

STATE LEVEL CQI REPORT
July 2005 – July 2006
2005-2006 SFY and July 2006

CQI TEAM MEETINGS

During this time period, the state level CQI team met on the following dates: August 24, 2005, March 8, 2006, May 17, 2006 and July 19, 2006. The CQI team will be resuming meetings on a quarterly basis. Additionally, the function will no longer be part of the Division of Policy, Planning and Accreditation, but a function of the Program Division. Another co-chair will be identified replacing Kaaren Hebert, Deputy Asst. Secretary. At the time that a new co-chair is identified, the next CQI meeting will be scheduled.

PEER CASE REVIEW (PCR)

During the 2005-2006 state fiscal year (SFY) the agency completed the peer case review process in the Lake Charles and Covington Regions. The remainder of the reviews, all scheduled after hurricanes Katrina and Rita, were cancelled due to the storms and impact they had on the state and agency operations.

Currently the state office peer case review (PCR) committee is reviewing both QA and PCR processes to 1.) make sure they measure the new recovery/reform efforts 2.) to ensure that the data obtained is needed and of use to staff as we make decision to inform practice and; 3.) ensure that the QA process and the PCR process are as seamless as possible.

There will be no peer case reviews scheduled in the 2006-2007 SFY while the committee works to redefine and refine the review process. In order to meet accreditation standards, we will continue to do QA reviews and a series of ad hoc review have already occurred ,that are in process and/or planned. The ad hoc reviews are as follows:

Young Adult Program (YAP) - 100% of YAP cases will be reviewed from May –July 2006. Foster care program staff developed the instrument with feedback/input from a workgroup representing a cross-section of the agency. The Covington, Jefferson, Thibodaux, Orleans, and Baton Rouge Regions have been reviewed, with the first review occurring April 24th. The last review is scheduled for the Monroe Region on June 28th and 29th. Lake Charles, Alexandria and Shreveport Regions will be reviewed prior to that time. Review of the Lafayette Region has not been scheduled, but the review will occur within this time frame. All open YAP cases are being reviewed (approximately 300 cases). The purpose of the review has been to consider adherence to policy and appropriate use of this state funded program to meet the needs of youth, as well as consideration of changes which may be needed to the program to more adequately promote independence for youth leaving the foster care system.

Independent Living Services Foster Care Program staff developed this instrument. The review will begin in July 2006. It is expected to run through August/September 2006. A sample of cases of

children ages 15 to 17 will be conducted in every region. The purpose of this review is to gain a more complete perspective on how the agency provides preparation to youth for independence and identify areas needing enhancement.

Family Service Case Reviews – A random sample of 300 Family Services Cases are undergoing an in-depth review in order to identify causative factors in abuse and neglect and assist in the development of prevention services.

Special Board Rate Review - The instrument was developed by foster care/home development program staff based feedback from a workgroup representing a cross-section of the agency. A review will be conducted on a random sample of cases that currently have a special board rate in place for the children, cases that have had special board rates in place in the past, and cases where there is no special board rate. The goal is to develop a statewide perspective on the regional conceptualization and utilization of agency policy and corresponding allocation of agency funds for special board rates. The data collected will be utilized to develop a more consistent interpretation of agency policies and provision of supportive services to foster parents in the care giving role to foster children. The review is planned for June – August 2006.

There is also a possibility that the CPI section will conduct some sort of review during the next SFY.

CORRECTIVE ACTION PLANS

The state level CQI team & the Executive Management Team decided that corrective action plans for peer case review were not required as long as the agency is under a Program Improvement Plan (PIP). The agency renegotiated the PIP on June 14, 2006. Quarterly reports on the progress of OCS' achievement of items in the PIP will continue to be made to the Administration for Children and Families. The CQI team will follow the agency's progress in achieving PIP benchmarks.

As staff reviews data specific to their region they should continue to utilize corrective actions plans as they begin to address those issues.

