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Communities Connected *for* Kids

Title Quality Management Process		**Number** 801	
Department: Quality Management Process	**Owner** Director of Quality Management	**Regulatory Authority/ Related Policies:** DCF Contractual Item	**Attachments:** Quality management Plan

Effective Date:	**Last Revision:**	**Review Date:**
11/1/2013	March 2026	March 2026

Purpose: Communities Connected *for* Kids has created a system of quality control, quality assurance and continuous quality improvement to ensure that services are provided to children and families consistent with the contract and service delivery model, and in compliance with state and federal law, administrative rule, and Department of Children and Families operating procedures

Policy:

1. Communities Connected *for* Kids is responsible for overall system performance and for attaining outcomes for children and families that are consistent with state and federal mandates and contract requirements.
2. Communities Connected *for* Kids will work collaboratively with community stakeholders – Including DCF, the Alliance, providers, and children and family representatives, e.g. foster families, and other community representatives – to define the indicators of "success", to establish the quality management data collection and reporting system; and to periodically review performance and initiate changes at the system and case levels that will ensure continual improvement.
3. Communities Connected *for* Kids quality assurance and improvement efforts are discussed monthly during the Quality Assurance Sub Committee which includes members of the Board.
4. Communities Connected *for* Kids utilizes satisfaction surveys from community stakeholders (clients of the provider network, parents, the Guardian Ad Litem program, the courts and other groups or individuals that interface with Communities Connected *for* Kids and its provider network) to assess performance and to plan for improvements.
5. Communities Connected *for* Kids has data collection systems that are used to support the quality management system.
6. Data is analyzed on an ongoing basis to support organization-wide planning and correction of problem areas.
7. Communities Connected *for* Kids tracks and reports outcome data in the domains that are consistent with federal and state mandates.
8. Any significant variances in findings in all data collection domains are reported in the management meetings and at CQI monthly meetings.
9. Communities Connected *for* Kids ensures a comprehensive contract compliance system to effectively monitor adherence to DCF requirements and community standards of care. This effort includes qualitative and quantitative record reviews. Data is utilized in the quality assurance process of documenting case practice and performance.

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Communities Connected *for* Kids

Components of the Quality Management System

The quality management process is built on the following components:

1. *Quality Control* - narrow focus; the actual measurement and assessment of output to determine whether specifications are being met.
2. *Quality Assurance* - broader focus; any activity that impacts the maintenance of quality at the desired level. Refers to entire system of policies, procedures, and guidelines the project has established to achieve and maintain quality; extends from the design of services and processes through to the quality assessment of system outputs.
3. *Continuous Quality Improvement* - broadest focus; integrative management concept directed at continuous improvement in the quality of services by involving all levels and functions of Communities Connected *for* Kids and the overall system providers. Goal is to build in quality from the beginning by making quality everyone's concern and responsibility.
4. *COA* – Performance and Quality Improvement (PQI) – these standards encourage organizations to use data to identify areas of needed improvement and implement improvement plans in support in support of achieving performance targets, program goals, client satisfaction, and positive client outcomes.
5. *Consumer Handbook* – The Consumer Handbook is provided to youth and families which detail and include their consumer rights and responsibilities, civil rights, confidentiality of client information, HIPAA and the consumer grievance procedure.

Please refer to the *Quality Management/Performance and Quality Improvement Plan* for a detailed description of activities and procedures.

Approved by:

DocuSigned by:
Carol DeLoach
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Carol DeLoach, CEO



Communities Connected *for* Kids

SERVING CHILDREN IN
INDIAN RIVER, MARTIN, OKEECHOBEE, AND
ST. LUCIE COUNTIES

QUALITY MANAGEMENT/ PREFORMANCE AND QUALITY IMPROVEMENT PLAN

FY 2025 – 2026

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I. Introduction

Communities Connected for Kids (CCKids) is the Lead Community Based Care Agency serving children and families in Indian River, Martin, Okeechobee, and St. Lucie Counties (Circuit 19). Communities Connected for Kids serves as a system administrator ensuring the oversight of the system of care and accountability for improved outcomes for the children and families served. In addition to providing case management (St. Lucie County) and Independent Living Services, Communities Connected for Kids contracts with Children's Home Society to provide case management services in Indian River, Martin and Okeechobee Counties and adoption related services in all four counties.

Philosophy (Mission, Vision and Guiding Principles)

Communities Connected for Kids is committed to results-oriented performance and will strive to continue to develop an effective system of care that focuses on strong community-based partnerships. As established by the staff and Board of Directors, Communities Connected for Kids mission, vision, and core value statements reflect an approach that is focused on excellence in service delivery, collaboration in system design, and accountability in meeting performance targets.

II. Mission Statement

The mission of Communities Connected for Kids is "*to enhance the safety, permanency, and well-being for all children in Okeechobee and the Treasure Coast through a community network of family support services*". Our agency endeavors to support stabilization of families, restore families when safety concerns necessitate a removal, support caring relatives, connect children with loving homes, and prepare adolescents for adulthood. This mission is driven by our vision of ensuring that each child has the opportunity to succeed and our belief that all children have the right to grow up safe, healthy, and fulfilled in families that love and nurture them.

Communities Connected for Kids is committed to improving the quality of services administered through the child welfare system. The guiding principle of Communities Connected for Kids is to develop a system of care that is family-centered, community-based, integrated, outcome oriented, culturally competent, timely, and accountable for results.

Vision Statement

Communities Connected for Kids vision is "*to eliminate abuse, neglect and abandonment in Okeechobee and the Treasure Coast so all children can grow to their full potential"*. We believe that consistent quality outcomes for Indian River, Martin, Okeechobee, and St. Lucie Counties children can only be achieved through the implementation of a practice framework strongly aligned and faithfully pursued at all levels of our system. The overarching concept behind this framework is that government and the Child Protection System should be a resource for families not a substitute for them. Communities Connected for Kids recognizes that strong capable children come from capable families and as such, this framework will ground all child welfare professionals and those from other disciplines who support their efforts in a clear set of goals and practice standards directed to that end.

The goals of our Child Welfare System are to:

- Protect children from abuse and neglect.
- Enable children to live with their families.
- Achieve timely permanency in the child's life.
- Assist children in becoming stable successful adults through success in education and job training.

III. Guiding Principles

Based on this vision, Communities Connected for Kids has developed a Child Welfare Practice Framework that embraces the following principles:

- Ensure children remain in the home of their families whenever possible. Exceptions will only be made where the provision of services to include intensive in-home services will not protect them from further harm.

- Children and their families along with their natural support systems will participate in service/case planning. The services offered will be both comprehensive and unique to the child and family and based on their unique strengths and needs.

- Services are provided in a family driven, youth guided, culturally and linguistically responsive, and integrated manner.

- Children and their families will be encouraged and supported in the execution of their service plan.

- If removed, children will be placed in their community, with their siblings and in the least restrictive setting that meets their needs.

- Every effort will be made to eliminate placement disruptions by providing timely supports to foster parents, relatives and other caregivers in the system. This responsibility falls to all participants in the system; community based lead agencies, child placing agencies that operate foster homes, and residential providers.

- Foster parents, relatives/non-relatives and residential providers shall be involved in service/case planning for children and their families and will actively participate in the delivery of those services.

- Children will maintain regular visitation/contact with their families and their siblings. Foster parents, relatives and residential providers will be active participants in this process.

- Children removed from their families shall be integrated to the maximum extent possible into normalized educational, leisure and work activities. All caregivers, foster parents, relatives/non-relatives and residential providers shall be an active participant in providing these opportunities for children.

- Any behavior modification program employed in the treatment or management of a child's behavior shall be individualized and meet generally accepted professional standards including that:

    - The program relies primarily on rewards instead of punishment;
    - The program shall be based on a careful assessment of the antecedents of the behavior that the program is designed to change; and
    - The program shall be consistently implemented throughout the day, including in school, residential and leisure activity settings.

- Children who "age out" of the system shall be provided:

    - Adequate opportunities to prepare to leave foster care that will include assistance to promote educational success, work experience and opportunities to engage in basic life skills activities. Caregivers, foster parents, relatives and residential providers will be an active participant in these efforts.
    - Transition plans that support the child's objectives whether it is continuing education or employment.
    - All personal health and other service records they will require in managing their affairs.
    - A smooth transition to adult mental health and/or developmental disability services where they are required.
    - Extended Foster Care is available for those youth wishing to remain in care.

Additional principles include:

- Communities Connected for Kids will operate a service delivery system that will achieve excellence in providing quality services that assure the safety, well-being, and life permanency of children and the stability of families.

- Communities Connected for Kids will foster community investment in the lives of children and families by not only participating in, but also being a catalyst of, community partnerships in improving the lives of local children.

- Communities Connected for Kids will be a premier employer by demonstrating that staff are valued, fairly compensated, and given abundant opportunity for personal and professional development.

Values

1. *We are accountable to the children and families we serve and to the communities in which we live.*
2. *Ensure services provided are:*
    a) Individualized, based on the strengths and needs of the families we serve.
    b) Respectful and culturally sensitive
    c) Effective and accountable

d) Evidenced-based and data driven
e) Permanency driven

3. *Ensure fiscal and human resources are managed and maximized.*

Goals

The QM plan supports the following organizational goals:

- Define and support the implementation of the quality management process consistent with Communities Connected for Kids mission, goals, and strategic plan
- Integrate quality management processes throughout all agencies, departments, and programs to include continuous monitoring of quality and engage relevant stakeholders
- Identify, assess, and communicate preferred practices; provide expertise for implementation
- Create a culture of collaboration, continuous learning, and recognition to include internal and external stakeholders
- Provide feedback and information to support continuous improvement efforts throughout all divisions, departments, and programs

IV. Quality Management Concepts and Definitions

Quality Assurance (QA): an "externally" driven system that validates internal practices and uses sound principles of evaluation to ensure that data is collected accurately, analyzed appropriately, reported, and acted upon. The QA function looks at the entire system. Products of the QA function include reports that validate data at the unit and service center level that evaluate the impact of practice on in-process and end-process measurements, and provide recommendations for actions.

