

**Summit County Children Services (SCCS)
Continuous Quality Improvement Plan
2012-2014**

Summit County Children Services' Mission

The mission of Summit County Children Services is to excel in the investigation of reports of child abuse and neglect and in the delivery of culturally sensitive, collaborative protective services that provide children with a safe, nurturing and permanent home.

Summit County Children Services' Vision Statement:

Because of our strong commitment to protect abused, neglected and dependent children and strengthen families, we will:

- Seek to assure the safety of children
- Investigate needs with expediency and excellence
- Be vital and effective in our work
- Intervene only where necessary and only to the proper degree
- Believe that all children should grow up in their own family or another permanent home
- Serve and communicate well internally and externally
- Serve in teamwork with families, relatives and our partner agencies in the community
- Invigorate a staff that is well trained, culturally competent, compassionate, focused on excellence and quality improvement
- Be fiscally responsible

CQI Goal: To provide an ongoing monitoring process to assess and improve agency services to meet consumer needs.

Commitment to Continuous Quality Improvement (CQI):

Summit County Children Services is committed to assessing, improving, promoting and providing quality services to agency consumers. This commitment includes the ongoing monitoring of outcomes throughout the agency and recommending necessary actions for improvement.

The CQI plan defines the scope and structure of the agency's CQI process including descriptions of planned CQI activities, research, analysis, reports, communication of reported findings and use of findings within the agency's decision making process, short-term and strategic planning.

Through various CQI activities, the agency holds internal and external service providers accountable for the quality of services. SCCS strives toward the inclusion of CQI activities throughout all agency activities and functions including agency supportive and administrative services.

CQI Activities Includes:

- Written CQI Plan
- Input from Stakeholders¹
- Ongoing review of data collection/analysis
- CQI Committee meetings to review organizational performance and client outcomes reports
- Departmental and specialized work groups of agency staff/managers to address service/organizational needs to improve service delivery and disseminate information
- Executive Council review of Agency and CQI reports
- Established feedback loops for CQI activities/reports
- Review of Agency Quality Improvement Plans
- Established schedule to review various CQI reports

The CQI Plan is reviewed annually for continued applicability and amended as necessary which requires the approval of the SCCS Board of Trustees. This annual comprehensive review promotes an optimum CQI process.

CQI Structure and Committee:

¹ Stakeholders input includes surveys, focus groups, Citizens Advisory Committee, Client Rights Office, Public Comment

Continuous Quality Improvement activities occur throughout the organization within individual service units, departments and service areas, senior administration, and executive council. SCCS' Department of Organizational Research and Evaluation (ORE) coordinates the CQI Committee meetings, activities, conducts research and prepares and disseminates CQI reports/minutes. The Executive Director appoints the CQI (co) chairs of the committee.

The agency's CQI committee represents a cross-section of agency staff and serves as liaison to all agency departments to facilitate the CQI process of feedback, evaluation, and recommendations for system improvement. The Executive Director or designee appoints members for rotating two-year terms, which may be renewed. The committee meets at a minimum monthly to review and discuss QI activities and findings.

CQI Process:

- The CQI process provides ongoing information to promote quality services and systemic improvements. This monitoring is desirable for quality control and meets the Council on Accreditation (COA) standards. SCCS monitors and reports on the quality of services according to the "Four A's of Quality" as listed below
- **Quality Measures "Four A's of Quality":**
 - **Appropriateness of Services:** All services shall be suitable, as determined by a trained professional. The services shall address the child and family member's needs and shall result in progress toward goal attainment
 - **Acceptability of Services:** A trained professional shall determine services to be necessary and to adequately meet the child or family members' needs taking into consideration cultural, race, ethnicity, religion, language, gender, age and sexual orientation. Services shall also be determined to be necessary and to adequately meet the child and family members' needs from the consumer's perspective.
 - **Availability of Services:** Services shall be available to meet the needs of agency consumers with the specific time frames.
 - **Accessibility of Services:** Services shall be accessible to consumers in terms of transportation, location, handicap accessibility, etc. Appointment times shall also meet the needs of consumers

Additional measures consistent with the Federal Child and Family Service Review, Child Safety, Permanency and Well Being are monitored and reported in the following areas:

Compliance Measures, System Performance Measures and Service Outcome Measures

- **Compliance Measures:**
 - Compliance with Ohio Department of Job and Family Services (ODJFS) regulations
 - Compliance with COA standards
 - Compliance with statutory requirements
 - Compliance with agency policies/procedures
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- **System Performance Measures**
 - Family engagement and participation in case plan
 - Placement stability
 - Length of stay
 - Repeat Maltreatment in Substitute Care
 - Consumers' perceptions of services (consumer satisfaction, complaints, grievance/appeals)
 - Levels of stakeholder satisfaction
 - Service utilization
 - Peer review
 - Safety of the service environment
 - Allocation of resources to support agency mission through Fiscal, Human Resource, Community Relations, ORE and Legal
- **Service Outcome Measures:**

