



Quality Assurance/Quality Improvement (QA/QI) Plan

Fiscal Year 2021-2022

Wesley House Family Services (WHFS) QA/QI Plan is designed to monitor, assess, and evaluate services provided by the agency throughout Monroe County and to develop performance improvement goals for each program. WHFS recognizes QA/QI as an ongoing process involving staff at all levels, Board members and community stakeholders.

Wesley House Family Services Quality Assurance/Quality Improvement Plan

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Wesley House Family Services Mission Statement

Wesley House Family Services promotes and enhances the safety, well-being, and development of children by educating, supporting, and meeting the needs of families.

Wesley House Family Services Vision Statement

To develop and encourage a more child caring community.

Wesley House Family Services Core Values

- Service
- Social Justice
- Dignity and Worth of Person
- Importance of Human Relationships
- Integrity
- Competence

QA/QI Philosophy Statement

Wesley House Family Services (WHFS) is committed to maintaining an ongoing Quality Assurance/Quality Improvement (QA/QI) process. The Chief Executive Officer, the Board of Directors, and all staff are committed to providing services of the highest quality to clients in all agency programs.

The QA/QI process is based on the following assumptions:

- All clients are provided with services appropriate to their individual and family needs.
- The delivery of services is relevant, accessible, culturally sensitive, and responsive to clients, families, and the community.
- Service administration and delivery are subject to ongoing assessment in order to evaluate and improve quality.
- Client, stakeholder, community, staff, and Board members' input are critical components in the monitoring and evaluation process.
- Defining, gathering, analyzing, and measuring data and outcomes are an integral part of the QA/QI system.

The primary purpose of the WHFS QA/QI Plan is to ensure that a high quality of service is delivered consistent with the agency's mission, policy, and procedures.

It is the agency's belief that the delivery of quality services and outcomes for children and families is a shared responsibility with our stakeholders throughout the system of care. The QA/QI process will foster involvement of all levels of staff, stakeholders, community members, and service recipients in the evaluation, improvement and development of programs and services.

A variety of tools and surveys are utilized to implement the QA/QI process. The use of the QA/QI system will:

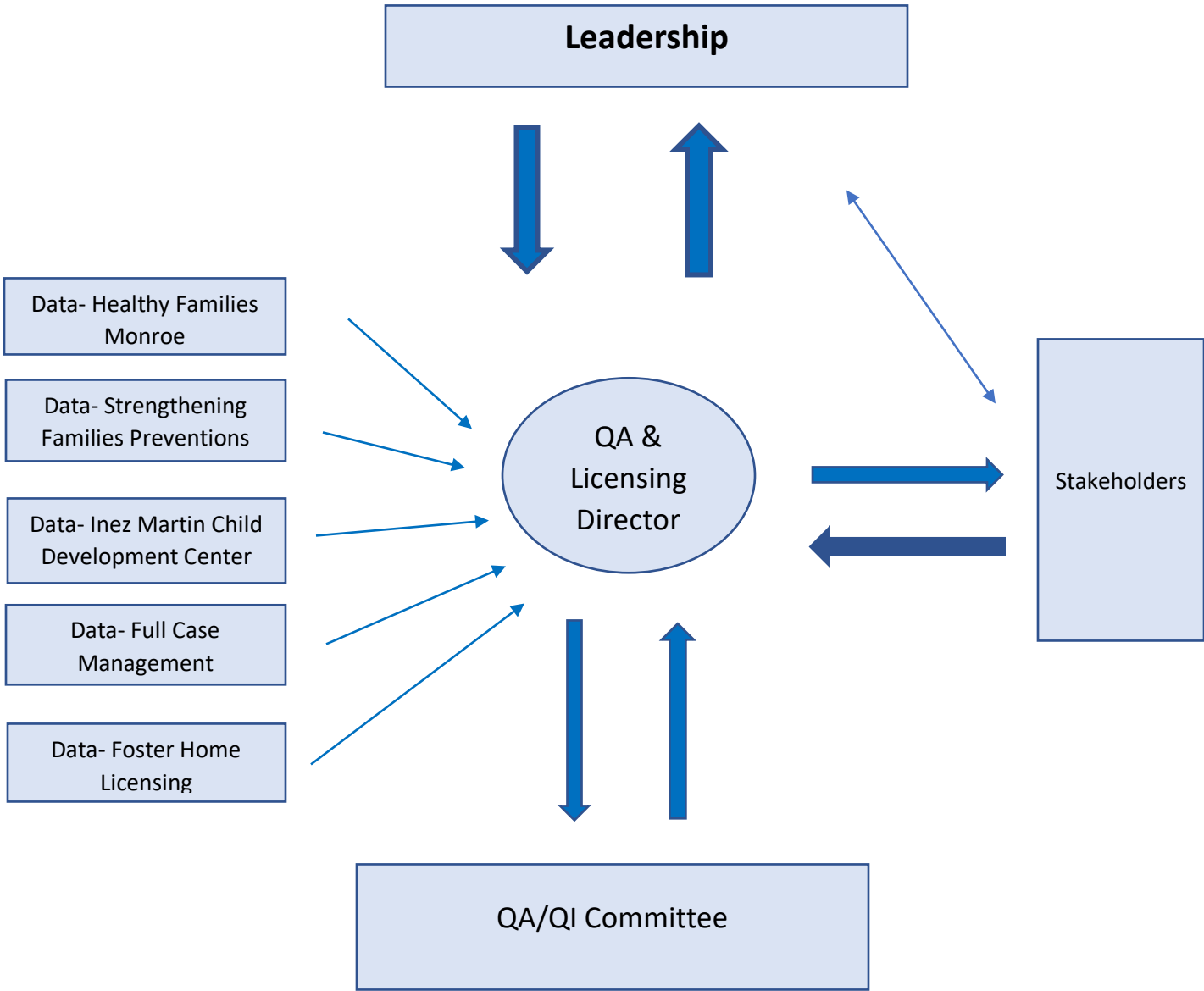
- Ensure the effectiveness of services
- Ensure accountability to clients, funding sources, referral sources, and the community
- Identify levels of client satisfaction with services provided by the agency
- Identify levels of employee satisfaction throughout the agency
- Ensure each of the agency's programs complies with all applicable contract requirements, and applicable local, state, and federal regulations.