Quality Improvement (QI): is an "internally" driven process that is conducted and initiated by the staff actually providing or supervising the service. QI provides opportunities for all staff to use data and make improvements in their daily work environment. QI is an ongoing process that is dynamic and occurs as a result of action planning that is designed to result in program improvement.

Continuous Quality Improvement (CQI): is the progression toward desired improvements in process, products or outcomes through incremental steps, with periodic review and readjustment of objectives.

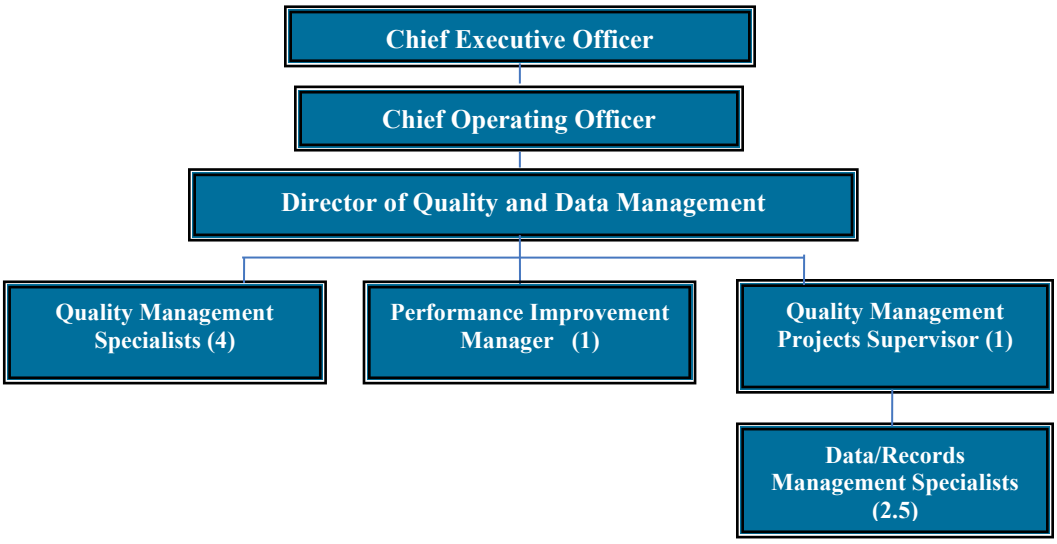
Quality Management (QM): is the systematic integrated review of Quality Assurance and Improvement activities.

Quality Management Plan (QMP): Communities Connected for Kids Annual Quality Management (QM) Plan supports the guidelines Operating Procedures as directed by the Department.

V. Communities Connected for Kids Quality and Data Management Structure/Resources/Turnover

Communities Connected for Kids Quality and Data Management Department works diligently to effectively implement, evaluate, and maintain all quality assurance/quality improvement activities contained within the plan.

The Quality and Data Management Department structure consists of three components: Quality Management, Data Management and Performance Improvement. The Department is managed and staff guided by the Director of Quality Management. The Quality Management Team consists of (4) Quality Management Specialists and (1) Performance Improvement Manager and (1) Quality Management Projects Supervisor. The Quality Management Team is responsible for scheduling, completing and evaluating all quality assurance and improvement activities. These activities include case file reviews, incident reporting, tracking and follow-up, complaint and grievance tracking, customer satisfaction surveys, missing children, human trafficking, interstate compact on the placement of children, out-of-county services, exit interview compliance, foster care referrals for group care and sub-contract monitoring. Additional activities performed by the quality management department are noted throughout this plan.



Quality Management Department Organizational Structure

The Director of Quality and Data Management is responsible for the quality management activities of the agency, supervision of the quality management personnel, review of quality assurance/improvement reports prior to submission and serving as the quality management contact for the agency. The Director of Quality and Data Management will collaborate with the Southeast Region Quality Assurance Manager and the Department Contract Manager on Quality Management activities. In addition the Director will ensure all subcontractor providers under a contract with Communities Connected for Kids submit a copy of their QI/QA Plan to Communities Connected for Kids on an annual basis.

Quality Management Department is responsible for data collection, analysis and distribution, case practice reviews, ad hoc reviews, supportive activities outlined in the state's performance improvement plan, working with the various supervisors within the agency through the initiation of quality improvement teams, and numerous other internally-directed assurance activities. All Quality Management Specialists must complete the required DCF Peer Reviewer training.

The Data/Records Management Team consists of two full time and one part-time (2.5) Data/Records Management Specialists. (DMS) The Data/Records Management Team is responsible for maintaining current file room practices including imaging and indexing case file documents into the electronic case file. The DMS's are responsible for data entry into both state-developed and locally-developed information systems utilized by the agency (e.g., FSFN, Communities Connected for Kids internal systems). In addition, the DMS's are responsible for data collection and system input, preparation for external reviews, day-forward scanning and maintenance of the Data rooms located in each Service Center.

Resources utilized to support quality assurance activities and track and report on strategic objectives include the following:

- **Ongoing Internal Communication** – a high level of communication is maintained within each area of the agency. Methods utilized include email, interoffice memo, and

formal meetings. Information and data is shared and service delivery is monitored on a daily, weekly, monthly and/or quarterly basis.

- **Data Reports** – Data reports are gathered from a variety of sources and combined to form a single report that is electronically shared with the agency management, staff and/or providers. Various reports are disseminated on a daily, weekly, monthly and quarterly basis. The primary source of data is FSFN.

- **FSFN** – Florida Safe Families Network (FSFN) is utilized as the official system of record for all case management activities and other applicable information. The data and functionality contained within the system provide reports as well as determine compliance with multiple outcome measures and internally set benchmarks. This system also serves as an information source during case practice reviews.

- **Florida In-depth/CFSR Reviews**– along with the Department, Communities Connected for Kids will utilize a standardized tool to review and evaluate case practice. This tool combine a multitude of requirements that meet the required core elements as prescribed by the Department of Children and Families Windows into Practice.

- **Child and Family Services Reviews –** the 65 cases will be reviewed by the Department of Children and Families Child and Families Services review Team.

- **Various process checklists** – In developing the System of Care, numerous processes have been implemented to drive service delivery and accuracy. These checklists range from Case Transfer Staffing components and Home Study document requirements to Supervisory Reviews. They are intended to serve as a teaching and compliance aid for Case Managers, Supervisors and Program Directors.

- **Supervisory Reviews/Consultations** - Intended to serve as a teaching and compliance aid for Case Managers, Supervisors and Program Directors.

- **Document/Process Tracking Systems** – In focusing on compliance, numerous documents and process tracking systems have been implemented to ensure completion, receipt and appropriateness of process execution. These systems range from case transfer packet content and system of care activities (first 30 days) to supervisory reviews and child exit interviews.

- **Reliability and Integrity of Data Assurance** – Through internal and external monitoring of reports, various Quality Assurance activities and ongoing case supervision, the reliability and integrity of data is maintained.

- **Employee Turnover/Retention** – Monthly data reports are sent from Human Resources to the CBC leadership with listings of new hires, terminated and present employee information. Staff turnover information is discussed during weekly Senior Management meetings. Staff turnover is monitored by all departments and levels of leadership. Staff turnover data is posted monthly on CCKids intranet site. Annual employee surveys are distributed and feedback summaries are provided to leadership to assist with making needed improvements.

All of these components work collectively to drive service delivery, ensure compliance, communicate with management, the Board, interested stakeholders and serve as teaching aids.

VI. Quality Assurance: Four (4) Principle Outcomes

Communities Connected for Kids structures the core basis of our Performance and System Improvement Plan to encompass four (4) principle outcome categories:

1. **Contract Performance and Performance Accountability Measures**
2. **Internal Strategic Quality Goals**
3. **Case Practice Reviews**
4. **Fiscal Management/Revenue Maximization**

Various Quality Assurance Activities that support one or more of the categories listed above are conducted on a regular basis.

Principle Outcome Category 1 – Contract Performance Measures and Performance Accountability Measures

Communities Connected for Kids has developed a data packet designed to drive production, ensure accountability and provide constant, on-going data information to all case management agencies within Circuit 19 system of care. The Florida Safe Families Network (FSFN) is the primary data source that will be used to develop the daily/weekly/monthly data packet. Other data (obtained from hardcopy file reviews) will be incorporated into the data packet on an as needed basis. Communities Connected for Kids goal is to place performance issues as a priority in our day-to-day operations and use them as a benchmark to gauge the success of our activities in meeting our contract measures and the service needs of our families. (Included but not limited to the list below)

	Measure Description	Standard
1	Children with no recurrence of verified maltreatment within 12 months of a prior verified maltreatment	90.3%
2	Children achieving permanency within 12 months of entering care.	35.2%
3	Children achieving permanency within 12 months for children in Out-of-home care between 12 and 23 months.	43.8%
4	Children achieving permanency within 12 months for children in out-of-home care for 24 months or more	37.3%
5	Children who do not re-enter foster care within 12 months of moving to a permanent home.	94.4%

6	Rate of children not abused or neglected while in out-of-home care.	≤ 9.07%
7	Percent of children not abused or neglected while receiving in-home services.	95%
8	Percent of children under supervision who are seen every 30 days.	99.5%
9	Rate of children's placement moves per 1,000 days in foster care	4.5%
10	Percent of children placed with relatives or nonrelatives	60%
11	Percent of sibling groups where all siblings are placed together	65%
12	Number of children with finalized adoptions between July 1, 2025 and June 30, 2026.	84

Each of the contract performance measures are tracked daily, weekly, monthly and/or quarterly to ensure compliance.