MEASUREMENT OF CONSUMER SATISFACTION/FEEDBACK MECHANISMS

The agency's contract with LSU for the distribution of surveys for staff, youth, and age 13 and up, biological, foster/adoptive parents, and community stakeholders has expired. The agency no longer has the funding to contract with LSU to administer these surveys. The final reports from LSU were distributed to each regional office for review and any action deemed necessary. Much of the data remains consistent in these reports.

While the agency will no longer administer the LSU customer satisfaction surveys, all offices are required to continue administering the "in-house" customer satisfaction surveys/inventories. The data gathered from these surveys will continue to assist the agency in improving our service delivery process and our service environment as well as meeting the COA standards. It's obvious that regions/offices are doing a fantastic job of administering the surveys as evidenced by the 2006 Statewide report (also attached to this e-mail)

COI REFERRALS

The state level CQI team continues to receive referrals from state office staff and regional CQI teams. CQI referrals that continue to be open, referrals that have been resolved during the last two reporting periods and referrals received since the last CQI report are as follows:

1. Training of foster/adoptive parents on safety of children- Six hours of in-service training on safety for foster/adoptive parents now mandated. *Referral source: State level customer satisfaction/feedback mechanisms subcommittee. STILL PENDING*
2. Safety training in regions & consistency in safety audits – On-line training provided; training videos and workbooks provided to all regional safety coordinators; on-going discussions with Office of Risk Management regarding consistency in safety audits – *Referral source: Covington Regional CQI team – WORK WITH ORM IS ONGOING*
3. Malfunctioning elevators; office temperature – ongoing – *Referral source: State office staff –Closed due to move to Iberville Building effective Sept. 8, 2006.*
4. Revisions to the Mandated Reporter brochure – Changes to the brochure were made in January 2004 include the clergy. *Referral source: Covington Regional CQI team – SUCCESSFULLY RESOLVED*
5. Use of form 98-A in CPI removals/placements – Form 97 created for use in CPI removals/placements – *Referral source: Shreveport Regional CQI team – SUCCESSFULLY RESOLVED 5/05*
6. Statewide videoconferencing (v-con) – referral suggested that the use of videoconferencing equipment be terminated until technical difficulties were resolved. Training scheduled for staff using v-con equipment, troubleshooting procedures developed (which include getting a ticket through the help desk). *Referral source: Shreveport Regional CQI team – RESOLVED / FOLLOW-UP ATTEMPTED 2/05 (no response received)*
7. Licensing procedures – referral requested assistance in obtaining licensing standards for facilities who provide overnight respite for children in care – contact made with licensing; Issue referred to Respite Task Force by OCS Executive Management Team. Task force did not support concept of approaching licensing for regulations specific to facilities providing respite; providers advised to seek license of a foster care provider since there are no licensing regulations that address facilities providing respite. *Referral source: Covington Regional CQI team – RESOLVED 2/05*
8. Reduction/Elimination of TIPS reports – referral requested that state office eliminate the duplication of TIPS reports sent to regions as well as eliminate unwanted reports. Regions provided listing of reports to be deleted and those they do not want in triplicate/duplicate. – *Referral source: Covington Regional CQI team – CLOSED. Since the initial impact of*

Hurricanes Katrina and Rita, the agency is no longer mailing TIPS reports to the regions.