- Child safety (incident reports while in substitute care)
 - Re-entry into Substitute care
 - Recurrence of maltreatment
- Reunification within 12 months
- Permanency Planning
- Adoptions finalized within 24 months

Utilization of Agency Workgroups:

Utilization of workgroups throughout the agency has become an established practice as a part of continuous quality improvement to address and improve service delivery and organizational practice. The agency routinely has several workgroups meeting to address issues/needs that have been identified through departmental staff, management, CQI Committee or indicated by state/national child welfare trends. At a minimum, the primary service areas (Intake, Protective and Permanency and Placement Departments) have established workgroups or participate in larger agency workgroups to provide input and recommendations for change. These workgroups forward their report findings to the Deputy Executive Director, Social Service Division for review and implementation. Findings are shared with CQI committee upon request.

Feedback Mechanism:

CQI Reports

CQI activities, findings and results are routinely reported and submitted to CQI committee and the agency Executive Council² for review and discussion to further improve quality of services provided. In addition, findings/results are reported to stakeholders/consumers on an ongoing basis via quarterly reports provided to the Board of Trustees, internal and external newsletters, agency staff meetings, emails, annual reports and agency website. Copies of CQI reports are available on request.

Individual Feedback:

CQI finding related to specific individuals or service areas are reported to those directly involved to facilitate growth in knowledge and improvements in service/administrative services.

Action Plans: Based on the CQI findings, the agency makes systematic corrective actions as necessary. The CQI committee upon discussion of findings makes recommendations to the CQI chair for service improvements. The Executive Director or designee is responsible for systematic improvements and assigns tasks and responsibilities to appropriate staff.

Individual action plans regarding individual case, are the responsibility of the involved staff/supervisor. As part of the CQI process, Division/Department staff shall respond to findings and participate in activities designed to improve and strengthen the agency's service delivery system.

Description of CQI Internal/External Monitoring Reviews and Activities

CQI activities measure the quality of services, identify patterns and trends and hold internal staff and external service providers accountable. These reviews and activities take place throughout agency departments and include ORE, Fiscal, Administrative and Legal Services, Risk Management. Objective, non-involved, third party reviewers conduct all case reviews.

- **Reviews:**

- **Peer Review:** *Ongoing review of randomly selected open and recently closed cases.* Trained caseworker staff review cases to assess the quality of services as it relates to Safety, Permanency and Well-being provided by assigned social worker.
- **Service Quality and Utilization Reviews:** *Monthly review of randomly selected open cases.* A third party manager evaluates the utilization of planned/provided services, consumers' ability to access services, service availability, service barriers and consumers' satisfaction.
- **Semi-Annual Administrative Reviews (SAR):** *ODJFS mandated semi-annual administrative review of all open cases.* A third party manager conducts reviews to assess the appropriateness of the case plan and planned services. Also reviewed are

² Executive Council consist of the Agency Senior Leadership – Executive Director, Deputy Executive Director Social Services, Deputy Executive Director Administrative & Legal Services Division/Human Resource, Director of Community Relations, Fiscal Services Director, Director of Contract Administration/Insurance/Risk Management
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the consumers' utilization of services and their level of progress. At the end of the review, each participant is asked for their feedback about the review and services.