Community Stakeholders

Wesley House Family Services recognizes that our community stakeholders are an integral part of the agency's QA/QI processes. Our stakeholders include but are not limited to the following groups.

GROUP	MEMBERS
Community at large	Residents of Monroe County, FL
Community Partners	Guardian ad Litem Program, Monroe County Schools, Florida Department of Juvenile Justice, Florida Department of Children & Families, Monroe County Sheriff's Office, Monroe County Courts (including Dependency and Drug Court), Florida Keys Children's Shelter, Florida Keys Foster/Adoptive Parent Association, Children's Legal Services, Women, Infants and Children (WIC,) Healthy Start, Domestic Abuse Shelter, Samuel's House, Star of the Sea (SOS)
Funders	Florida Department of Children & Families, Citrus Family Care Network, Early Learning Coalition, Ounce of Prevention Fund of Florida, Healthy Families Florida
Governing Body	Members and Associate Members of the Board of Directors
Agency Leadership	Chief Executive Officer, Department/Program Directors: Director of Community Based Care, Child Care Site Director, Quality Assurance and Licensing Director, Chief Financial Officer, Information Technology Manager
Supervisors	Supervisory staff for each department/program: Full Case Management, Strengthening Families Prevention Services, Healthy Families Monroe, Inez Martin, Human Resources, Finance, Training, Parenting Instruction, Quality Assurance Liaison, Foster Parent Coordinator, Permanency and Legal Counselor
Direct Service Staff	Full Case Managers, Family Specialists, Child Care Teachers, Family Assessment Workers, Family Support Workers/Healthy Families, Family Support Workers/Full Case Management, Licensing Specialist, Kinship Navigator, QA Specialist, Referral and Tracking Specialist, Independent Living/Education Coordinator
Foster Parents	Level 1 (licensed relative/non-relative caregivers) and Level 2 ("Standard") Foster Parents
Program Clients	All clients are Monroe County community members accessing one or more service or program.

QA/QI Process Flow



QA/QI Structure

Wesley House Family Services focuses resources on program delivery and outcomes and is committed to maintaining an ongoing Quality Assurance/Quality Improvement (QA/QI) process.

The QA/QI Committee was developed to better ensure that high quality services are delivered, and that the agency's mission, policy, and procedures are met or exceeded. The QA/QI Committee consists of representatives from all Wesley House Departments/Programs.

QA Committee members include the following:

- Angelica McCoy, Quality Assurance and Licensing Director, Chair
- Nicole Moynihan, QA Liaison, Alternate Chair
- Aleida Jacobo, CEO
- Christine Patterson, Child Care Site Director
- Yolanda Noguerras, Director of Strengthening Families Preventions Services
- Klara Hale, Healthy Families Monroe Supervisor
- Tiffany Da Silva, Director of Community Based Care
- Eric Fisher, Training Coordinator
- Megan Burgess, Foster Parent Coordinator
- Scott Shores, Information Technology Manager
- Kenneth Williams, Community Base Cared Manager/Upper Keys
- Greg Wheeler, Chief Financial Officer

The QA/QI Committee is responsible for the development and approval of the annual QA/QI Plan, annual QA/QI report, monitoring and evaluation of program performance reports, reviewing client and employee satisfaction survey results, as well as review of critical incidents, and any other issue or topic requested by the CEO or Leadership Team.

The Committee identifies areas needing improvement and coordinates action plans to address identified needs, monitors compliance with corrective action plans, identifies emerging needs, and ensures communication with employees, clients, stakeholders, and the community. The QA/QI Committee also makes recommendations to the Leadership Team.

The QA/QI Committee meets bi-monthly (every two months). Agenda items include but are not limited to internal compliance and performance monitoring, stakeholder feedback, critical incident review, external monitoring, and emerging needs.

