



Quality Management Policy

Department Name Quality Management		
CHAPTER:	SUBJECT: Quality Management	POLICY NUMBER: QM-010
APPROVAL:	EFFECTIVE DATE: May 6, 2005	REPLACES (policy # and date): New policy

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

- II. **REVIEW HISTORY:** None

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

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

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

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

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

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VIII. **DEFINITIONS:**

A. Case Management Organization: A contracted agency that provides child welfare case management.

B. CWIQA: The Child Welfare Integrated Quality Assurance review is the comprehensive review completed by the Department of Children and Families on cases managed by the Children's Network of Southwest Florida. The Children's Network of Southwest Florida conducts semi-annual internal reviews using the same instrument.

C. CFSR: The Child and Families Review is the review conducted by the Federal government and replicated by the Department to assess outcomes of services to children in state systems. This review is conducted annually by the Department.

B. Department: The Department of Children and Families

IX. **PROCEDURES:**

A. The Quality Management team identifies issues and strengths within the system of care through internal and external reviews.

- i. CWIQA/CFSR reviews are conducted by the Department semi-annually. The Children's Network will conduct semi-annual internal CWIQA reviews in the quarters when a state audit is not completed. The CWIQA review will reflect the Department review to the greatest extent possible using a 90% confidence level and 10% interval.
 1. The Quality Management team will notify the CMOs 30 days prior to the review of the cases to be selected in the review.
 2. Reviews will be on site at each of the CMOs in order to minimize disruption of casework unless other plans are agreed to in advance.
 3. A written report will be presented to the CMO program director and Children's Network management within 30 days of the completion of the reviews.
 4. If corrective action is indicated, the CMOs will provide a plan to the Quality Management unit within 30 days and will provide regular updates as to the progress in correcting issues identified.
- ii. Contract performance monitoring is conducted in conjunction with the Contracts team. Quality Management staff will conduct an annual programmatic monitoring on contracts under its purview. The monitoring will include file reviews, satisfaction surveys, and interviews with contractors and CMO staff as needed to determine the quality and effectiveness of the services being offered.

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1. The Quality Management team will notify the provider up to 30 days prior to the review of the cases to be selected in the review.
 2. Reviews will be on site at each of the provider in order to minimize disruption of casework unless other plans are agreed to in advance.
 3. A written report will be presented to the provider program director and Children's Network management within 30 days of the completion of the reviews.
 4. If corrective action is indicated, the provider will provide a plan to the Quality Management unit within 30 days and will provide regular updates as to the progress in correcting issues identified.
- iii. All adoption studies and subsidy requests are reviewed for adherence to the administrative rule governing adoption.
 - iv. Sibling separation requests are reviewed and approved by the Quality Management unit.
 - v. All CMO requests for foster home licensing and relicensing are reviewed prior to submission to the Department to assure all necessary documentation is provided.
- B. Quality Management staff will participate in contract team meetings to review performance measures, and to identify, discuss and update fiscal and programmatic issues quarterly.
- C. The Quality Management team will coordinate the monthly management report that tracks compliance with contract performance measures. Reports will be distributed monthly to lead agency staff, CMO staff, alliance members and the community.
1. When data is received from providers, or through automated systems, the Children's Network will review and analyze the data to determine its accuracy and validity. If errors are found, the Children's Network will work with the provider to determine what is needed to correct the data.
 2. Providers will be required to provide corrective action if errors are consistently found.
- D. Satisfaction surveys will be regularly provided to clients, employees and stakeholders to determine their experiences with the Children's Network Southwest Florida. Results from the surveys are used to improve service delivery, identify service gaps, and improve outcomes for dependent children and their families.
- i. Foster child exit interviews are conducted by the CMO case manager for all children who have been in a placement for 30 days or longer. The exit interviews are tracked by the Quality Management unit which will produce an annual report based on the information gathered.

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- ii. An adoption subsidy survey is requested from every family receiving subsidy as part of their subsidy renewal. The Quality Management specialist tracks the surveys. The needs expressed by the family are forwarded to the CMO post-adopt case manager for resolution. The Quality Management specialist will produce an annual report on the findings.
 - iii. Foster parents will be surveyed as part of the semi-annual internal CWIQA by Quality Management staff. Results of surveys will be included as part of the written report.
- E. Permanency staffings will be conducted as described in Florida law and administrative code.
 - i. The QM specialist will provide the CMO unit a list of possible cases to be staffed at the beginning of the month.
 - ii. The CMO supervisor will review the list and put together a list of initial and updated staffings needed.
 - iii. The CMO will provide the staffing form to the Children's Network of Southwest Florida and the CWLS attorney for each case 3 days prior to the staffing.
 - iv. The QM specialist will review the staffing sheet and notes in HomeSafenet prior to the staffing.
 - v. The QM specialist will coordinate the staffing and provide written feedback to the CMO program supervisor, unit supervisor, case manager, Child Welfare Legal Services and any other interested party;
- F. Quality management staff will track all complaints and incident reports, analyzing them for trends and will provide an annual report on the status.
 - i. If there are trends, then an ad hoc analysis will be completed in order to determine what actions are needed.
 - ii. If corrective action is required, the agency responsible will provide a plan within 30 days of the request, and will provide regular updates as needed to correct the issue.
- G. The Quality Management team will maintain and evaluate a centralized issue system designed to capture issues raised during QM activities. After assessment and evaluation of the issues raised, the QM team will assure that the outcomes are published and resolutions to the issues are implemented.
- H. As a support to management the Quality Management unit will provide documentation to management about the issues reviewed and analyzed. Management is then responsible for prioritizing action and either developing or approving strategies to resolve the issues. This information will be provided as needed in order to improve safety, permanency and well-being.
- I. The CMOs will prepare an annual quality management plan which is reviewed and approved by the Quality Management Director. The CMOs will

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also submit an annual plan for foster care and adoptions recruitment activities.

- J. The Quality Management unit is responsible for coordinating training for all Children's Network of Southwest Florida staff.
 - i. The QM trainer will either provide or locate required in-service training for recertification.
 - ii. The QM trainer will work with the pre-service training provider to coordinate class schedules, additional required training and will cooperate in resolving any issues arising from pre-service training.
 - iii. The QM trainer will evaluate and review monitoring outcomes and issue statements to determine what additional training is needed. The QM trainer will then either provide the training or locate a provider.
 - iv. All training will be tracked by maintaining sign-in sheets and a quarterly training calendar.
 - v. Feedback forms will be provided to trainees at each training session conducted by the Children's Network of Southwest Florida and will be evaluated to improve and design future offerings.

- K. The Quality Management unit will coordinate policy and procedure development and updating.
 - i. The unit will assure that all contractually required policies are written, approved and posted on the agency website and shared computer drive.
 - ii. The author of the policy and procedure will send the procedure to the QM unit for review and editing. If corrections are required, then the policy will be returned to the author for necessary corrections.
 - iii. After the policy is ready to be finalized, it is sent to the Children's Network Southwest Florida management for final review.
 - iv. Policies contractually required for Department review that are replacing Department operating procedures, are sent to the Department contract manager for approval.
 - v. When the policy is returned by the District Administrator for the Department, then it is signed by the CEO and posted as described above.
 - vi. If the policy does not require approval by the Department, then it is sent to the Children's Network of Southwest Florida's management for final approval and signed by the CEO. A copy is provided to the Department as a courtesy.
 - vii. All approved policies will be reviewed annually to determine if updating is required.