- **Completeness of Records & Documentation Review:** *Record checklist reviews by assigned supervisor on all case transfer and closing including routine audits by records staff for presence and absence of documents.* In addition, SACWIS data base requires data completion of certain data fields in the work process.
- **Internal Child Protective Oversight and Evaluation Reviews of Compliance:** *Monthly case review of randomly selected cases by a third party manager to assess service quality and compliance with ODJFS mandates.* The review examines the hard copy case record and the SACWIS database.
- **Safety Reviews**
 - Placement Incident Reports
 - Agency Incident Reports
 - Worker Safety Report - PCSAO
 - Maintenance Quarterly Checklists/Logs
 - Health & Safety Committee Reports
 - Annual Occupational Safety and Health Administration (OSHA) Report
- **Human Resource Reviews**
 - Staff vacancy/ recruitment
 - Salaries/benefits reviews
 - Staff turnover/retention (exit interview, average length with the agency)
 - Annual Performance Evaluation compliance
 - Annual review of personnel files for completeness
- **Review of Employee/Consumer Complaints, Grievances, and Appeals**
 - Client Rights Grievance/Appeals Summary Report
- **Review of Resource Allocation & Use**
 - Utilization of Social Service Staff
 - Placement resources/expenditures
 - Facility utilization
 - Fiscal resources
- **Review of Compliance Related Reports**
 - Statutory/Regulatory Compliance
 - ODJFS Special Reviews
 - ODJFS Child Protection Oversight and Evaluation (CPOE)
 - ODJFS Foster Home Record Review
 - ODJFS Multi-Ethnic Placement Act (MEPA)
 - Council on Accreditation Maintenance of Accreditation and Reaccreditation
 - SACWIS data analysis, including but not limited to Child and Family Service Reviews
 - Agency Fiscal Audits
- **Data Analysis and Research with Identification of Patterns and Trends -**
 - Workload volume
 - Consumer needs/services planned & provided
 - Timeliness of service delivery
 - Strategic plan and agency service plan
 - Consumer demographic profile & descriptive statistics
 - Collaborative research with universities/institutes
 - Review of scholarly literature
 - Review of secondary source as needed
- **Risk Management**
 - Regulatory compliance
 - Safety and Security (facilities, safety drills, security reports)
 - Placement Incident Reports
 - Agency Incident Reports
 - Limits to freedom (child restraints and seclusions)
 - Foster Care Rule Violations
 - Lapsed Foster Care licenses
 - Consumer/grievances and appeals
 - Insurance and Liability

- **Additional CQI Activities include:**

- **Special Multi-Disciplinary Reviews and Special Case Reviews:**

Such reviews are conducted at the request of Legal Counsel as authorized by the Executive Director or designee and may involve a single or identified group of cases. The reviews will be conducted by an identified internal agency panel with specific disciplines of expertise, appointed for the specific purpose of the requested review. Reviews may also be conducted per the request of Legal Counsel as authorized by the Executive Director or designee by individuals external to the agency, including outside legal counsel. Findings are submitted to the Executive Director, the Director of Social Services and Legal Counsel for review and any follow up actions as necessary. Report findings may be forwarded to CQI Committee per the direction of the Executive Director.

- **Child Welfare Special Service Needs/Issues Reviews:** Specific areas within Child Welfare Services that have been identified for further review/study within the agency. Agency staff members outside of the Organizational Research and Evaluation department participating in quality reviews are required to sign a reviewer "Confidentiality Statement" not to share any such information in the contexts of the review. Report finds are forwarded to the CQI Committee for discussion and review.

- **Stakeholder/Consumer Surveys, Focus Groups, Community Forums, Board of Trustees meetings, and Interviews:** The agency solicits input on ongoing bases from consumers/stakeholders through various activities to further improve upon agency services and address unmet needs.

Planning, Monitoring and Measurement: Long-Term Planning

SCCS long-term planning assesses critical issues facing the agency, Summit County, and Child Welfare. Utilizing the CQI process, findings, and literature review, strategic planning occurs every three to four years, resulting in the Agency's written Strategic Plan consistent with the agency mission and vision. The strategic direction is identified through stakeholder input, data collection, qualitative and quantitative data analysis. The Agency's Strategic Plan is implemented through the annual or bi-annual plan, which defines goals, measures and priorities.

Short-Term Planning: The Agency's Short-Term Planning Involves two documents:

Agency Service Outcome Plan
Strategic Plan Goals and Measures

The Agency's Service Outcome Plan establishes general and service specific outcome measures for a three-year period. The plan is approved by the agency Board of Trustees and reviewed annually for continued applicability. The Strategic Plan Goals and Measure defines annual/bi-annual priorities with summary reports.

Confidentiality:

CQI data reports contain only aggregate data. No person or identifying information shall be revealed in a public report. CQI data forms (hard copy) shall be maintained in secured files and electronic data shall be maintained in accordance with agency MIS policy. Only authorized agency personnel shall access QI data as necessary to conduct research, analyze data and produce aggregate reports.

Information Management:

SACWIS, the state database utilized by SCCS, houses consumers' information. Organizational Research and Evaluation selected staff authorized by SCCS Director of SACWIS, utilizes the database to prepare numerous CQI reports.

This Continuous Quality Improvement Plan has been reviewed and approved by:

Executive Director

Date

Board of Trustees Chair

Date

**Continuous Quality Improvement Plan 2012-2014
Appendix A**

To ensure representative sampling of case reviews, the following Random Sampling Size Chart is used based on the size of the universe reviewed.

