

Brevard C.A.R.E.S., Inc. Policy and Procedure Manual



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Procedure Name: Performance Quality Improvement

Procedure Number: OP BC 1036

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Effective Date: 01/09/2013

Applicable to: Brevard C.A.R.E.S. staff

SUBJECT: Brevard C.A.R.E.S. Performance Quality Improvement Operating Procedure

PURPOSE: This operating procedure outlines Brevard C.A.R.E.S. procedure for Performance Quality Improvement. Brevard C.A.R.E.S. is dedicated to the highest standards of quality in the provision of services to the children and families served. This procedure outlines the component of Quality Management in the Brevard C.A.R.E.S. Performance Quality Improvement Plan. This includes quality assurance and improvement activities and the protocols and steps taken by the Brevard C.A.R.E.S. staff to ensure prompt quality access for families to the services offered by Brevard C.A.R.E.S. The proper application of this procedure ensures that Brevard C.A.R.E.S. meets its commitment to ensure continuity of care for families using the strength based wraparound principles of care.

REFERENCES: Brevard C.A.R.E.S. Performance Quality Improvement (PQI) Plan

PROCEDURE:

Leadership Endorsement of Quality and Performance Values:

The leadership of Brevard C.A.R.E.S. values service quality and continuously promotes a culture that adheres to a high standard of excellence for the children and families served. Performance measures that have been set forth by the agency are shared with staff to communicate quality expectations and goals for ongoing monitoring and assessment. The agency has implemented an organizational wide Performance Quality Improvement (PQI) Plan that spans over various service delivery areas and uses data driven results to create a high performing results oriented organization. The PQI plan, driven by the Senior Management Team, involves all staff in the PQI process. This includes external stakeholders and community members and regular summary reports of gains toward agency performance measures and goals. The Executive Director promotes a culture of excellence and continuous quality improvement. The agency has developed a Three Year Strategic Plan which includes both short and long term goals set forth by the agency, expectations for use of quality and performance results a vehicle for change and for promoting consumer driven processes that result in high consumer satisfaction while acknowledging and recognizing staff contributions to the overall success of the organization. The agency has data management and data collections resources of the state automated child welfare information system (FSFN) and utilization management system to facilitate and collect data sufficiently.

The Brevard C.A.R.E.S. Performance and Quality Improvement Plan:

The Brevard C.A.R.E.S. PQI Plan describes the system wide efforts made to continually address quality of services and the improvement of service delivery to the children and families seeking services from Brevard C.A.R.E.S. and includes a strategic process for quality improvement that

encompass all areas of service delivery including C.A.R.E.S. Program Family Support) Non Judicial In Home Services and Community Service programs. The plan identifies the functions of the key staff of the Executive Director, Program Managers and Supervisors. The PQI program's utility is assessed by the plan's ability to continuously improve the quality of service delivery and ensure that the plan is positively correlated with higher quality services and improved experiences for the family. The organization's leadership sets forth quality expectations of staff and program goals that require ongoing monitoring. As previously mentioned, the Brevard C.A.R.E.S. Three Year Strategic Plan outlines the agency's organizational goals, objectives and strategies. All staff are educated and informed on the annual strategic plan goals and their unique role and responsibility in attainment of these goals.

Supervisory Review Process

The Supervisory review is intended for immediate feedback for a staff member to use for quality improvement that supports the safety, permanency and well-being of the children we serve. This frontline activity provides the timeliest opportunity to capture, process and implement information and processes that are vital to achieving permanency for children. Unit supervisory discussions focus staff on quality case work and create a process that allows staff to have mechanisms for gaining knowledge of best practice and delivering the highest quality of casework to the children and families that we serve. Program Managers/Supervisors review 100% of open cases assigned to their unit every ninety (90) days. These reviews will be conducted by unit supervisors with the assigned staff member in a supervisory discussion format.