The QA/QI Committee maintains an electronic folder through Microsoft Teams that contains agendas, attendance sheets, and any associated reports and documentation. While “minutes” are not formally taken, the QA and Licensing Director sends a synopsis from each meeting to “Office-All” and copies of those emails are saved as PDF documents for future reference. The electronic folder is available for review by employees upon request. Stakeholders and community partners have access to review hard copies of these materials upon request. Copies of the annual QA/QI Plan and annual QA/QI Report will be available on the agency’s web site and in print version at the agency office and early childhood education site locations.

Performance and Outcome Management

WHFS recognizes the need for a comprehensive outcome measurement system across the agency’s programs and services to determine efficiency and effectiveness of services. Each program has defined goals and outcomes that align with contract requirements. Each program also has identified specific targets or goals for performance improvement. This section of the QA/QI plan will outline the required monitoring of performance and outcome for each program/department.

Full Case Management (FCM)

The Full Case Management (FCM) program monitors outcomes as defined by the Florida Department of Children & Families in the form of a statewide performance “Scorecard”. The chart below shows the individual items that are monitored statewide. Data for these measurements is drawn from the Florida Safe Families Network (FSFN) reporting environment and is reported monthly, quarterly, and annually. Results are shared with the Leadership Team, QA/QI Committee, and program staff. Results are posted on the Community Based Care Lead Agency website <https://www.citrusfcn.com/>

Metric #	Description	Notes
1	Rate of Abuse/Neglect per 100,00 days in out of home care	Threshold is 8.04
2	Percentage of Children Not Abused while receiving In Home Services	Threshold is 95%
3	Percentage of Children with No Maltreatment w/in 6 months of Termination of Supervision	Threshold is 95%
4	Percentage of Children Under Supervision that are seen every 30 days	Threshold is 99.5%
5	Percentage of Children exiting to a Permanent Home within 12 months	Threshold is 40.5%
6	Percentage of Children over 12 months in Foster Care that Exit Foster Care before 24 months	Threshold is 43.6%
7	Percentage of Children Not Re-entering care within 12 months of achieving Permanency	Threshold is 91.7%
8	Average Number of Placement moves per 1000 days in Foster Care	Threshold is 4.12
9	Percentage of Children in Foster Care who received Medical Services within the last 12 months	Threshold is 95%
10	Percentage of Children in Foster Care who received Dental Services within the last 7 months	Threshold is 95%
11	Percentage of Aged Out Young Adults Enrolled in Secondary Education	Threshold is 80%
12	Percentage of Sibling Groups where all Siblings are placed together	Threshold is 65%

The FCM program monitors additional areas of performance that are measured by the CBC Lead Agency and the State. These additional areas of performance monitoring include but are not limited to the following:

- 95% of all FCM cases will have Safety Plans completed, signed by all parties, and uploaded in FSFN at all times. Data is drawn from the FSFN reporting environment.
- Full Case Managers are required to complete monthly face-to-face contacts with all parents whose cases have a goal of reunification. Minimum targets require that 75% of mothers and 50% of fathers are seen face-to-face each calendar month. Data is drawn from the FSFN reporting environment.
- 100% of all FCM cases will have Family Functioning Assessments-Ongoing completed in FSFN within 30 days of case transfer from the Department of Children & Families. Data is drawn from the FSFN reporting environment.
- 100% of all FCM cases will have Progress Updates completed in FSFN within 90 days of case transfer, at critical junctures, and at least every 90 days thereafter throughout the duration of services. Data is drawn from the FSFN reporting environment.

Foster Home Licensing (LIC)

The Foster Home Licensing program licenses and re-licenses two types of foster homes in Monroe County:

- Level I Foster Homes are homes that are licensed to care for specific children.
- Level II Foster Homes are homes that are licensed to care for any child in need of licensed foster home placement.

Performance Monitoring for the Foster Home Licensing program is monitored in the following areas:

Initial Foster Home Licensing

- Level I Homes:
 - Each applicant must complete an online training course titled “Caring for Children” along with any other training required regionally or by the State prior to becoming licensed.
 - All household members and frequent visitors must be background screened as per state defined requirements.
 - A comprehensive Licensing Unified Home Study must be completed in FSFN for each Level I home.

- All home study documentation, background screenings, and supporting documentation must be completed and submitted to the CBC Lead Agency within 60 calendar days of receipt of the referral for Licensing.
- Level II Homes:
 - Each applicant must complete 24 hours of state approved foster parent training prior to becoming licensed; currently the CARE (Creating and Retaining Excellence) curriculum is used.
 - All household members and frequent visitors must be background screened as per state defined requirements.
 - A comprehensive Licensing Unified Home Study must be completed in FSFN for each Level II home.
 - All home study documentation, background screenings, and supporting documentation must be completed and submitted to the CBC Lead Agency within 60 days of the background screenings being conducted.
 - Exit interviews are required to be conducted within five days of any child leaving a licensed foster home in which they resided for 30 days or more.