Size of Universe Reviewed	Sample Size
100 – 199	100
200	110
250	124
500	165
750	185
1,000	198
1,250	206
1,500	211
2,000	219
3,500	230
5000+	250

Services with an annual consumer population less than 100 will have all (100%) files reviewed:
When the population size falls between two population-size numbers listed above, the sample size is calculated using the higher and lower numbers to arrive at the appropriate sample size. SCCS uses samples sizes to produce results within a +/- 6% margin of error.

**Continuous Quality Improvement Plan 2012-2014
Appendix B - Standardized Reporting Categories for SCCS**

Age Categories for Children*

Birth Up to 2.99 years
Three Years up to 4.99 years
Five Years up to 11.99 years
Twelve Years up to 17.99 years
Eighteen Years through Twenty-one Years
*Adjusted as necessary for Special Studies
**Youth 18 years or older may still receive agency services

Age Categories for Adults

Eighteen Years to 24.99 Years
Twenty-five Years to 34.99 Years
Thirty-five Years to 44.99 Years
Forty-five Years and 59.99 Years
Sixty Years and Older

Race Categories

Black/African-American
White
Alaskan Native
American Indian
Asian
Native Hawaiian
Other Pacific Islander
Unable to Determine
Other

Ethnicity Category

Hispanic/Latino

Geographical Categories

Summit County (Ohio)	Zip Codes within the Region	
Akron	44301,44302, 44303, 44304, 44305, 44306, 44307, 44308, 44309, 44310, 44311, 44312, 44313, 44320 *	Other Zip codes are labeled as Akron for 'mailing purposes" but these are actually in other cities and included in - Elsewhere in County.
Barberton	44203	
Elsewhere in County	All Other Zip Codes within Summit County	
Outside of County	All Zip Codes Outside of Summit County	

Living Arrangement/Placement	Agency Custody	Annual Household Income Categories
Own Home	Voluntary /No Custody	\$0 - \$15,000
Foster Home	Protective Supervision	\$15,001 - \$25,000
Kinship/Relative Home	Juvenile Rule 6	\$25,001 - \$35,000
Children's Residential Placement	Emergency Temporary Custody	\$35,001 - \$45,000
Secured Residential Placement	Temporary Custody	\$45,001 & Upwards
Independent Living Arrangement	Planned Permanent Living Arrangement	

Group Home	Permanent Custody	
Adoptive Home		
Free Home (Absence from Care)		
Hospital		

Religious Affiliation Person Considers Herself/Himself to be:	Primary Language in the Home
Amish	English
Buddhist	Spanish
Christian - Catholic	Other
Christian - Protestant	
Hindu	
Jewish	
Jehovah's Witness	
Islam	
Mennonite	
Seventh Day Adventist	
Other	
None	

Continuous Quality Improvement Plan 2012-2014

Appendix C

Agency Continuous Quality Improvement Activities, Reviews and Reports	Primary Responsibility of	Frequency of Activity or Review Report	Findings As Evidence In
Internal Activities			
CQI Committee Agenda, Meetings and Minutes	Organizational Research and Evaluation (ORE)	Monthly	Monthly Agendas, Committee Meeting Minutes, Year to Date CQI Summary Progress Report
Senior Administration and Executive Council Review of CQI Committee Agenda and Meeting Minutes	ORE	Monthly	N/A
Health and Safety Committee Meeting and Minutes	Agency Safety Committee	As Scheduled	Risk Management Annual Report
Emergency Response Committee Meeting	Security Staff	Bi-Monthly	Risk Management Annual Report
Agency Work Group Meetings	Service Area	Ongoing	Work Group Reports, CQI Committee Meeting Minutes
Peer Review of Casework Meetings	ORE and Social Service Staff	Monthly	Semi-Annual Peer Review Report
Stakeholder Surveys – Included but not limited to Community, Consumer, Caregiver, Staff	ORE	Ongoing	Survey Reports, CQI Committee Meeting Minutes
Community Focus Groups Meetings	ORE	As Needed	Focus Group Reports, CQI Committee Meeting Minutes
Stakeholder Participation/Input	ORE	Ongoing	Stakeholder Input Reports, CQI Committee Meeting Minutes
Staff Exit Survey	Human Resources and ORE	As Needed	Staff Turn-Over Annual Report
Internal Reviews			
*Agency Goals Report (Major Goals Identified by the Board of Trustees)	ORE	Monthly	Monthly Agency Service Goals Report
*Agency Caseload Report	ORE	Monthly	Quarterly Caseload Report
Semi-Annual Administrative Case Reviews	ORE	Monthly	SAR Monthly Participation Report
Semi-Annual Administrative Review Monthly Participation Report	ORE	Monthly	SAR Monthly Participation Report