Case Record Reviews and Utilization Review on Case Specific Files:

Case record reviews are conducted to ensure that the services provided to families are of the highest quality and meet the needs of the families who participate in the program. The process also ensures that all services provided use strength based and family centered principles. Reviews assess compliance with state policies, agency protocols and wraparound principles. Case specific file reviews are also conducted quarterly as a comprehensive multi leveled process. This includes both open and closed cases using a standardized tool to document client engagement and service delivery.. Other criteria for assessing quality involve the identification of cases that have changes in status level such as an increase in risk factors, multiple risk factors, notoriety such as high profile (featured in media or potential media alert), length of services (cases that that have been open longer than standard timeframes) changes in level of service and compliance with mandated performance measures and targets.

Performance and Outcomes Measurement:

The Brevard C.A.R.E.S. management team sets forth expectations regarding performance and outcomes in a supportive manner and identifies any areas of needed improvement. This process is completed through monthly data compilation, sharing of data reports, data trends and evaluation by sharing data during monthly all staff meetings and during individual supervision. Brevard C.A.R.E.S. performance measures relate to service delivery, operations, program results and family outcomes. This includes financial data and sound fiscal management as well as the evaluation of the cost effectiveness of the program. Performance measures also include the assessment of staff efficiency such as the number of complete initial assessment and Family Team Conferences, average length of family participation and timeliness of assessments. Staff retention, consumer satisfaction survey results and required staff training is also assessed annually.

Analyzing and Reporting Information:

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Brevard C.A.R.E.S. collects ongoing service delivery information through aggregated performance data monthly, quarterly and annually.. The Quarterly peer review process (that includes a random sample of open and closed cases) uses a standardized case record review tool to ensure consistency, review of Critical Incident Reports, consumer satisfaction data, outcomes data and operation data reports. The following elements are included in the case review process: Request for Release of Information, Acknowledgement of Client Rights Handbook, HIPAA Acknowledgement Form, Signed and Dated Case Chronological Entries, Strengths Discovery Release of Information Form, Family Team Conferencing Release of Information Form, Initial Family Contact, Strengths Discovery and Family Team Conference is completed with agency timeframes, Family Vision and Mission Statement, Safety Plan, Family Needs are documented, Care Plans are within established timeframes, Evidence of Family Participation, Barriers to success have been addressed, Evidence of Cultural Competency, Required Signatures, Family Team Conferences are occurring every 60 days minimally, Transition Plan is intact prior to Family Graduation, Service Authorized were agreed upon by family and delivered timely, and Evidence of Natural Supports, Supervisory Review and Family Satisfaction feedback was solicited.

The Wraparound Observation Form is also used to assess fidelity to the model and assesses the life domain areas of Cultural, Educational, Family, Legal, Medical/Self-Care, Mental Health, Residential, Safety, Social/Recreational, Substance Abuse, Vocational, Child Development, and Financial. Presence of and inclusiveness of the areas of information and referrals in the community, individualized planning efforts, conduciveness of planning of family, evidence of interagency collaboration, unconditional care, outcomes of the meeting, management of the process and Care Coordinator role as this relates to discussion of the family strengths, goals, objectives, intervention and progress towards Care Plan.

Contract Measure Performance

Brevard C.A.R.E.S. has developed systems to report Scorecard, Contract Performance and System of Care Data to management, the Board and community stakeholders. Implementation of the Performance Quality Improvement System is a continuous process that begins with an assessment of performance by gathering pertinent data from case reviews, examining the status of contract measures, and reviewing stakeholder and client satisfaction data. This examination is focused on measures which produce the critical outcomes of safety, permanency and well-being for our children, national accreditation standards and recognized best practices. This collaborative evaluation assists in identifying for us those measures that will form the basis of our quality assurance efforts.

Contract outcome measures are systemically integrated in the measures we select for quality assurance. By examining the data generated from case reviews, contract monitoring, incident reporting, and satisfaction surveys we identify additional measures for our quality assurance efforts.