1. Permanency Tracking
2. Data Reports
3. Supervisory Reviews
4. Incident Report Analysis
5. Case Practice Reviews
6. Senior Management Team Meetings
7. FSFN Validation
8. Communication
9. CMA Peer Review
10. Monitoring of Subcontracted Providers
11. Missing Children

Principle Outcome Category 2 – Internal Strategic Quality Goals

The Board and stakeholders are updated monthly through Board and Alliance Reports on all Communities Connected for Kids strategic objective performance goals. Data is received and tracked through internal data reporting systems such as uReport, uInterview, uRefer, and numerous additional automated daily data reports. Externally, data is received through FSFN.

Specific Quality Assurance activities directly related to this category include the following:

1. Case Transfer Task Tracking
2. System of Care Monitoring
3. Permanency Tracking
4. Data Reports
5. Supervisory Reviews
6. Case Practice Reviews
7. Senior Management Team Meetings
8. FSFN Validation
9. Communication
10. CMA Peer Review
11. Monitoring of Subcontracted Providers

These activities are described in detail in Section VIII – Quality Assurance Activities.

Principle Outcome Category 3 – Case Practice Reviews

Lead agency Identified Reviews and Targeted reviews allow Community-Based Care agencies (CBCs) to conduct on-going case reviews of cases 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."

The review Findings apply to both in-home and out-of-home cases. Data collected utilizing these standards provides local administrations a "window into practice" in real-time, and helps focus quality improvement efforts at the local and state level. All CBC Quality Management staff are trained to participate in the case file reviews. Communities Connected for Kids will track, analyze and report findings quarterly and as needed to the Region by utilizing the Department of Children and Families web-based tool. The consultations assist in providing the case management units with data and information relating to the quality of case practice.

Specific Quality Assurance activities directly related to this category include the following:

1. Case Transfer Staffing Task Compliance
2. System of Care Monitoring
3. Permanency Tracking
4. Data Reports
5. Supervisory Reviews
6. Case Practice Reviews
7. Senior Management Team Meetings

8. FSFN Validation
9. CMA Peer Reviews
10. Communication
11. Supervisory Case Consultations

Detailed process explanation of the case practice review is provided in Section VII – Quality Assurance Activities.

Principle Outcome Category 4 – Fiscal Management/Revenue Maximization

The Fiscal Management/Revenue Maximization category addresses internal tracking and monitoring regarding Title IV-E, Title IV-E Adoption Subsidy and TANF and validation of the data is FSFN.

The Federal Funding/Revenue Maximization Department consists of one (1)) Eligibility Supervisor who is supervised by the Chief Financial Officer. The Eligibility Supervisor has supervision over six (6) Eligibility Specialists who are assigned all duties associated with determining eligibility for federal funding. Responsibilities are assigned by case rotation and consist of all out-of-home-care clients.

To ensure ongoing training and technical assistance activities comply with changing federal requirements, the Eligibility Supervisor and Eligibility Specialists participate in monthly Revenue Maximization statewide conference calls, facilitated by DCF Leadership. Information obtained is disseminated to the Eligibility Specialists in written and verbal form along with supporting documentation, if applicable.

All Regional trainings are attended by the Eligibility Supervisor. All information is disseminated to the Eligibility Specialists in written form along with supporting documentation, if applicable.

The Region Revenue Maximization Specialists provide technical assistance upon request.

Specific Quality Assurance activities directly related to this category include the following:

1. Data Reports
2. Subcontractor Performance Reports
3. Senior Management Team Meetings
4. FSFN Validation
5. Communication
6. Monitoring of Subcontracted Providers
7. Federal Funding Compliance Reports
8. Random Validation of Federal Funding Eligibility

These activities are described in detail in Section VIII – Quality Assurance Activities.

VII. Ongoing Tracking and Reporting of Quality Assurance/Improvement Activities

The Quality Management Department is the originating source of the method of action. Once the method is decided, the Quality Improvement Team is developed based on the area of concentration within the agency and includes all levels of staff associated with the issue. In the

instance of the requirements surrounding home visits, the Quality Management Department works with the Program Directors, Case Management Supervisors, Case Managers, CBC Trainers and unit support staff to gather data. Once the cause for non-compliance or poor performance is identified, the Quality Management Department, in conjunction with associated staff, determines what method should be formulated to address the issue. After completion of the quality improvement process, the Quality Management Department supports performance through standardized quality assurance activities or special ad hoc studies to determine increased compliance and success.

Performance and Continuous Quality Improvement/Quality Assurance processes that encourage and support activities that drive system improvements and help guide our efforts of Quality Assurance and Quality Improvement.

1. Activity: **Case Transfer Staffing - CPI/CBC Working Relationship –** *Ongoing Activity*
   Frequency: Weekly
   Process/Methodology: This activity is designed to ensure that all cases being transferred provide or contain the documents and information necessary for the supervisor and case manager to effectively begin working with the family. The goal is to ensure that all activities and documents that should accompany the case transfer process/file are completed in order for the case manager to have the information necessary to effectively initiate contact and services for the family. This process is led by Communities Connected for Kids Intake and Operations Coordinators.

   Case Transfer documents are tracked by the Intake and Operations Coordinators to ensure compliance with documents and FSFN data entry as outlined in the Memorandum of Agreement with Child Protective Investigations (CPI) and Children's Legal Services *(CLS)*. The Intake and Operations Coordinator plays an integral role in the transfer of case information. FSFN is reviewed to ensure compliance with case creation. Entries are posted in FSFN that outline the initial case transfer compliance and any follow up activities that must occur. In the event that required documents are not received, the Intake and Operations Coordinator (IOC) works closely with the CPI to secure and review all documents for assessments before transfer. Communities Connected for Kids works in partnership with the CPI's on the transfer of cases. Closely collaborating with the Department of Children and families CPI's. This relationship is crucial in assuring all needed information is available at transfer. Circuit 19 has a strong working relationship between CLS, CPI's, CCKids administrative staff and Case Management in all four counties. CCKids QM department monitors the case transfer process for efficiencies and timeliness of documents.

   Data Tools: Excel, FSFN

2. Activity: **System of Care Monitoring -** *Ongoing Activity*
   Frequency: Weekly
   Process/Methodology: This activity is designed to engage the family in services at the earliest possible time.

   Communities Connected for Kids has identified specific activities that need to be completed within the first 30 days of care. These activities will include immediately engaging the family at the earliest possible time and ensuring timely completion of the

case plan. This information is shared with the CMA Program Directors on a monthly basis.

Data Tools: Excel, FSFN, ad hoc reports from FSFN repository data

3. Activity: **Permanency Tracking -** *Ongoing Activity*
   Frequency: Monthly
   Process/Methodology: This activity is designed to evaluate the status of case activities toward achieving permanency. The goal is to systematically track the cases by length of time in care and focus on reunification/permanency while providing the specific case information to the CMA program directors.

   This process reviews the cases at specific intervals (3, 5, 9, 11 months) through the life of the case to ensure achievement of permanency within required timeframes. This information is shared with the Senior Management Team and the CMA Program Directors monthly.

   Data Tools: Excel, FSFN, ad hoc reports from FSFN repository data

4. Activity: **Data Reports -** *Ongoing Activity*
   Frequency: Daily, Weekly, Monthly, Quarterly, Semi-Annually, and Annually
   Process/Methodology: This activity is designed to provide constant, ongoing data to all departments within the agency for the purpose of driving service delivery. The goal is to place these issues as a priority in our day-to-day operations and use them as a benchmark to gauge the success of our activities in meeting the service needs of our families.

   Numerous data reports are reviewed on an ongoing basis at various intervals. The CEO, COO, Quality Management Department, Clinical Services Director, County Directors, Finance Department, and the Case Management agencies review this data. Various sources are utilized to collect the data and all are shared with the Senior Management Team and appropriate departments on a weekly basis. If data suggests that our compliance or service delivery is not satisfactory or declines, further analysis is conducted to determine causative factors. This analysis is presented to the appropriate stakeholders for discussion and development of corrective actions.

   Data Tools: FSFN

5. Activity: **Incident Report Analysis -** *Ongoing Activity*
   Frequency: Monthly
   Process/Methodology: This activity is designed to analyze the incident report data and identify trends or concerns. The goal is to ensure that providers are adhering to procedure, that children remain safe and that any concerning trends are identified and addressed (both internally and externally). Incident Report analysis and trending is included and discussed monthly with the Quality Assurance Subcommittee members and at the Board of Directors meeting.

   Incident reports, both internal and external, are collected by a web-based system called uReport. The Quality Management Department organizes the data and analyzes the data based on systematic criteria or categories. Trend reports are created and discussed at the

monthly Quality Assurance Subcommittee meetings and quarterly CQI meetings with case management and providers to address any concerns. Copies of the summary and trend reports are also provided to the Communities Connected for Kids Contract Management Department and DCF as requested. Communities Connected for Kids Quality Management will be responsible for entering all critical Incidents into the DCF Incident Reporting & Analysis System.

Data Tools: uReport, IRAS

6. Activity: **Subcontractor Performance Reports -** *Ongoing Activity*
   Frequency: Quarterly
   Process/Methodology: This activity is designed to maintain compliance with the various service outcome measures. The goal is to ensure all subcontractors are meeting the contracted outcome measures and that the designated services are being effectively delivered.

   The subcontractor submits monthly reports to the respective contract manager within the Contract Management Department. The reports are specific to the type of contract/services provided and directly reflect progress or compliance with outcome measures. The reports are reviewed and analyzed by the Contract Manager. If the data is consistent with the reporting requirements, the report is then entered into a formal tracking system. Data is collected monthly and provided to the subcontractor quarterly. If the Contract Manager identifies performance trends that need immediate attention, the Contract Manager provides technical support to providers as necessary. The Quality Management Department provides technical support to the Contract Management Department as necessary.

   The individual subcontractor performance data is cumulatively compiled on a quarterly basis to determine the overall system of care performance.

   Data Tools: Subcontractor reports, Excel, quarterly progress reports

7. Activity: **Federal Funding Compliance Report (Daily Log) -** *Ongoing Activity*
   Frequency: Daily
   Process/Methodology: This activity is designed to ensure that accurate placement type and eligibility data is collected and recorded accurately. The goal is to ensure 95% accuracy of all data.

