strengths remain in the areas of maintaining the stability of the child's placement; placing the child with sibling(s) and with relatives which also contributes to preserving the child's connections with half-siblings, extended family and community.

Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18
		% Sub Achieved	% Sub Achieved	% Subs Achieved
Outcome P1: Children have permanency and stability in their living situations.				
Item 4: Stability of Foster Care Placement	88.5%	88%	91%	89%
Item 5: Permanency Goal for Child	82.1%	91%	85%	78%
Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement	75.4%	81%	85%	67%

Outcome P2: The continuity of family relationships and connections is preserved for children				
Item 7: Placement with Siblings		93%	94%	100%
Item 8: Visiting with Parents and Siblings in Foster Care		72%	75%	78%
Item 9: Preserving Connections		87%	85%	86%
Item 10: Relative Placement		90%	85%	89%
Item 11: Relationship of Child in Care with Parents		30%	57%	40.6%

Areas Needing Improvement

Two major areas of concern were revealed in Permanency Outcome 1 - establishing the appropriate permanency goal in a timely manner and achieving the permanency goal of the child in a timely manner. Initial goal establishment and change to concurrent goal planning was not timely. Permanency for the child was not achieved within the recommended timeframes due various reasons – case manager changes, lack of monitoring the conditions for return, late filing of Termination of Parental Rights Petitions, delayed or lack of follow through on ICPC requests, and continuances at the request of parent’s attorneys or the court. Permanency Outcome 2 dropped slightly from the previous fiscal year with the major concern continuing to be documentation of ongoing communication with the parent(s), especially in the areas of informing them of their child’s medical, dental and educational appointments, to strengthen their relationship with the child in care outside of visitation.

Well-Being Performance Trends & Findings

The FL CQI Well-Being Outcomes are applicable to children in both in-home or out of home care depending on case specifics. Well-Being Outcome 1 measures the agency’s efforts to enhance the family’s capacity to provide for their children’s needs. Well-Being Outcome 2 focuses on the agency’s efforts to provide the child appropriate services to meet their educational needs. Well-Being Outcome 3 the agency’s efforts to assess and identify the children’s medical and mental health needs.

Strengths

Well-Being 1 and 3 outcomes trended downward from the previous fiscal year but revealed the agency continues to perform well in assessing the needs and providing the appropriate services to the child and ensuring the physical health needs of the child are met.

Well-Being 2 continued to be a strength for the agency by ensuring that discussions with the caregivers and the child, if appropriate, are ongoing to assess the child’s academic needs and performance. When applicable, communication to educational/developmental providers and evaluators are referred to and followed through on.

Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18
		% Sub Achieved	% Sub Achieved	% Subs Achieved
Outcome WB 1: Families have enhanced capacity to provide for their children's needs				
Item 12: Needs and Services of Child, Parents, and Foster Parents	58.4%	81%	72%	64%

Performance Item or Outcome	Current PIP Targets	FY 15.16	FY 16.17	FY 17.18
		% Sub Achieved	% Sub Achieved	% Subs Achieved
Item 12B: Needs Assessment and Services to Parents		82%	75%	67%
Item 12 C: Needs Assessment and Services to Foster Parents		97%	94%	78%
Item 13: Child and Family Involvement in Case Planning	70.7%	63%	71%	48%
Item 14: Caseworker Visits with Child	78.9%	72%	70%	52%
Item 15: Caseworker Visits with Parents	51.1%	29%	45%	39%
Outcome WB2: Children receive appropriate services to meet their educational needs				
Item 16: Educational Needs of the Child		87%	86%	87%
Outcome WB 3: Children receive adequate services to meet their physical and mental health needs				
Item 17: Physical Health of the Child		57%	72%	93%
Item 18: Mental/Behavioral Health of the Child		79%	94%	67%

Areas Needing Improvement

Well-Being 1 had several areas needing improvement, and although the majority the of ANI's are due to a lack of initial and ongoing assessment of the fathers, there was also an increase of ANI's due to a lack of ongoing assessment and engagement with the mothers. This issue influenced the outcomes of Items 12B, 13 and 15. Another issue that impacted the outcome of Item 13 was 6 cases that indicated the child was age and developmentally appropriate for case planning discussions, but there was no evidence these discussions occurred. The quality of contacts with children continues to be an area needing improvement along with a lack of documentation of observations of interactions between the case managers and child; and the caregivers and child.