Brevard C.A.R.E.S. compiles data and disseminates the Data Report on a monthly basis and also participates in weekly operational meetings to review critical data elements in the Brevard System of Care. The Data report is sent to Brevard Family Partnership, Brevard Family Partnership Board

Members, Brevard C.A.R.E.S. Board Members, Brevard C.A.R.E.S. staff members and other relevant parties. The report details Brevard C.A.R.E.S. progress on system and contract performance measures with transparency and accuracy.

Ongoing Improvement Initiatives

The primary purpose of the Performance Quality Improvement System is to identify critical performance/outcome measures, track performance against those measures, and where necessary develop and implement improvement strategies. It is a combination of Quality Assurance and Quality Improvement activities. The ultimate objective of the Performance Quality Improvement System is to improve outcomes for children by strengthening practice, improving the timeliness, accessibility, quality and effectiveness of services, and developing enduring community supports for children and families. Implementation of the Performance Quality Improvement System is a continuous process that begins with an assessment of Brevard C.A.R.E.S.'s performance by examining the status of contract measures, any current corrective action plans, and data from our case reviews. This examination is focused on those measures which produce the critical outcome of permanency for our children and identifies those measures that will form the basis of our Quality Assurance and Improvement efforts. Contract outcome measures are always included in the measures selected for review and improvement. Brevard C.A.R.E.S. develops systems to track and report performance against these measures and deploys the results monthly throughout the organization to ensure that the improvement initiative is producing desired results. There is knowledge, attention and involvement throughout all levels of the organization regarding the importance of the effects of quality improvement activities to the overall performance and quality of our System of Care.

Brevard C.A.R.E.S. utilizes FSFN, DCF Web Portal, Mindshare and Fidelity Electronic Health Records to generate a variety of critical internal reports. Mindshare is a FSFN data-mining system that allows for daily, real-time tracking of everything from home visits to trending of contract measures. In addition to reporting, Mindshare has a built-in system that provides notice to all levels of case management staff of upcoming tasks needing completion. Brevard C.A.R.E.S. has found that continuous emphasis on performance and accountability using these tools is a critical component in assuring performance and forms the initial basis for our QI efforts.

The second component of the Performance Quality Improvement System. As discussed above, Continuous reviews of performance forms the basis for our QI efforts. We use data as a management tool and are able to proactively address any opportunities for improvement that exist. Based on the review of the data, formal improvement plans are developed by the management team in partnership with the internal or external partners who are responsible for making improvements in key performance areas. When needed, formal problem identification, gap analysis, root cause analysis and the identification and implementation of action steps to improve outcomes is implemented in our system. Brevard C.A.R.E.S. has used this approach to reduce the the number of children entering out of home care. A strength of this approach is the partnership between Brevard C.A.R.E.S. staff and System of Care partners. This has allowed for the broadest possible input from child welfare professionals at all levels and significantly improves solution-focused efforts within the organization. This multi-level approach allows for effective dissemination of law changes, policy updates, and implementation of best or promising practices as key staff are engaged in the improvement planning and training processes.

As new information becomes available through case reviews, performance measure trend data or from other sources, Brevard C.A.R.E.S. will systematically evaluate the information and address

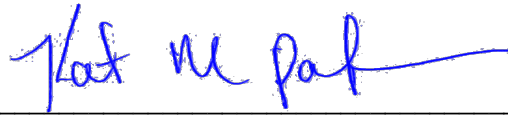
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the issue with one of the strategies outlined above based on the nature of the information, the expected outcomes and the overall impact of the initiative on improving our system of care.

Staff and Stakeholder Support:

The Brevard C.A.R.E.S. Quality Improvement Process is agency and system wide and involves staff and stakeholder groups across Brevard C.A.R.E.S. and the community. All phases of the continuous quality improvement process emphasize participation, communication and cooperation.

BY DIRECTION OF THE EXECUTIVE
DIRECTOR



KATHRYN PARKER
Executive Director
Brevard C.A.R.E.S., Inc

Signature Date: 03/05/2021