Re-Licensing of Foster Homes:

- Level I Homes
 - Each Level I Foster Parent must complete a minimum of one hour of additional training annually.
 - All household members and frequent visitors must be background screened as per state defined requirements; these screenings must be conducted within 60 days prior to the license expiration.
 - A comprehensive Re-Licensing Unified Home Study must be completed in FSFN for each Level I home.
 - Level I re-licensing files must be submitted to the CBC Lead Agency at least two weeks prior to the license expiration date.
- Level II Homes
 - Each Level II Foster Parent must complete a minimum of eight hours of additional training annually.
 - All household members and frequent visitors must be background screened as per state defined requirements; these screenings must be conducted within 60 days prior to the license expiration.
 - A comprehensive Re-Licensing Unified Home Study must be completed in FSFN for each Level II home.
 - Level II re-licensing files must be submitted to the CBC Lead Agency at least two weeks prior to the license expiration date.

All data for Level I and Level II Foster Home Licensing is currently tracked manually as there is currently no data repository from which to draw this information. For both levels of licensure, Organizational Checklists developed by the Department of Children & Families are used to guide and inform the required contents of each licensing and re-licensing file.

Strengthening Families Prevention Services (SFPS)

The Strengthening Families Preventions Services (SFPS) program monitors outcomes as defined in the contract with the CBC Lead Agency. The data for these measurements is tracked manually as there is no currently available data repository from which to draw this information. The chart below shows the individual items that are monitored:

Metric	Description	Notes
1	Case Escalation Staffings for Inadequate or Insufficient Safety Plans	Target 100%
2	Closing Summaries Uploaded to FSFN	Target 90%
3	Families Receive Appropriate and Timely referrals	Target 90%
4	Family Service Plans include SMART goals	Target 25% or less requiring corrections
5	Services will be provided in compliance with FFPSA (evidence-based service provision)	Target 90%
6	Families will be assessed utilizing the North Carolina Family Assessment Scale (NCFAS) pre and post service provision	Target 90%
7	Updated Family Service Plans will be uploaded to FSFN within one week of case closure	Target 90%
8	Families will be linked to referred services and complete intake and 2 sessions prior to case closure	Target 90%

Healthy Families Monroe (HFM)

The Healthy Families Monroe (HFM) program monitors outcomes as defined in the Healthy Families Florida Contract. The data for these measurements is drawn from the Healthy Families Florida Performance Management System (HFF PMS). Performance data is monitored quarterly and annually. The chart below shows the individual items that are monitored.

Eighty-five (85) percent of target children will be up-to-date with immunizations at six months of age.
Eighty-five (85) percent of target children will be up-to-date with well-child checks at six months of age.
Eighty-five (85) percent of target children will be up-to-date with immunizations at 12 months of age.
Eighty-five (85) percent of target children will be up-to-date with well-child checks at 12 months of age.
Eighty-five (85) percent of target children will be up-to-date with immunizations at 24 months of age.
Eighty-five (85) percent of target children will be up-to-date with well-child checks at 24 months of age.
Eighty-five (85) percent of target children will be up-to-date with their three-year well-child checks by age four.
Eighty-five (85) percent of target children will be up-to-date with their four-year well-child checks by age five.
Eighty-five (85) percent of target children over 24 months old will have the most recent well-child checks according to the schedule.
Ninety (90) percent of target children enrolled six months or longer will be linked to a medical provider.
Ninety (90) percent of primary participants enrolled in the project six months or longer will be linked to a medical provider.
Ninety (90) percent of all families are assessed within 30 days of enrollment.
Eighty (80) percent of mothers enrolled in the project will not have a subsequent pregnancy within two years of the target child's birth.
Ninety (90) percent of the families participating in the project will develop an initial Family Goal Plan with their FSW within 90 days of enrollment.
Ninety percent (90) of families enrolled 274 days or longer will have updated their FGP within the past 6 months with no more than six months between their previous and updated FGPs.
Ninety (90) percent of target children will receive age-appropriate developmental screenings according to the schedule of the Ounce/HFF approved developmental screening instrument.
Ninety (90) percent of target children will receive age appropriate social-emotional screenings according to the schedule of the Ounce/HFF approved social-emotional screening instrument.

Ninety (90) percent of participants will have the postnatal Edinburgh administered after the target child's birth, according to HFF policy.

Ninety (90) percent of participants will have the Edinburgh Postnatal Depression Scale administered to them within the designated time period for any subsequent pregnancies.

Ninety (90) percent of participants will receive the CHEERS Check-In Tool according to schedule.

Ninety (90) percent of participants that enroll prenatally will have the Edinburgh Depression Scale administered to them at least once prenatally.

Eighty (80) percent of program primary participants that close on Level 3, Level 4 or complete the program will have improved or maintained self-sufficiency while enrolled in the program.

Eighty (80) percent of families will have received at least seventy-five (75) percent of home visits as prescribed by the leveling system.

Eighty-five (85) percent of participants will have the baseline HFPI administered.

Eighty-five (85) percent of participants will have the subsequent HFPI administered to them according to the designated intervals for the tool.