   Documentation consisting of information necessary to recommend eligibility determinations are uploaded into FSFN's Filing Cabinet daily by the Case Managers and Protective Investigations. The information is used to complete a Title IV-E/Medicaid application to make a recommendation of presumed IV-E eligibility or Non-IV-Eligibility if child is an illegal alien to Child in Care (CIC) staff in the Department of Economic Self Sufficiency. The Fiscal Specialists validate the information for payment of a child in licensed care. Discrepancies are addressed immediately.

   The FSFN Eligibility Exception Report and Eligibility Types is reviewed monthly by the Eligibility Specialist assigned to the respective case(s) who is responsible for obtaining

the necessary information from the primary Case Manager or Protective Investigator and correcting inaccurate information, if necessary.

To maintain constant supervision of federal funding compliance, the Eligibility Specialists re-determine eligibility on all cases annually. FSFN Enhancements have allowed the system to capture redeterminations automatically for the population with placement changes.

Data Tools: FSFN, CIC packets/paperwork

8. Activity: **Random Validation of Eligibility-Federal Funding -** *Ongoing Activity*
   Frequency: Annually
   Data Tools: Federal Funding Compliance Report/Daily Log and eligibility determination file review tool.
   Process/Methodology: This activity is designed to assure accuracy of the revenue maximization by concentrating on eligibility criteria and documentation. The goal is to ensure 95% accuracy. The Eligibility Supervisor will document in the FSFN note feature when conducting a file review. Samples of cases will be drawn from FSFN identifying cases coded as eligible for each type of funding (IV-E Foster Care, N-E Adoption Assistance, and TANF Adoption Subsidy) at the statistically valid sample of 90/10 confidence level/interval.

   A written report of the review will be prepared within 30 business days of completion of each review. A written annual report (collapse findings from the eligibility reviews) will be sent (*per the Contract*) to the Department's Contract Manager outlining areas needing correction with a summary of the findings for each case reviewed. *(Please refer to Communities Connected for Kids Annual Federal Funding Eligibility Monitoring Plan)*

9. Activity: **CFRS Performance Improvement Plan–** *As requested*
   Frequency: As requested
   Process/Methodology: Communities Connected for Kids participates in all activities passed to the local Circuit/CBC level. These activities vary based upon specifically identified areas of emphasis.

   Data Tools: FSFN, internal data collection, internal data analysis

10. Activity: **Senior Management Team Meetings -** *Ongoing Activity*
    Frequency: Bi-weekly
    Process/Methodology: This activity is designed to address performance and service delivery issues, ensure the dissemination of information, provide a platform for feedback, discussion, decision-making and planning, and track task completion, employee retention/turnover. The goal is to ensure consistency and cohesiveness within the system of care. The Senior Management Team meets to discuss issues of performance, service delivery and situational items.

    Data Tools: Excel and various reports

11. Activity: **Florida Safe Families Network Validation -** *Ongoing Activity*
    Frequency: Continual

Process/Methodology: This activity is designed for the Department and lead agency to continually assess data accuracy and completeness of data entered into the official system of record, Florida Safe Families Network. (FSFN) The goal is to achieve 95% accuracy of all data related to cases.

Based on numerous ad hoc reports developed from the FSFN raw data within the data warehouse, as well as standard reports from within FSFN, information is updated to maintain compliance and/or provide insight to areas of concern.

For areas that cannot be tracked via the system or the raw data, the supervisory review, case practice review and various ad hoc reviews will target areas validated through activities associated with each.

Data Tools: FSFN and ad hoc internal review tools

12. Activity: **Exit Interviews -** *Ongoing Activity*
    Frequency: Continual
    Process/Methodology: This activity is designed to meet regulatory requirements and gain feedback from children regarding each placement they experience. The goal is to ensure quality foster homes for children. Communities Connected for Kids web-based system for capturing Exit interviews is called uInterview. This system alerts the Case Manager that an exit interview must be completed for any child that exits a placement that lasted 30 days or more in duration. The interview form is submitted via the uInterview web-based system to Communities Connected for Kids for review and data collection. Based on the data, quality improvement activities may be initiated. Data is disseminated to the CMAs, Program Services, Placement, Licensing Provider, Foster Care Coordinator, and Quality Management Department for feedback and review.

    Data Tools: uInterview

13. Activity: **Communication -** *Ongoing Activity*
    Frequency: Continual
    Process/Methodology: This activity is designed to ensure every Communities Connected for Kids staff member and stakeholder receives accurate and up to date information to drive service delivery and continually enhance the quality of our system of care. The goal is to create a culture of information sharing, ensure accuracy of information and establish a common sense of service delivery.

    Communication is provided through three (3) methods; verbal, written and electronic. All communications are based on data obtained from a variety of sources, with FSFN being the primary data source.

    Data Tools: Interagency memo, email, conferences, telephone calls, video teleconferencing, and Development Department Newsletters on the internet/intranet.

14. Activity: **Contract Oversight –** *Ongoing Activity*
    Frequency – Monthly
    Process/Methodology – per S 287.057(26) F.S. which was enacted to create a Department of Children and Families (DCF) Continuing Oversight Teams (Co-Teams) for all

contracts in excess of $5M and the possibility of the Corrective Action Plan which was created to improve outcomes as related to our annual performance measures. The improvement initiatives are developed to improve the performance measures. The plan would list local improvement initiatives including goals and benchmarks. The Plan would be monitored monthly with quarterly updates and submitted to the DCF contract manager. Ongoing status reports on performance improvement initiatives will be communicated to management through agenda items in biweekly Senior Management meetings. This information will be captured and communicated to the board and interested stakeholders through monthly board and alliance meeting minutes. A Performance Measure Workgroup would meet monthly to address root causes and improvement initiatives. Members of the DCF Co-Team may attend the monthly CQI meetings.

Data Tools: Internal and external systems, FSFN, Monthly CQI meetings

15. Activity: **CBC Reporting**
    Frequency: Ongoing
    Process/Methodology: as requested, Communities Connected for Kids will compile agency reports, program data and submit summary reports to the Department of Children and Families, Quality Office as required.

    Data Tools: DCF reporting format

16. Activity: **Subcontractor Monitoring Process –** *Ongoing Activity*
    Frequency: Annually/Semi-Annually/Quarterly
    Process/Methodology: This activity is designed to give the Communities Connected for Kids Quality Management Department "real-time" data to provide effective monitoring of contracts. Real time data produces accurate and timely information. Providers receive immediate insight regarding contract performance and compliance and have the opportunity to immediately work with the funder on correcting any issues prior to them escalating.

    Communities Connected for Kids Quality Management Department continually assesses the contract monitoring process and will manage the changes made to the process as they develop.

    Data Tools: Contract Monitoring Tools, Communities Connected for Kids Provider Services Monitoring Manual

17. Activity: **Supervisory Reviews/Case Consultations/Supervisory Discussions –** *Ongoing Activity*
    Frequency: Monthly/quarterly
    Process/Methodology: This activity is designed to structure and increase attention to this mandated review process, and obtains information focused on how practice is supporting the outcomes of safety, permanency, and well-being for children. The goal is to review randomly selected cases and provide direction to ensure thorough case documentation and timely achievement of permanency.

Data Information can be made available at the circuit and regional level through FSFN and Quality Management's Case File Review Tool. The Quality Management Department will be monitoring the system and data reports for compliance and quality indicators. Quality Management will meet with the Case Management Program Directors and Supervisors to review data related to supervisory discussions. The analysis of the data will be presented in our monthly Continuous Quality Improvement (CQI) meetings.

Data Tools: FSFN, CFSR review tool.

18. Activity: **Accreditation by Council on Accreditation (COA)**
Communities Connected for Kids understands the importance and efforts needed in obtaining and continuing the national accreditation as an additional quality assurance measure. Communities Connected for Kids was COA re-accredited in October 2023.

19. Activity: **Missing Children –** *Ongoing Activity*
Frequency: Daily
Methodology/Process: The Quality Management Department will work in conjunction with the CMAs and the Regional Missing Children designee once a child is determined to be missing, while they are missing and when located.

Data Tool: Efforts to Locate Log

20. Activity: **Ad Hoc and High Risk Case Reviews –** *Ongoing Activity*
Frequency: Ongoing
Process/Methodology: The Quality Management Department completes numerous ad hoc and high-risk case reviews. This category of special reviews allows for the Quality Management Team to utilize the "windows into practice" approach by analyzing the information for continual quality improvement. Ad hoc and high-risk Case Reviews are identified through data captured from Exit Interviews, Incident Reports, Senior Management, Complaints, Ongoing Record Reviews and Psychotropic Medication Reviews.

Data Tool: Case Record Review Tools

21. Activity: **Psychotropic Medications for Children in Foster Care –** *Ongoing Activity*
Frequency: Weekly, Ongoing
Each case management organization (CMO) has a designated point-of-contact (POC) who monitors the management of psychotropic medications and FSFN entries. The primary dependency case manager uploads the required documents into the FSFN Medical Tab and is responsible for updating the medical tab with all of the required information. These case documents include Medication Logs, Medical Reports, parental consents if applicable, court orders, and University of Florida Pre-Consent Reviews. All case managers and caregivers responsible for administering psychotropic medication complete the approved medication management training located in My Florida Learn. Through a contract with Sunshine Health, CCKids is provided claims data monthly for children enrolled on the *Pathways to Shine child welfare* specialty plan who had psychotropic medications filled the previous month. The list is shared with the CMOs POCs to assist with oversight and monitoring. Communities Connected for Kids Quality

Management Department may perform ad-hoc case file reviews for verification of appropriate case file documentation.

Data Tool: FSFN, CFSR In-depth review tools, Psych. Med Spreadsheet

22. Activity: **Waivers to Exceed General Over-Capacity and Age Differential**
Frequency: Monthly
Process/Methodology: All waivers to allow more than the total number the family foster home is licensed for, shall only be approved in writing by CEO or designee via text, email, or verbally prior to placement. All waiver requests will be reviewed at the monthly CPA Licensing meetings to plan for reducing the number of waivers.