Well-Being 3, Item 18 trended downward this fiscal year when compared to previous years. Findings indicated, that although appropriate service referrals were made, and services were provided, there was an overall lack of evidence of the agency's efforts to document ongoing discussions with the service providers and caregivers to monitor the efficacy and/or follow up on the child's progress.

Addressing Findings (in response to the RSF and Florida CQI data)

Safety, Permanency and Well-Being Analysis

Community Partnership for Children continues to enhance our case management skills, knowledge and abilities relating to safety planning and safety service management through ongoing mandatory trainings provided by the University of South Florida. During the 3rd and 4th quarters of FY 2017-2018, a training "Recipe for Safety" which was directly related to the PIP findings and outcomes of our Rapid Safety Feedback reviews was delivered to all case management staff. The ongoing trainings were in alignment of the Florida Practice Model and focused on the development of sufficient safety plans and monitoring. Additionally, the documentation of the communication regarding the monitoring safety plan was practiced and emphasized with participants.

A key Program Improvement Plan (PIP) activity related to our safety outcomes was the positive outcomes regarding the Family Builders Program, an intensive safety service provider, delivering services intended to maintain children in their homes and prevent removal. Monthly data compiled during the fiscal year captured the number of cases per month by county and the number of parents and children served. Average yearly results revealed the percentage of children served without

subsequent maltreatments during the service provision was 100% and the percentage of children with no verified or indicated findings of maltreatment perpetrated by the caregiver(s) during the 6 months following case closure was 95%. Continued enhancement and monitoring of this program will continue in FY 2018-2019.

Mandatory ongoing trainings, directly related to PIP related to permanency findings, occurred throughout the fiscal year and focused on parental engagement (The Mamas and the Papas), Assessing and Measuring Families Progress and Preserving Connections for children in care. These trainings focused on several topics: how to engage parents, understanding the importance of family connections to reduce trauma for children in out of home care, how to conduct quality family assessments and updates on providing the appropriate services and supports to families. Other trainings to enhance permanency outcomes included the topics of Conditions for Return, Household Violence vs. Intimate Partner Violence and Substance Misuse Updates. Additional in-service trainings will be developed, and root cause analysis projects will be conducted in FY 2018-2019 to improve the timeliness of early establishment and achievement of the permanency goals in the upcoming fiscal year. These initiatives are intended to address the FLCQI Outcomes and CPC's Performance Measures related to children having permanency in their living situations.

Another key PIP activity during the fiscal year was case management's completion of the Placement Stability Staffing Process training during the 4th quarter of FY 2017-2018. The purpose of the training was to ensure early identification of placement issues to avoid trauma due to placement disruption. CPC continues to perform well in this area as well as making concerted efforts to place siblings together.

Two key PIP activities in the areas of physical, dental and behavioral health were addressed in the past fiscal year. The first activity was a process developed and completed during the 3rd quarter of FY 2017-2018 to review prior child assessments and CBHA's by our Nurse Coordinator and Behavioral Health Coordinator to ensure that children receive an adequate assessment of and referrals for their service needs. The second activity is ongoing and is focused on improving the agency's performance in receiving and entering timely medical and dental information into FSFN for children in out of home care.

An area CPC has performed well over time in and continues to improve on is ensuring the educational needs of the child are met. During the 1st quarter of FY 2017-2018 a key PIP activity was completed - a formal Every Student Succeeds (ESSA) protocol was developed and implemented in conjunction with the Department and local school boards to ensure that the educational stability and needs are reviewed and assessed for children entering out of home care.

Mandatory bi-monthly Supervisor Support Calls were introduced in the 4th quarter of 2017-2018 for the purpose of providing pertinent case management data, policy updates, training tips for supervisors in order to improvement agency performance, resolve systemic barriers and ensure continuous quality improvement.

Additional areas needing improvements regarding child well-being items will be addressed in the upcoming year through training curriculum focused on quality assessment and visits with children and parents in order to make improvements in those areas. Additionally, systemic monitoring and oversight of CPC's Supervisory Review process by the agency's Quality Assurance Department will be implemented in FY 2018-2019 in order to continue making a positive impact on performance outcomes that need improvement.