Eighty-five (85) percent of participants who were low on one or more HFPI subscales will improve on at least one of the low subscales from baseline to six months.

Inez Martin Child Development Center (CDC)

The Inez Martin Child Development Center monitors program outcomes in accordance with requirements from the Early Learning Coalition (ELC) and Florida Department of Education. The primary areas of performance monitoring for the CDC are reflected in the chart below. Data is collected both manually and for Voluntary Pre-Kindergarten (VPK) through the Early Learning Coalition online reporting system: <https://brightbeginningsfl.org/Default.aspx>

Key Quality/Performance Indicators	Goal
<p>1. Key Quality/Performance Indicator- OEL assigns a rate for children entering kindergarten the August after completion of the VPK year. *Rate is announced mid-year. Program Goal: Readiness rate of 75% or higher</p>	>=/ >75%
<p>2. Key Quality/Performance Indicator- CLASS (Classroom Assessment Scoring System) Assessment administered in the program will achieve overall room score equal or exceeding the score from previous year. Program Goal: Overall classroom score is 4% or higher for each room that is assessed.</p>	>4%
<p>3. Key Quality/Performance Indicator- ALL enrolled children's files will be reviewed quarterly for medical compliance along with required contractual paperwork.</p>	100%
<p>4. Key Quality/Performance Indicator- ALL VPK children will be screened during September and May with the required VPK monitoring tool. Program Goal: 100% of enrolled VPK children will be screened twice a year. Results are shared with the parent.</p>	100%
<p>5. Key Quality/Performance Indicator- Compliance with Ages & Stages Developmental and Social Emotional Screening Tools: Children are screened during the parent's redetermination month or within 30 days of new enrollment. Results are shared with the parent. Program Goal: 100% compliance</p>	100%
<p>6. Key Quality/Performance Indicator- ALL Inez Martin Teaching Staff will complete a minimum of 30 hours of in-service training on Developmentally Appropriate Practices over the year. Program Goal: 100% compliance</p>	100%
<p>7. Key Quality/Performance Indicator- Reporting issues of concern to the FL Abuse Hotline. Program Goal: 100% compliance</p>	100%
<p>8. Key Quality/Performance Indicator- Food is labeled and dated properly in the kitchen. ALL foods/milks/juices were labeled properly for the month. All dated foods were used within the required timeframe. Program Goal: 100% compliance</p>	100%

Internal Auditing and Monitoring

In addition to the performance and outcome management activities listed above, the various programs within WHFS conduct internal audits and monitoring. These activities include but are not limited to the following:

- Client File Reviews. Once per quarter, QA/QI Staff conduct Client File Reviews to ensure that all required documentation (as specified per program) is contained within the client files. 10% of all files for FCM, SFPS, HFM and the CDC are selected at random and reviewed. HFM file reviews are also conducted quarterly by Healthy Families Florida. Program specific Client File Checklists were developed by QA/QI staff and the respective program managers or supervisors. These checklists are utilized during the file reviews. The results of the Client File Reviews are shared with Leadership, the QA/QI Committee, and the staff members of the specific departments.
- HFM Quarterly scorecard. On a quarterly basis, the HFM program manager compiles a report or “Scorecard” that captures program progress on the performance measures listed above. The data for this report is drawn from the Healthy Families Florida Performance Management System (PMS). Results of these reviews are shared with Leadership, the QA/QI Committee and the staff members of Healthy Families Monroe.
- SFPS case reviews. These reviews are conducted monthly by QA/QI staff and are utilized to review timeliness of case actions, specific to the case type (Formal Safety Services, Family Services, and Family Support Services). The tool utilized was developed by the QA/QI staff and the Director of Prevention Services. Results of these reviews are shared with Leadership, the QA/QI Committee, and the staff members of the SFPS program.
- FCM Safety Plan Reviews. These reviews are conducted monthly by QA/QI staff utilizing an agency created review tool. Initial reviews were conducted on 100% of open cases; subsequently new cases are reviewed each month. Results of these reviews are shared with Leadership, the QA/QI Committee, and program specific staff.
- FCM Biological Parent Visit reviews and Home Visit reviews. These reviews are conducted monthly by QA/QI Staff utilizing a tool created by QA/QI staff to evaluate the quality of documentation for contact with parents and for the quality of documentation for home visits. 100% of all biological parent contact notes are reviewed monthly. 50% of all home visit notes are reviewed monthly; the cases are randomly chosen and exclude notes that are entered by case management staff from other agencies (i.e., courtesy workers).

Results of these reviews are shared with Leadership, the QA/QI Committee, and program specific staff.

- FCM CARS (Clients Active, Receiving Services) report. This twice weekly report (Mondays and Fridays, adjusted for holidays) is drawn from data in the FSFN reporting environment by QA/QI staff and provides the FCM department with information regarding ongoing performance in the areas of timeliness of home visits, timeliness of children's photographs, timeliness of case supervisory reviews, cases with no legal goal, and children whose fingerprints and birth certificates are not on file. These twice weekly reports are sent to the CEO, Community Based Care Director, and program supervisors in their entirety. The report is further broken down by the QA Specialist and case managers are sent the information specific to their performance.