Data Tool: Waiver Requests Tracking Log

23. Activity: **Executive and Leadership Request for Special Reviews** – *As requested*
Frequency: As requested
Process/Methodology: The Secretary or other executive member of the Department may determine at any point during the year that a statewide focus topic review will be conducted and provide guidance on the requirements. These two executive special reviews will likely require specially designed review tools and other specifically designed protocols depending on subject matter.

Data Tools: DCF QA/QI assigned, internal review tools

24. Activity: **Special, Discretionary, Systemic Reviews planned or needed** – *As requested*
Frequency: As requested
Process/Methodology: Special reviews refer to a quality assurance review outside of the routinely planned QA activities in child protective investigations and case management. A request for a special review may be made by Department headquarters, elected officials, regional directors, CBC executives, sheriffs or others in a leadership capacity. CCKids will participate in all special reviews, discretionary, and systemic reviews either planned or as needed.

Data Tools: DCF QA/QI assigned

25. Activity: **Medical, Dental and Vision Case File Reviews** - *Ongoing*
Frequency; Ongoing
Process/Methodology: The Quality Management team/Performance Improvement Manager review and evaluate the process of completed Medical, Dental and Vision records and report the finding at the monthly continuous quality improvement meetings.

Data Tools: Medical, Dental, Vision Reviews, FSFN

26. Activity: **Performance Data Meetings**
Frequency: Monthly
Process/Methodology**:** Quality Management Department conducts monthly Continuous Quality Improvement meetings designed to assist in improving outcomes as related to annual performance measures and the Community Based Care dashboard/scorecard. The improvement initiatives are developed based on root cause analysis resulting from poor

performance and/or the need for continually improving performance. The plan lists local improvement initiatives including goals and methods of measurement, tracking, and analysis of possible root causes. Ongoing status reports on performance improvement initiatives are communicated to management and the board and interested stakeholders through monthly board and alliance meeting minutes.

27. Activity**: Provider Peer Reviews**
    Frequency: quarterly
    Process/Methodology**:** As part of self-evaluation processes for continuous quality improvement, our subcontracted and internal case management agency/department perform peer reviews of their services and programs through quarterly case reviews. Other agencies utilize service-specific review tools designed to evaluate the quality of each specific service delivered by their agency.

28. Activity**: Ad Hoc Process Improvements**
    Frequency: ongoing
    Process/Methodology**:** Because the oversight of the entire system of care is intricate and, complex, specific issues arise which require swift action to correct or improve them.

29. Activity: **Efforts to Improve Statewide Targeted Initiatives** – *Ongoing Activity*
    Frequency: Ongoing
    Process/Methodology: The focus is to improve Safety, Permanency and Well-being outcomes as related to annual performance measures and the Child and Family Services Reviews. (CFSR) Improvement initiatives are developed to improve performance measures. A Performance Improvement Plan (PIP) may be created for local and statewide improvement initiatives, system of care assessment and continuous quality improvements. All activities to address program improvement of the National data Indicators noted by the CFSR Case review items deemed as areas needing improvement will be presented in the monthly performance measure meetings for review and additional areas for improvement initiatives. Ongoing status reports of performance improvement initiatives will be communicated to local management through agenda items in Senior Management meetings. Also, this improvement initiative information will be captured and communicated during monthly CCKids QA sub-committee meetings, monthly CQI meetings and interested stakeholders through monthly board and alliance meetings.

    Data Tools: CFSR, DCF Targeted review data, In-depths case reviews, various Internal and External Systems, FSFN

30. Activity: **Agency Monitoring of Local Systemic Factors:**
    Frequency: Ongoing
    Process: Communities Connected for Kids monitors the CFSR Systemic factors for improvements through the below processes:

Systemic Factor	Factor Summary and Improvement Efforts
Statewide Information System	Statewide Information System: Florida Safe Families Network (FSFN) is utilized as the official system of record for all case management activities

	and other applicable information. The data and functionality contained within the system provide reports as well as determine compliance with multiple outcome measures and internally set benchmarks. This system also serves as an information source during case practice reviews and includes the status, demographic characteristics, location, and goals for the placement of every child who is in foster care. Continued strategies will be for Communities Connected for Kids System Administrator to continue to work closely with the Department of Children and Families Data group to assist with suggestions to system updates and needed improvements with the FSFN reporting environment.
Case Review System	Written Case Plans: The data from the FL CQI and CFSR will be collected and reported on monthly during our Continuous Quality improvement meetings.
Quality Assurance System	Quality Assurance System: Continuous Quality Improvement is an ongoing process, with meetings held between providers, case management and Communities Connected for Kids (CCKids) staff. The primary purpose of this meeting is to review data from the scorecard, performance measures, and CFSR case file reviews, recognize improvement efforts, and conduct root cause analysis of system concerns. A new project was launched to address performance challenges related to permanency and length of stay. The project involves a case management department level evaluation of each child's case as they approach nine months, to identify barriers to permanency. This data is used both to identify immediate solutions to barriers where possible, and to identify and analyze systemic factors that may require engagement of community and other partners for wider solutions. The Quality Management Department monitors and tracks all missing children within Circuit 19. Communities Connected for Kids point of contact monitors the status of each child that is missing on a weekly basis to ensure that case management is putting every effort into locating the child. Staff are trained prior to going into the field and on an annual basis to ensure that all staff are aware of all policies and procedures related to missing children. Communities Connected for Kids Quality Management Department tracks and monitors all incoming Interstate Compact on the Placement of Children, Out of County Service and Transfer of Jurisdiction (ICPC/OCS/TOJ) requests. Procedures are included to ensure timely completion of home studies, initiation of services and case transfers. The goal is to increase family stability and timely achievement of permanency.

	Communities Connected for Kids Quality Management facilitates monthly Continuous Quality Improvement (CQI) meetings with participants from case management, the Department of Children and Families and community providers. In this meeting, the Quality Management Department discussed several topics such as record review data, in-depth case review findings, and performance measures, incident reporting, exit interviews, missing children and Interstate Compact on the Placement of Children, Out of County Service and Transfer of Jurisdiction (ICPC/OCS/TOJ). Information from additional Communities Connected for Kids Departments is also shared with participants. This information includes operations, finance, contracts, medical, dental, vision, mental health, independent living, and data management policies, procedures and updates. Communities Connected for Kids has developed a data packet designed to drive production, ensure accountability and provide constant, ongoing data information to all case management agencies within Circuit 19's system of care. The Florida Safe Families Network (FSFN) is the primary data source used to develop the daily/weekly/monthly data packet. Other data (obtained from hard copy file reviews) will be incorporated into the data packet on an as-needed basis. Communities Connected for Kids CBC's goal is to make performance issues a priority in our day-to-day operations and use them as a benchmark to gauge the success of our activities in meeting our contract measures and the service needs of our families. Communities Connected for Kids has a strong working relationship with the community partners and provider agencies. The Quality Management Department works very closely with the provider agencies to increase the performance and quality of the services that are provided to children and families in our circuit. The following are initiatives that the Quality Management Department is working on to increase the organizations viability and sustainability: ➢ Quality Management Monitoring Process ➢ Professional Development ➢ Child and Family Services Review (CFSR) - Inter-rater Reliability ➢ Survey Improvements ➢ Missing Children Efforts ➢ Internal Departmental Risk Monitoring ➢ Quality Round tables ➢ Checklist/guidance implementation ➢ Local/Regional Performance Improvement Plan

	All of these components work collectively to drive service delivery, ensure compliance, communicate with management, the Board and interested stakeholders, and serve as teaching aids. Semi-annually, the QM Director will review the QA department's internal strategic strategies for completions and needed revisions. Communities Connected for Kids has a Quality Assurance sub-committee comprised of members of the Board of Directors and CCKids QA staff. This subcommittee group meets monthly to review data, performance, incidents reports, organizational priorities current and future improvement initiatives and any other areas of risk and concern. The items from this sub-committee meeting are then reported on during the monthly Board of Directors meeting.

Staff and Provider Training:	Initial Staff Training: The protection of children requires skilled competent practitioners. Communities Connected for Kids is committed to creating and sustaining a learning organization where all staff has access to training and development opportunities, to enhance their skills. Communities Connected for Kids recognizes the education, training and development of its employees is fundamental to the success of the organization. All employees are expected to complete a minimum of fifteen training hours during the year. Communities Connected for Kids has developed a comprehensive orientation program to help prepare incoming staff to fulfill their role in the organization. The program has been designed to give staff a comprehensive overview of the agency and its role in the community. Materials are presented in a variety of ways, to meet individual learning styles. This includes presentations, video and e-learning. New employees complete this program during their first 90 days of employment. The Child Welfare Pre-Service training curriculum is delivered by Communities Connected for Kids Training Specialists. The pre-service curriculum has been approved by the Department of Children and Families. It is comprehensive and includes all essential elements relevant to the practice of child welfare. There are scheduled Labs and Field Days where the trainees have the opportunity to practice skills. Communities Connected for Kids provide additional ''System of Care Training" that trainees complete immediately following pre-service training. All new dependency case managers complete this program before they begin working in the field. The curriculum was designed to enhance participants' understanding of the local child welfare system. A range of learning media is used throughout the training to meet participant's needs. This program continues to be enhanced to respond to changes in the local system of care. Quality Management participates in this process, capturing data for improvements as needed.