Continuous Quality Improvement Plan 2012-2014

Appendix C

Agency Continuous Quality Improvement Activities, Reviews and Reports	Primary Responsibility of	Frequency of Activity or Review Report	Findings As Evidence in
Utilization of Services Review	ORE	Monthly	Agency Annual Service Outcome Report
CPOE Internal Random Case Reviews	ORE	Monthly	Agency Social Services Report
Staff Complaints and Grievances Review-Report to Board of Trustees in Executive Session	Human Resources	Monthly	Monthly Report to Board of Trustees
Summary of Safety Review Report- Screened-Out Intakes, Safety Plan Reviews, Random Closed AR & IR Intake Report Reviews	ORE	Quarterly	Quarterly Summary of Safety Report
Client Rights Complaints and Grievance Report	ORE	Quarterly	Client Rights Quarterly Report
Paid Placement Incident Report (Limits to Freedom of Choice, Behavior Management and Physical Restraint)	Placement Services	Quarterly	Paid Placement Quarterly Incident Report
*Social Services Report (Bar Graph report)-includes ODJFS and CFSR Mandated Compliance Reports	ORE	Quarterly	Social Service Quarterly Report
*ODJFS Business Intelligence Change (BIC Dashboard Report of Child & Federal Service Review Measures)	ORE	Monthly	BIC Dashboard Report
Agency Incident Report Review	ORE	Quarterly	Agency Incident Quarterly Report, Risk Management Annual Report
Worker Safety Report to PCSAO	Client Rights Office	Quarterly	Agency Incident Report, Risk Management Report
CQI Year to Date Summary Progress Report	ORE	Semi-Annually	CQI Year to Date Summary Progress Report
Peer Review Summary Review Report	ORE	Semi-Annually	Peer Review Semi-Annual Review Report
Critical Case Reviews and Report	Social Services Division Director – Staff As Assigned	As Needed	Specialized Reports to Social Services and CQI

Continuous Quality Improvement Plan 2012-2014

Appendix C

Agency Continuous Quality Improvement Activities, Reviews and Reports	Primary Responsibility of	Frequency of Activity or Review Report	Findings As Evidence In
Special Studies Review and Report	Executive Director – Staff as Assigned	As Needed	Specialized Reports to Executive Director and Social Services Director
Review of Secondary Source Documents	ORE	As Needed	Agency Strategic Plan, Agency Annual Report
Agency Service Plan Outcome Report (Specific Outcomes for each service area)	ORE	Annual	Agency Service Plan Annual Report
*Risk Management Liability Issues – Report to Board of Trustees in Executive Session	Legal Division	Monthly	Legal Report to Board of Trustees, Risk Management Report
*Risk Management Report	Legal Division and ORE	Annual	Risk Management Annual Report
*Strategic Plan Annual Report	ORE	Annual	Strategic Plan Annual Report of Goals and Measures
Client Demographic Comparative Analysis Report	ORE	Annual	Comparative Analysis Annual Report
Agency Annual Report	Community Relations	Annual	Annual Agency Report
*Staff Vacancy and Turn Over Report	Human Resources and ORE	Annual	Monthly Executive Summary to Board of Trustees, Staff Summary Turn Over Annual Report
External Review/Activities			
*Child Protective Oversight and Evaluation Reviews – CPOE, (ODJFS)	ORE	As Scheduled	ODJFS CPOE Review Report
*Multi-Ethnic Placement Act Review – MEPA (ODJFS)	MEPA Monitor, ORE	As Scheduled	ODJFS CPOE Review Report
*Foster Care Audit (ODJFS)	Permanency Planning and Placement Services, ORE	As Scheduled	ODJFS CPOE Review Report
*Performance Improvement Plans – ODJFS	Permanency Planning and Placement Services, Social Services, ORE	As Necessary	Placement Planning and Permanency Services PIP Report and Social Services PIP Report

Continuous Quality Improvement Plan 2012-2014

Appendix C

Agency Continuous Quality Improvement Activities, Reviews and Reports	Primary Responsibility of	Frequency of Activity or Review Report	Findings As Evidence In
*Fiscal Audits	Fiscal Department	As Scheduled	External Auditors Report
Council on Accreditation Self Reports, Maintenance of Agreement Reports and Reaccreditation Review Reports	ORE	As Needed and Scheduled	Agency Report to Council on Accreditation
Agency Plans			
*Agency Service Plan	ORE	Annual	N/A
*Strategic Plan Goals and Measure Plan- Annual and Long Term Plan	ORE	Annual	N/A
*Continuous Quality Improvement Plan	ORE	Annual	N/A
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