Program and Department Quality Improvement Goals

Part of the agency's ongoing efforts to provide quality services leading to positive outcomes for clients includes developing and monitoring of quality improvement goals for each program or service. Each program area has identified two or more areas of focus for quality improvement.

Program Quality Improvement Goals

Full Case Management Program (FCM)

The Full Case Management Program sets annual goals to support fulfillment of State and contractual requirements. Goals for the 2021-2022 fiscal year are:

- 80% of 4-month Permanency Staffings for children in out of home care will be held timely (within 30 days before or after 4 months in out of home care) utilizing the Citrus Family Care Network permanency tracking spreadsheet, one Permanency and Legal Counselor, one Community Based Care (CBC) Director, one CBC Manager, two Full Case Management Supervisors and eight Full Case Managers. Completed staffings will be documented on the permanency tracking spreadsheet and in the Florida Safe Families Network (FSFN) as required. Reporting data will be drawn from the tracking spreadsheet.
- 80% of all out of home children will have the Quality Parenting Initiative (QPI) Assessment tool completed within 14 days of placement, utilizing the QPI Assessment tool, one Foster Care Licensing Assistant, two Full Case Management Supervisors and eight Full Case Managers. The completed assessment tools will be uploaded to FSFN with a corresponding narrative note.

Adoptions (FCM)

Adoptions is a part of the Full Case Management program at Wesley House, and annual goals for adoption finalizations are set each year. The goal for the 2021-2022 fiscal year are:

- 15 adoptions will be finalized during the 2021-2022 fiscal year. This will be accomplished utilizing one Community Based Care Director, one Adoptions Specialist, and assistance from Case Managers or Licensing staff members as needed. The total number of finalized adoptions will be totaled up by the Adoptions Specialist at the end of the fiscal year.

Foster Home Licensing Program (LIC)

The Foster Home Licensing Program sets annual goals to support fulfillment of State and contractual requirements. Goals for the 2021-2022 fiscal year are:

- 100% of licensed Level 1 foster families will have monthly home visits conducted by licensing staff the 2021-2022 fiscal year utilizing the Foster Parent Coordinator and Kinship Navigator staff members and documentation in the Florida Safe Families Network (FSFN) system. Visits may occur virtually or in person in alignment with DCF

- guidance due to COVID 19. Contacts will be documented in FSFN and will be audited manually as there is no available reporting function to capture this data.
- 100% of licensed Level 2 foster families will have quarterly home visits conducted by licensing staff during the 2021-2022 fiscal year utilizing the Foster Parent Coordinator, Kinship Navigator and Licensing Specialist staff members and documentation in the FSFN system. Visits may occur virtually or in person in alignment with DCF guidance due to COVID 19. Contacts will be documented in FSFN and will be audited manually as there is no available reporting function to capture this data.
 - The Licensing Program will adapt and implement the Citrus Family Care Network (CFCN) Foster Parent Satisfaction Survey with a goal of 85% of foster parents who had active placements within in the identified time frames completing the survey. This will be accomplished utilizing the Foster Parent Satisfaction Survey, Foster Parent Coordinator, Kinship Navigator and Licensing Specialist staff members and the reporting system designed by CFCN.

Strengthening Families Prevention Services Program (SFPS)

The Strengthening Families Preventions Services Program sets annual goals to support fulfillment of State and contractual requirements. Goals for the 2021-2022 fiscal year are:

- 85% of parents receiving services will have a pre and post Adult-Adolescent Parenting Inventory (AAPI) completed at the initiation and termination of services. This will be accomplished utilizing the AAPI pre and post tests, one Director of Prevention Services, one Family Specialist Supervisor, one in home Nurturing parenting program specialist, one Family Service case manager and four Family Specialists. Data will be collected manually via review of AAPI tools completed and uploaded into FSFN.
- 80% of families receiving services will have the minimum number of face-to-face hours each week with their Family Specialist as specified by the service level type (Formal Safety Services, Family Support Services or Family Services). This will be accomplished utilizing one Director of Prevention Services, one Family Specialist Supervisor and four Family Specialists. Data will be collected manually via review of face-to-face contact notes entered into FSFN.

Healthy Families Monroe Prevention Program (HFM)

The Healthy Families Preventions Program sets annual goals to support fulfillment of contractual requirements with Healthy Families Florida and Healthy Families America. Goals for the 2021-2022 fiscal year are:

- 90% of all new families enrolling in the program will have an Intake Assessment completed within 30 days of enrollment. This will be accomplished utilizing the

Healthy Families Intake Assessment tool, one Director of Prevention Services, one Healthy Families Supervisor and five Family Support Workers. Data will be collected via the Healthy Families Florida Performance Management System (PMS).

- 100% of Healthy Families staff members will complete a minimum of eight hours of annual training related to provision of services to families involved in the dependency system. This will be accomplished utilizing one Director of Prevention Services, one Healthy Families Supervisor, five Family Support Workers, the Wesley House Training Coordinator, the Wesley House Administrative Assistant to the CEO and the agency's internal training tracking mechanism. Data will be gathered from the internal tracking mechanism.