	In-service Training - Communities Connected for Kids is responsible for coordinating and facilitating all needed staff in-service training, either by directly providing the training or arranging an external training opportunity. Topics of interest will be determined by the results of an annual *Training Needs* Survey. At least quarterly, guest lecturers will be invited to share their expertise with Communities Connected for Kids staff, as well as case management staff, Department of Children and Families staff, and staff employed by the community network providers. The opportunity to learn together enhances understanding of each other's roles and contributes to more effective working partnerships. Topics have included Situational Awareness, Preventing Compassion Fatigue and Training related to Intimate Partner Violence. Notice of these trainings will be provided to all staff in calendar format, and require prior registration. At least one in-service training yearly will be directed at morale and staff retention issues. Communities Connected for Kids staff completes the following trainings: Serving Our Customers Who Are Deaf or Hard of Hearing, FCB Code of Ethics and Cultural Competence training during new employee Orientation. Training regarding Interviewing and hiring within the Law is provided for supervisors every two years.
	<u>Foster Parent Training:</u> In July 2019, Communities Connected for Kids expanded to bring the licensure of Level I foster parents (relative and non-relative caregivers) in house. To become licensed, the caregivers must complete a one hour online pre-service curriculum, Caring for Children: The Florida Child Welfare System. This curriculum includes an overview of the child welfare system, expectations and responsibilities of caregivers, the impact of childhood trauma and first aid and medication administration. All Level II through Level V foster parents must minimally complete 21 hours of an approved Parent Preparation Pre-service Training. Communities Connected for Kids utilizes Foster Families: **C**reating **A**nd **R**etaining **E**xcellence. (CARE) This curriculum includes, but is not limited to, trauma informed care, behavior management, effective partnership, developmental stages, and attachment and transition. Foster parents wanting to become a Level III, IV and/or V foster parent, must complete additional training hours. Psychotropic medication training is required at initial licensure for all Level II through Level V foster parents and is only required for Level I foster parents if the child placed in their home is currently taking a psychotic medication. A water safety training is also required for all potential licensed out-of-home caregivers who have swimming pools or whose homes are adjacent to bodies of water. Human Trafficking training is required for all levels of foster parents at the time of initial licensure and annually thereafter.

	In addition to the training requirements listed above, all Levels of foster parents are required to complete continuing education training annually. Level I foster parents must complete a minimum of (1) hour. Levels II, III and V foster parents must complete at least eight (8) hours. . Level IV foster parents are required to complete a minimum of 6 training hours per quarter for a total of 24 hours per licensing year. Ongoing training is offered to Foster Parents at monthly Foster Parent meetings, quarterly Communities Connected for Kids in service trainings and Quality Parenting Initiative webinars. Communities Connected for Kids is engaged with the Quality Parenting Initiative (QPI). QPI is one of Florida's approaches to strengthening foster care, The major successes of the project have been in systems change and improved relationships. Sites have also reported measurable improvement in outcomes such as: ➢ Thoughtful transition planning for placement moves ➢ Increased co-parenting ➢ Reduced use of group care; ➢ Reduced numbers of sibling separation: and ➢ More successful improvements in reunification
Array of Service/Individualizing Services:	CCKids structure includes delivery of direct services for Independent Living. Placement services are managed through a combination of subcontracts with four community Child Placing Agencies, and direct services for group, shelter and therapeutic placements. Case management services are conducted through a combination of direct operation in St. Lucie County and subcontracted services in Martin, Indian River and Okeechobee Counties. Communities Connected for Kids contracts with community providers for the remaining direct services. These services include an array of prevention, intervention, diversion, case management, adoptions, foster care recruitment, and specialized assessment and treatment services and supports. Improvement strategies - annually, Communities Connected for Kids will review all sub-provider contracts based on their specific contract performance measures. Quality management will monitor sub-contracted services with corrective action, as needed.
State Engagement and consultation with Stakeholders:	Communities Connected for Kids developed a phased approach to the implementation of the County management model, with St. Lucie, Indian River/Okeechobee and Martin County directors. In contrast to prior community engagement approaches that emphasized centrally driven stakeholder relationships, the county model provides a focal point for Communities Connected for Kids's engagement of county level stakeholders in each of our four counties. This will allow deeper partnerships that capitalize on the unique flavor, areas of strength and priorities that exist in each county,

	allowing us to tailor services and capitalize on existing local resources and services to complement the community base care funded array of safety management and family support services.

Foster and Adoptive Parent Licensing, Recruitment, and Retention	Standards Applied Equally: Communities Connected for Kids management meets monthly with all contracted Child Placing Agencies ensure that state standards are applied. Communities Connected for Kids Quality Management department monitors all contracted residential facilities for qualitative and compliance standards. As applicable, annually, semi- annually or quarterly contract monitoring data is collected through surveys and shared with the CPA providers.
	Diligent Recruitment of Foster Homes: Communities Connected for Kids contracts with five child placing agencies; three of those agencies currently have distinct recruitment plans. One of the four agencies is faith based. Recruitment efforts include community outreach to churches, civic organizations, schools, and events. Efforts are inclusive of TV, radio, and social media campaigns. Young adults formerly in foster care attend community events, as well as foster parent training classes. Two of the five agencies are faith based. Recruitment efforts include community outreach to churches, civic organizations, schools, and events. Efforts are inclusive of TV, radio, and social media campaigns. Young adults formerly in foster care attend community events, as well as foster parent training classes. Communities Connected for Kids management staff meets monthly with our CPAs to discuss targeted recruitment of specific youth. Foster Home Recruitment- Communities Connected for Kids includes three (3) contracted child placing agencies with a recruitment focus on faith based, traditional, enhanced, and/or therapeutic foster homes. All three agencies have adopted a modernized curriculum, Foster Families: **C**reating **A**nd **R**etaining **E**xcellence (CARE) which incorporates principals of Quality Parenting Initiative and research around trauma informed care. Specific initiatives related to targeted recruitment and placement identification are underway in partnership with the three agencies. Out of County Services requests are submitted for relative, non-relative foster placements.

Additional processes in place to review local systemic factors:

- Daily/Weekly Data Reports: CCKids has developed data packets and metric mail reports that are compiled from a variety of sources. These reports are designed to drive production, ensure accountability and provide constant, ongoing data information to all case management agencies within Circuit 19's system of care. Data reports and metric mail are shared with the agency management, staff and/or providers and are disseminated on a daily, weekly, monthly and quarterly basis. The Florida Safe Families Network (FSFN) is the primary data source used to develop these reports. Other data (obtained from hard copy file reviews) will be incorporated into the data packet on an as-needed basis. CCKids' goal is to make performance improvement a priority in our day-to-day operations and use them as a benchmark to gauge the success of our activities in meeting our contract measures and the service needs of our families.

- Monthly Quality Assurance Subcommittee meetings: CCKids has a Quality Assurance subcommittee comprised of members of the Board of Directors and CCKids Quality Management staff. This subcommittee meets monthly to review data, performance, incidents reports, current and future improvement initiatives and any other areas of risk or concern. In addition to the summary of information discussed during QA Subcommittee meetings, the full Board of Directors also receives an extensive monthly data report containing information on performance indicators, caseload, turnover, service population and operations.

- Monthly At-a-Glance Views of Performance: CCKids provides comprehensive data reports to stakeholders throughout the community. One of the more popular forms of delivery is the monthly At-a-Glance report, which is a snapshot of the agency's performance on significant indicators from one month to the next, color-coded to indicate improvement or decline, and including a calculation of the degree of movement in either direction.

- Monthly Performance Measure/CQI Meetings: CCKids holds a monthly Performance Measures meeting to review progress on scorecard and contract indicators. Following the review of performance measures, the Quality Management department presents data and trending from the LOC, CFSR and Targeted reviews as well as any other area within the system of care that needs to be addressed. The meeting is attended by CBC leadership, case management supervisors, and directors from all four (4) counties, and provides a forum for discussion, identification of challenges, and problem-solving. It also ensures frequent contact between the case management agencies and fosters a supportive environment and a feeling of helping each other succeed.

- Monthly Expanded Contract Oversight Team (COT) Circuit 19 Performance Event Meetings: Circuit 19 has a Joint Performance Review meeting and includes participants from DCF and CCKids Leadership. This meeting is facilitated by the DCF Partnership and Prevention department to review performance data and circuit trends.

31. Activity: **Performance Improvement Activities for Improvement and Monitoring National Data Indicators:**
Frequency: Ongoing
Process: Communities Connected for Kids focuses on the below key activities descriptions to address CFSR in-depth areas deemed needing improvement. *The italicized activities have either been completed or have sunset.* The remaining activities remain a focus and are being monitored.

Activities in place and/or being monitored include:

- *Improve and expand on substance abuse assessments and treatment services and working with the substance providers on safety planning and relapse,*
- *Development of in-home rapid family response safety management services to be available in all four counties,*
- *Increase wraparound services in all four counties,*
- Enhance the development and management of safety Plans,
- *Expand resources to support foster parents for placement stabilization,*
- *Increase supervisory documentation of early discussion of the case plan goal,*
- *Review children in group care with Child Placing Agencies to ensure best placement matches for children,*
- *Targeted recruitment initiatives to increase variety of foster homes tailored to meet needs of complex children and sibling groups; increase in STFC homes*.
- *Continue to bring children from out of circuit back in Circuit,*
- *Engage parents in their child's daily activities to document in the judicial review,*
- *Improve processes and follow up on permanency round tables,*
- Improve timely data entry into FSFN,
- *Training to reinforce the frequency and quality of visitation between siblings and parents,*
- *Training for case managers to improve engaging with children during home visits,*
- *Enhance, youth involvement in case planning,*
- *Thorough review of the utilization of management reports for medical and dental appointments for improvement in outcomes,*
- *Compliance with psychotropic medication,*
- *Engage the managing entity to enhance communication and record sharing of mental health services.*
- *Rapid Family Engagement - meeting within 5-7 business of shelter to immediately engage the parents and discuss conditions for return and begin case planning process*
- *CCKIDS will work to improve accurate and timely data entry of placements, particularly kinship placements.*
- *Update the current Home visit assessment form, to include specific guidance to assist Case Managers.*

32. Activity: **Local Improvements Initiatives Based on CFSR In-depth Reviews, Desk Reviews and targeted Case Review Results:**
Frequency: Ongoing
Process: The Quality Assurance Review Findings will be the road map to help identify and analyze data in the areas needing improvement in the local system of care. The CFSR

in-depths and Targeted reviews will be the areas for measurement and reporting of improvements in the following areas:

- *Safety Plan Sufficiency and Monitoring*
- *Placement with Siblings*
- *Case worker visits with Children*

    i. *CFSR Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care*
    ii. *CFSR Item 3: Risk and Safety Assessment and Management*
    iii. *CFSR Item 12: Needs and Services of Child, Parents, and Foster Parents*
    iv. *CFSR Item 13: Child and Family Involvement in Case Planning*
    v. *CFSR Item 14: Caseworker Visits with Child*
    vi. *CFSR Item 15: Caseworker Visits with Parent*

- *Medical Care*
- *Lack of Visiting with parents and siblings in foster* care
- *Lack of Child and family involvement in case planning*
- *Achieving Reunification, Guardianship, Adoption, or Other Planned Permanency Living Arrangement*

33. Activity: **Quality Assurance Team Trainings**
Frequency: Ongoing
Process: The Quality Management team will work in collaboration with the CBC Training department by providing trainings to the CBC and provider staff, as needed. Trainings may be conducted during monthly CQI meetings. Specific training topics needed for individual case management units will be provided during monthly Unit meetings.

Training topics to include but not limited to:

a. Understanding CFSR Data
b. Understanding the Desk Review Tool and Review Process
c. CFSR Checklist/Guidance/Home Visit Assessment Form
d. Safety Planning and Monitoring
e. Home Assessments
f. Case Planning
g. Documentation
h. Understanding the local System of Care
i. Performance and Quality Improvement – PQI/COA

34. Activity: **Circuit 19 Re-designed Home Visit Assessment Form Project**
Frequency: Ongoing, as needed
Process: Home Visit Assessment form implementation was November 2019.
The formed workgroup of Case management Supervisors, Case Managers, Training Department Trainers and Quality Management representatives reviewed the final version and then training the form. The QM Projects Supervisor conducts monthly random spot checks to see if the form is having the proper impact and if not, the need to readdress whatever issues we discover. A re-focus was placed on The Home Visit process in

FY2022-23. The Home Visit Assessment Form Project is an ongoing project that will be revisited from process improvement during the 2025-26 FY.
The home visit form will continue to address the following areas which are all areas needing to be improved.

a. CFSR Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry into Foster Care
b. CFSR Item 3: Risk and Safety Assessment and Management
c. CFSR Item 12: Needs and Services of Child, Parents, and Foster Parents
d. CFSR Item 13: Child and Family Involvement in Case Planning
e. CFSR Item 14: Caseworker Visits with Child
f. CFSR Item 15: Caseworker Visits with Parents

Communities Connected for Kids utilizes the following strategies to improve practice and were selected based on evidence-based, best/promising, and/or emerging practices.

- Permanency Roundtables,
- Quality Parenting Initiative,
- Wraparound mental health services through the partnership with the managing entity,
- Collaboration between the Independent Living Program, Road to Success, and the clinical team to co-facilitate Regis Little staffings in order to ensure a multidisciplinary approach to young people with developmental disabilities so that they have the appropriate support and services in place as well as guardians appointed, if needed.
- Participation in the statewide evidence-based parenting initiative, we have mapped our local evidence-based parenting resources, and developed a uniform reporting template to provide a greater level of detail on parental progress in the services.
- Rapid Response In-Home Family Services program uses the evidence-based family support model designed and provided by Neighbors to Family Inc.
- Contracting with Safety Management Providers offering evidence-based services such as parenting.
- Incorporation of the CFSR checklist/guidance - The CFSR checklist identifies ongoing activities for each case that will ensure Safety, Permanency, and Well-Being outcomes for children and families are met.
- Keeping Families Connected (KFC) – a collaboration with multiple community partners for the purpose of reducing the number of children who enter the foster care system due their parents refusing to allow them to return home, most usually following a delinquent act or mental health crisis.
- Decision Support Teams (DST) – staffings with CPI, CM and Service providers to prevent removals.
- Family Preservation Staffings (FPS) – a collaboration with multiple community partners for the purpose of keeping families together and preventing placement disruptions.

34. Activity: **Child Family Services Desk Reviews (CFSR)**
    Frequency: Annually
    Process: Annually, CCKids will have a target of fifty-four (54) dependency cases randomly selected by the Department of Children and Families (DCF) for review by the DCF Office of Quality and Innovation Reviewers. This process will follow the statewide CFSR process that is outlined in the "*Quality Office CFSR Reviewer Guide"*. Communities Connected for Kids quality management will randomly select two cases, per quarter, for an internal CQI reviews utilizing the CFSR tool and the OMS portal system.

Stakeholder Involvement:

The local community alliance and board participates in quality management plan implementation through the review and evaluation of performance data. Additional activities with DCF Regional and Circuit staff including the DCF Contract Manager are held monthly for Continuous Quality Improvement (CQI) meetings and Monthly Operational Meetings. These meetings include updates on FSFN data, Provider updates, Communities Connected for Kids quality management initiatives/improvement/activities, data management updates and DCF Circuit/Regional informational updates. Specific qualifications for participation in case practice reviews are outlined within the quality assurance activity process/methodology.

Communities Connected for Kids utilizes input from and feedback to stakeholders through a variety of channels: web-based surveys, meetings, evaluations, monitoring and data sharing. Stakeholders include the children and families served, personnel, providers, Board of Directors, Department of Children and Families, Community Alliance and community members as a whole. The information gained through each avenue is cumulatively shared with the Senior Management Team for discussion and action. Ideas, concerns and comments are utilized to evaluate our system of care, drive service delivery, identify areas of strength and weakness and provide the agency with an overall means in improving our services. The current Contract Performance Measures located on the Department of Children and Families Dashboard, and any other outcomes mutually agreed to at the local level are communicated monthly to the Board of Directors and stakeholders by the Communities Connected for Kids CEO. The contract performance measures are reported in graph form and are located in the board meeting minutes. Board packets are provided to each board member electronically before the planned meeting and as a handout on the day of the board meeting. All interested stakeholders receive the contract performance measures report during the monthly board meetings.

The Quality Management Department assists with the questionnaire and satisfaction survey process. The Senior Management Team, Board of Directors and local Alliance members review these reports to assess the overall quality of service to meet the needs of children, families and other stakeholders.

<u>There are five (5) different categories of surveys/questionnaires</u>:

1. Satisfaction of parents/child (ren)
2. Satisfaction of adoptive parents
3. Satisfaction of foster parents
4. Satisfaction of providers

5. Satisfaction of stakeholders (e.g., courts, GAL's, etc.)

Child and family satisfaction surveys include questions addressing the services the clients received, the professionalism of the staff, the ease with which services were provided, whether or not the clients felt that they received the help they needed, and whether the facilities were convenient. Surveys are aggregated, reviewed and reported by quality management staff. The information resulting from the reports is used to develop new services, change existing services, and to strategically plan.

Consumer satisfaction surveys are administered to those agencies/individuals who work with Communities Connected for Kids. This data is also aggregated, reviewed and reported by quality management staff. The information is then used to identify any issues that consumers have not otherwise communicated in order to secure the most positive working relationships between agencies and caregivers.

Each stakeholder group plays a role in the Communities Connected for Kids quality assurance/improvement activities both formally and informally. Input from each stakeholder group plays an important role in strategic planning, ensuring that Communities Connected for Kids is sensitive to the needs of each as well as maintaining a system of care that meets the needs of the service community. Feedback is provided through newsletters, data reports, interaction with the print media, public relations efforts and an open door/information exchange policy with our CEO.

Customer Relations: Inquiries, Complaints, and Grievances:

It is the policy of Communities Connected for Kids to encourage children, families, and community stakeholders to make inquiries, share concerns, and register complaints to continuously improve the quality of services. Communities Connected for Kids will ensure a prompt and appropriate response to all inquiries, complaints and concerns that are received verbally or in writing.

Inquiries

An “inquiry” is defined as an issue raised that requires clarification or attention but which may not indicate dissatisfaction with services. Client inquiries may be made of any employee, at any level, within the organization. The employee will seek to resolve the concern quickly and efficiently to the satisfaction of the inquirer. The inquiry will be routed either electronically, in writing or verbally through the Chief Executive Officer to the Quality Management Department for follow up by a Quality Management Specialist.

If needed, the Quality Management Specialist will investigate the inquiry to determine what occurred, making a preliminary assessment about what action is required. The Quality Management Specialist will seek to resolve the concern or problem expressed, making reasonable efforts to obtain resolution as requested by the inquirer. Resolution of the concern or problem will occur in no more than three (3) business days from the date the inquiry was received. The results will be forwarded to all relevant parties.

If satisfactory resolution of the inquiry cannot be obtained within three (3) business days, the inquirer will be offered an opportunity to follow Communities Connected for Kids grievance

procedure in an effort to reach satisfactory resolution.

The Quality Management Department will report inquiry data trends on a quarterly basis to the Senior Management Team and the CQI Committee. Data reports include the number of inquiries, average time from inquiry to resolution, and number of inquiries referred as grievances.

Complaints

Communities Connected for Kids defines a complaint as dissatisfaction with a case-specific issue or service delivery issue, which is received verbally or in writing and for which a response is requested. Complaints are handled through the Communities Connected for Kids Chief Executive Officer (CEO) and Quality Management Department. Quality Management assists the CEO and provides a point of contact for individuals wishing to file a complaint. Complaints are answered by the CEO and/or QM staff during regular business hours or the next business day if received during non-working hours. The CEO along with the QM staff ensure that complaint polices are explained to the individual filing a complaint and that the policies and procedures are followed.

Within one business day of receipt of the complaint/concern, the designated QM staff member will begin to gather information based on the complaint. If additional information is needed, the QM staff member may contact the individual who made the complaint to obtain additional information.

When identifying information is available, confirmation of receiving the complaint to the complainant is made. This confirmation informs the complainant that Communities Connected for Kids is investigating the complaint/concern.