Inez Martin Child Development Center (CDC)

The Inez Martin Child Development Center sets annual goals to support fulfillment of State and Early Learning Coalition requirements. Goals for the 2021-2022 fiscal year are:

- 100% of children enrolled at Inez Martin whose parents have agreed in writing to such screening will receive an initial developmental screening within 30 days of enrollment in the program. This will be accomplished utilizing the Ages and Stages Developmental Questionnaire (ASQ), one Site Director, and teaching staff. Data will be collected via review of children's files at the Child Development Center.
- 100% of children's files will be reviewed quarterly to ensure that all children have up to date immunization records and annual well child check-ups. This will be accomplished using one Site Director, one Quality Assurance and Licensing Director and one Quality Assurance Liaison. Data will be collected manually via file reviews.

Department Quality Improvement Goals:

Human Resources (HR)

The Human Resources Department sets annual goals to maintain or improve performance in support of the staff and programs at Wesley House Family Services. The goals for the 2021-2022 fiscal year are:

- The Human Resources Manager will submit weekly reports to the CEO and CFO detailing open positions and progress towards filling open positions. The reports will be sent weekly on Fridays and the goal is that 90% of reports will be sent on time. This measure will be accomplished utilizing the internal HR reporting format, the HR Manager and the Quality Assurance and Licensing Director. Data will be collected manually by the Quality Assurance and Licensing Director based upon receipt of the weekly reports and tracked via spreadsheet.
- The Human Resources Manager will complete "Stay Interviews" with 80% of new hires on or before the 90th day after hire. This measure will be accomplished utilizing the internal

“Stay Interview” questionnaire, the HR Manager, and an internal tracking process. The HR Manager will provide the Quality Assurance and Licensing Director with quarterly data.

Finance (FIN)

The Finance Department sets annual goals to maintain or improve the agency’s financial health. The goals for the 2021-2022 fiscal year are:

- Bi-weekly (every other week) payroll will be completed timely and accurately 100% of the time. This will be accomplished utilizing the new online Paycom system, the CFO, one Controller/Budget Manager, two Financial Analysts and one Senior Accountant. Data will be drawn from the timeliness of the release of payroll bi-weekly. The Paycom system was introduced in June of 2020 and the system is new to both Finance and staff.
- The Financial Department will produce financial statements for each program on a monthly basis. The goal is that 90% of these reports will be provided to each program director within the first 5 working days of each month. This will be accomplished utilizing the Financial Edge system the CFO, one Controller/Budget Manager, two Financial Analysts and one Senior Accountant and the agency’s internal reporting format and mechanisms. Data will be collected quarterly detailing when each program report was provided.

Additional Oversight and Monitoring

In addition to the performance monitoring and auditing described above, each program or department at WHFS is subject to additional oversight from their respective contract holders. The oversight activities listed below are not intended to be all inclusive but to provide basic information about some of these activities that are not discussed above.

Full Case Management (FCM)

Additional oversight activities related to the FCM program include but are not limited to:

- Quarterly Child and Family Service Reviews (CFSR). These reviews are conducted quarterly by the CBC Lead Agency utilizing the Federal CFSR standards and tools. Debriefings are held with the applicable staff and results are entered into FSFN. Quarterly aggregate data regarding performance on these reviews are provided statewide.
- Rapid Safety Feedback Reviews (RSF). These reviews are conducted quarterly by the CBC Lead Agency utilizing the RSF review tool developed by the Office of Child Welfare in Florida. Debriefings are held with the applicable staff and results are entered into FSFN. Quarterly aggregate data regarding performance on these reviews are provided statewide.
- Psychotropic Medication monitoring. On an intermittent basis, the CBC Lead Agency conducts file audits to determine if all state documentation requirements are being met for children in out-of-home care who are prescribed such medication. Results are compiled on a spreadsheet and provided to the QA Director who reviews for accuracy, follows up regarding any missing documentation, and shares the results with the FCM staff and Leadership.

Foster Home Licensing (LIC)

Additional oversight activities related to the Licensing program include but are not limited to:

- Each Licensing file (Level I and Level II for initial licensing and re-licensing) is reviewed by assigned Licensing staff at the CBC Lead Agency and feedback is provided to WHFS Licensing staff in an ongoing loop to ensure that all requirements are met consistently.
- A Monthly Licensing report is compiled by WHFS Licensing staff that outlines progress with foster parent pre-service training, licensing, and relicensing of foster homes and other licensing activities. This monthly report is shared with Leadership.