All complaints raised will be resolved within 3-5 days or the reason for delay in resolution will be noted. Once a complaint has been assigned for investigating, the Quality Management department is responsible for monitoring and tracking the complaint resolution to ensure timeliness is met.

If any complaint remains unresolved, the issue is referred to the Communities Connected for Kids Quality Management Director, and the person issuing the complaint will be advised of further grievance and appeals procedures.

Grievance Resolution Process

It is the policy of Communities Connected for Kids to respond to all grievances in a manner that is respectful of individual clients, providers, and others who file a grievance. This policy is included in all contracts with service providers. The grievance process promotes fair, non-intimidating, and timely resolution.

Grievance processes for parents

The Case Manager will explain the grievance process to the child and family at the initial contact. Grievance forms are included in the consumer guide and/or on the intranet that will be provided at initial contact. The following procedure will be followed when a child/youth or a parent files a grievance:

a) In the event that a difference of opinion or conflict occurs, the dissatisfied person(s) is encouraged to bring the specific issue to the attention of the case manager in the context of an inquiry. The forum for this dialogue is informal and the results are documented in the appropriate file. Documentation includes the circumstances surrounding the issue and resolution/status.
b) If the concerns are not resolved at the inquiry or complaint level, the case manager will provide the person(s) with the name of his/her supervisor so that the person(s) may speak with them regarding the concern/complaint. This process should move up the chain of command within the case management agency until the issue is resolved.
c) If the management personnel within the case management agency cannot resolve the issue, the CMA shall request a meeting with Communities Connected for Kids management and the complainant to discuss the outstanding issue.
d) Final authority to resolve disagreements, if necessary, rests with the Communities Connected for Kids CEO. If needed, all data collected will be forwarded to the CEO for final review. The CCKids agency designee will notify the person(s) served of the final decision which will be given no later than five (5) days after the CEO receives the request for review.

Grievances Made By CMAs or Providers

All Communities Connected for Kids contracts for services require providers to follow Communities Connected for Kids grievance procedures. If a contract provider wishes to file a grievance, a summary of the process is outlined below:

a) In the event that a difference of opinion or conflict occurs, the dissatisfied provider is encouraged to bring the specific issue to the attention of Communities Connected for Kids in the context of an inquiry. The Communities Connected for Kids Quality Management department processes all complaints, inquiries, grievances and provides the response.
b) If the Communities Connected for Kids Quality Management department cannot resolve the issue, a meeting with Communities Connected for Kids management and the provider will be set to discuss the issue.
c) If the Communities Connected for Kids management team and the provider cannot resolve the issue, a meeting with the Communities Connected for Kids CEO will be set for final resolution.
d) Final authority to resolve disagreements, if necessary, rests with the Communities Connected for Kids CEO. If needed, all data collected will be forwarded to the CEO for final review. The CCKids agency designee will notify the provider of the final decision which will be given no later than five (5) days after the CEO receives the request for review.

Review of all Complaints and Grievances

On an ongoing basis, Communities Connected for Kids Quality Management Director reviews all complaints and grievances filed within the quarter. Results are included in the quarterly Risk Management Report. Some areas that may be reported on are timeliness of resolution, corrective actions taken, and customer satisfaction with the resolution is evaluated.

Monitoring of Client Services Providers

Communities Connected for Kids monitors the contracted providers in the network through a number of mechanisms. The Directors of Contracts and the Department of Quality Management conduct continuous management and monitoring of activities through on-site visits, desk reviews, remote reviews and through the review of required contractual reports.

Communities Connected for Kids Contract department collects and analyze provider data from FSFN and internal systems on a monthly basis. The Director of Contracts discusses any performance issues with the provider and the actions the provider will take to improve performance. This is documented in the provider's specific contract file. The Director of Contracts provides technical assistance as necessary. As Communities Connected for Kids evaluates and monitors programs and new information becomes available, the Quality Management Department will work in conjunction with the program and contract management on performance improvement teams, corrective action follow-up and new performance initiatives.

The Quality Management department utilizes a real-time quarterly monitoring process for a better understanding of real-time outcomes. During the first quarter monitoring all administrative, personnel and client case files. The second quarter monitoring includes a survey of the Providers which the stakeholder can give input as to the services they are receiving from the Provider being monitored. The third quarter monitoring includes a review of recruitment plans any corrective action items that were a result of the 2 previous quarterly monitorings and the fourth quarter monitoring allows for a complete overview of the Provider. All quarterly intervals include the ongoing review of their performance measures and program outcomes.

An invoice tracking log which includes date of service, payment amount, and expenditure type is managed by the Director of Contracts for all active contracts.

All applicable contracts will undergo annual, semiannual or quarterly monitoring based on the Risk Index provided by the Contracts department and in accordance with the Communities Connected for Kids 2024-25 Client Services Monitoring Manual. Providers will be required to document corrective actions taken to improve performance in areas found deficient in this monitoring.

VIII. Continuous Quality Improvement

Quality Improvement is implemented based on the level of performance or compliance with each quality assurance activity or other source. Performance and compliance is determined based on established benchmarks and performance expectations. The indication of poor performance or lack of service delivery is based on data reports and analysis conducted as part of the quality assurance activities.

Communities Connected for Kids *believes that in order to strengthen our system of care, we must continually strive to*:

1. Exceed our established outcomes
2. Improve the quality of our services
3. Address substandard performance

To ensure excellence and improvement, Communities Connected for Kids addresses each area through the *Performance Improvement Team approach.* Once an area is identified as an area for improvement (based on performance data or reviews), the Team reviews the data and determines who should be assigned as the team leader. The team leader(s) is most often a seasoned staff member(s) who has experience within the department or departments that directly impact the data or performance, while the Quality Management Department provides technical assistance, gathers data and determines trends. The team, which includes members of the Quality Management Department and is required to be inclusive of all levels of staff within the associated department, is responsible to review data provided, conduct an analysis to determine the potential root cause, formulate a solution plan, set target outcomes, implement deployment and monitor progress. The Quality Management Department then ensures continual quality improvement through regular auditing and reporting of the process.

The Plan-Do-Check-Act approach to problem solving and continuous quality improvement may be utilized for areas deemed needing improvement.



a) PLAN: The planning phase involves assessing a current process, or a new process, and figuring out how it can be improved upon;
b) DO: The do phase allows the plan from the previous step to be enacted;
c) CHECK: During the check phase, the data and results gathered from the do phase are evaluated;
d) ACT: If the **check phase** shows that the **plan phase** which was implemented in **do phase** is an improvement to the prior standard (baseline), then that becomes the new standard (baseline) for how the organization should **act** going forward.

The key to any implementation process is effective and efficient deployment. Communities Connected for Kids facilitates quality improvement through careful analysis of processes and resources, training, meeting technical needs, effective communication, and feedback.

Initiatives utilized to enhance and drive deployment are:

- Performance Improvement Plan
- Use of Quality Improvement Teams

The *Performance Improvement Plan* combines results or outcomes from external and internal reviews, identification of specific indicators and continual evaluation of outcomes. The process

for implementation of solution plans is initiated, monitored and evaluated by the Quality Management Department in collaboration with the assigned Quality Improvement Team. The Performance Improvement Plan is updated quarterly and is designed to track and report on ongoing improvement initiatives.

The use of *Quality Improvement Teams* combines the indicators outlined in the Quality Improvement Plan and those identified through regular process or procedural evaluation. Multiple Quality Improvement Teams are developed within the delivery system and assigned various tasks or action steps outlined in the solution plan. This team approach strengthens the overall plan deployment.

Data Collection and Analysis

Data Collection: To effectively address Quality Improvement measures, data collection is completed through two separate processes: external and internal. External data is collected via reports and audits. Internal data is collected through FSFN, internal tracking processes, case file reviews, and standardized reporting tools.

Data collection is driven by the agency's established indicators and activities contained within the quality management plan. The frequency of data collection occurs at various scheduled time periods based on data availability, required reports or the status of a performance outcome.

Data Analysis: Identifies and verifies root cause through validating strengths, identifying weaknesses and ensuring the quality of the process that directly drives a specific indicator determined through the quality assurance activity to effectively implement the processes. Communities Connected for Kids will determine the process of the analysis, ensure valid and accurate data collection, review current procedures and practices, establish desired outcomes and targets, and develop and deploy a plan of solution. For successful and continual quality improvement, Communities Connected for Kids will compare the data analyzed at each interval to determine trends. As new information concerning performance is made available, QM will appropriately utilize the data to facilitate improvements in the following manner: focus groups facilitated by QM Department staff and CMA supervisors, Performance Improvement Teams (CMA's and QM Team members), QM Department improvement initiatives, and Performance Improvement Plans. These projects will work to modify and/or improve the processes at the CMA and CBC levels.

To effectively communicate the data, Communities Connected for Kids generates reports in the form of lists, tables, graphs and/or charts as required. This information is disseminated to the department, community partners, providers, staff and other interested or related stakeholders.

IX. Staff and Provider Training

Pre-service Training - Case management staff receives Pre-service training through Communities Connected for Kids Training Department. The pre-service training includes structured field activities and classroom training and requires successful completion of a knowledge-based test to achieve provisional certification. All pre-service training follows the requirements outlined by the state.

In-service Training - Communities Connected for Kids is responsible for coordinating and facilitating all needed staff in-service training, either by directly providing the training or arranging an external training opportunity. Topics of interest will be determined by the results of an annual *Training Needs* Survey. Guest lecturers will be invited to share their expertise with Communities Connected for Kids staff, as well as case management staff, Department of Children and Families staff, and staff employed by the community network providers. Notice of these trainings will be provided to all staff in calendar format and require prior registration. At least one in-service training yearly will be directed at morale and staff retention issues.

Communities Connected for Kids staff completes the following DCF required training annually: HIPAA, Security Awareness, Foundations of Disability Rights, Preventing Sexual Harassment. In addition, staff are required to complete CCKids Compliance/ Code of Conduct training, Fraud, Waste and Abuse Training and Bloodborne Pathogen training. Training regarding Interviewing and hiring within the Law is provided for supervisors.