Strengthening Families Preventions Services (SFPS)

Additional oversight activities related to the SFPS program include but are not limited to:

- **Formal Safety Cases:** A 14-day staffing is held with the Citrus Family Care Network Intake Coordinator, and the Department of Children & Families Child Protective Investigator Supervisor (CPIS) and Child Protective Investigator (CPI). The Prevention Manager and the Family Specialist must attend the 14- day staffing. The purpose of the staffing is to review the current safety plan and to determine if a higher level of intervention is required. The CPI is responsible for providing supporting information for continuation and/or discontinuation of the safety plan. The 14-day staffing may be extended by DCF and/or Citrus Family Care Network.
- **Family Service cases:** A 15- day staffing is held with the Citrus Family Care Network Intake Coordinator, and Department of Children & Families, CPIS and CPI. The Prevention Manager and the Family Specialist must attend the 15- day staffing. The purpose of the staffing is to formally report the family's engagement and progress in services and to determine if re-engagement by the CPI is needed. In the 15-day staffing, the CPI is responsible for providing the final safety determination based on investigative findings to include recommendations for continued service, and/or higher level of recommended services to include non-judicial or court ordered services.
- **Family Support Services:** A 30-day staffing is held with the Citrus Family Care Network Intake Coordinator, and Department of Children & Families, CPIS and CPI. The Prevention Manager and the Family Specialist must attend the 30-day staffing. The purpose of the staffing is to formally report the family's engagement and progress in services and to determine if re-engagement by the CPI is needed.

Healthy Families Monroe (HFM)

Additional oversight activities related to the HFM program include but are not limited to:

- Quarterly performance reviews conducted by Health Families Florida to gauge progress on enrollment and outcome measures.
- Development of Quality Improvement Plans to address any areas where performance is identified as not meeting targets; these plans are developed by Healthy Families Florida administration and the HFM Program Manager.

Inez Martin Child Development Center (CDC)

Additional oversight activities related to the CDC program include but are not limited to:

- Inez Martin is monitored by the Early Learning Coalition (ELC) for contract compliance. Compliance is not just specific to school readiness and Voluntary Pre-Kindergarten. Monitoring is carried out by sub-contractors of the ELC. Results of the monitoring are emailed to the CDC Director and are displayed in the CDC office.
- The ELC contract reviews a section on child development and children receiving school readiness receive a pre/post assessment from Nova Southeastern to record their strengths/weaknesses. If concerns are recognized, then the family is referred to an outside agency for follow-up.
- Child Care Licensing from the Department of Children & Families also monitors the program four times a year. This monitoring is for children's record compliance, safety issues in the program, and group size among other general program safety requirements.

Finance (FIN)

The Finance Department is audited by several outside entities throughout the fiscal year. These external audits also look at components of Human Resources, Information Technology, and data security:

- An audit is conducted annually in August by an independent CPA firm that reports to the Board of Directors. The results are reported typically in November.
- Additional audits are conducted each year by the agency's major funders:
 - Our Full Case Management (FCM) and Strengthening Families Preventions Services (SFPS) Programs are audited by the funding entity, Citrus Family Care Network (CFCN), typically around the end of the fiscal year each June 30th. These audits are completed by an auditor retained by CFCN, which reports back to the funding entity and shares the results with us.
 - The Healthy Families Monroe (HFM) program has desk audits twice per year and an on-site audit once per year conducted by Healthy Families Florida. These results are shared with the agency by Healthy Families Florida.

Measuring Client and Staff Satisfaction

Client Satisfaction

Clients of all programs and services offered by WHFS are offered the opportunity to provide feedback at least annually, through the use of an agency-designed Client Satisfaction Survey and/or Client Satisfaction Surveys required by contract for individual programs. Foster Parents are also asked to complete the agency Client Satisfaction Survey. The agency survey is open for two weeks at the beginning of the fiscal year (July) and is available both electronically using Survey Monkey and as a paper version. Depending on response rates, the survey can be extended to be available for up to four weeks, as needed. It is available in three languages: English, Spanish, and Creole, as these languages are the most often spoken in our community. The survey protects client anonymity by not requiring clients to give their names. Results are aggregated and compared with the previous year's results to determine areas for ongoing improvement. Results are presented to staff as part of the QA/QI Annual Report and to the Board of Directors annually.

Employee Satisfaction

Similar to the Client Satisfaction Surveys, employees are offered the opportunity to provide feedback at least annually via an agency designed Employee Satisfaction Survey. The Employee Satisfaction Survey is available for two weeks each January and is available in English. The survey protects employee anonymity by not requiring employees to give their names or identify the program within which they work. Results are aggregated and compared with the previous year's results to determine areas for ongoing improvement. Results are shared with the agency's Leadership Team and Human Resources. The agency CEO shares results of these surveys with the Board of Directors.

Quality Assurance/Quality Improvement Reporting

Wesley House Family Services has a robust QA/QI system that adjusts to meet the needs of the community and clients. This QA/QI Plan reflects the agency's commitment to quality monitoring and improvement. While individual programs have unique reporting requirements, the agency recognizes the need to provide aggregated performance information in an annual QA/QI report. These reports are compiled by the QA and Licensing Director and are based on the information and goals in the annual QA/QI Plan but may incorporate additional information that contributes to an overall understanding of the agency's performance and goals. The Annual QA/QI Report will be completed by the beginning of each September to reflect the previous fiscal year's performance. The reports are available on the agency's website and in hard copy in each agency office and the Child Development Center.