9. Agreements between foster/adoptive parents – Two separate forms proposed to help document the discussion between workers and foster/adoptive parents regarding recruitment of adoptive placements for children and discussions of placement, etc. – referred to the state level service delivery committee who did not issue new forms but rather addressed the issues for which the forms were proposed by issuing an Practice Pointer by Administrative Memorandum – *Referral source: Lafayette Regional CQI team – RESOLVED 3/05*
10. Shelter duty – proposal for elimination of and/or changes to shelter duty – reviewed by CQI team, OCS Executive Management team and DSS Executive Management Team. DSS employees are responsible for doing shelter duty; referring region advised to ask staff to work with biological, foster and adoptive parents to develop a contingency plan in case of emergency. State office also to look a feasibility of including contingency planning for emergency situations in policy/foster parent handbook – *Referral source: Covington Regional CQI team : Shelter portion – resolved; Contingency Planning Training being done and contingency planning being incorporated into policy. CLOSED*
11. FS narratives, CPI contacts & FS contacts – proposal to allow court reports to be used as narratives for FS cases (as done in FC); to allow credit for workers who make reasonable attempts to contact CPI & FS clients – reviewed by CQI team; sent to state office service delivery committee. The service delivery committee recognized that often times workers are cited in non compliance despite prudent efforts to make contact with clients, but did not believe that allowing credit for reasonable efforts would be beneficial to the agency overall. The service delivery committee felt as though it was reasonable to allow workers to utilize court reports in lieu of narratives in appropriate FS case. Policy regarding court reports in FS and the ability to use them in lieu of narratives has gone through the policy circulation process and should be issued after comments are incorporated. – *Referral source: Covington Regional CQI team – Credit for reasonable efforts for contacting clients not allowed; Policy changed to allow FS court report to be substituted for narratives. – CLOSED/RESOLVED*
12. QA policy on 30 day validity staff – request questions why cases should be found in non-compliance if finding not made in 30 days when staff have not received key information to make decision though information requested timely. Staff feels that the rating the case on this issue should reflect that staff are meeting expectations of the agency and are doing all that is possible. Referred to State Office Service Delivery committee on 12/8/04.
Disposition: No changes made to policy because in the course of a QA review, if the 30-day validity staffing was not held, this item in the review is given a rating of “not accomplished” even when there are circumstances that prevent the validity determination from being made within the time frame. While it is recognized that this does happen in some cases, it is important that our quality assurance system capture this information on all cases and provide a measure of staff compliance in existing policy. In most cases, the 30-day time frame can be met without delay in obtaining the information needed to determine validity. *Referral Source: Covington Regional CQI Team – RESOLVED*

13. Revision to 470 Form Series for CPI – request involved adding areas to include dates to the 470 form series to prevent any confusion when clients have one or more reports. Changes to forms XI-B, XI-D, XI-E, 471 and 474 made 8/2/05 *Referral Source*: Shreveport Regional CQI Team – **SUCCESSFULLY RESOLVED**

14. Revise/update CPI Handbook & Foster Adoptive Parent Handbook – referral requests updates to both handbooks- Foster Parent Handbook revision completed July 2005. An update will be made to the CPI Handbook in the future; however, at this timework on the PIP, No Wrong Door, ACCESS and CAPTA legislation is taking precedence. *Referral Source* – Lake Charles Regional CQI Team – **PARTIALLY RESOLVED (FOSTER PARENT HANDBOOK REVISIONS COMPLETE) –ONGOING WORK NEEDED (CPI HANDBOOK)**.

15. Suggested changes to foster care booklet “Having the Facts/A Look at Foster Care – suggestion that the booklet be eliminated because it contains too much information too soon for most children and that a two part booklet be written with some basic information in the first part and more detailed information in the second part. Referred to service delivery committee on 6/10/05. *Disposition*: In Chapter 25, Forms, OCS Form 402 Instructions, Disposition - workers are instructed to use their professional judgment in determining which areas are appropriate to review with a child without overwhelming the child, based on the child’s current situation. Periodically, the foster care work should refer the child back to the handbook as the child needs specific information. In developing this tool (booklet) for use by staff it was recognized that some information could be difficult for children to handle. Yet it was determined it was necessary to make information regarding how decisions are made related to the child and the child’s family as fully as possible. The tool (booklet) was developed in cooperation with the Youth Advisory Board and addresses PIP items Permanency Outcome 1, Item 10, Action Step 2, Benchmark 1 and Well-Being Outcome 1, Item 18, Action Step1, Benchmark 1. *Referral Source*: **Shreveport Regional CQI Team - RESOLVED**

16. Changes to CPI case closure policy - referral requests a change to CPI policy regarding case closures when no contact has been made (suggestion is to lower approval level to RA or DM) Referred to service delivery committee on 6-28-05. *Referral Source*: **Covington Regional CQI Team – RESOLVED. RA or DM approval allowed in these cases. 3/06**

17. Disproportionality in Foster Care – Referral suggests that the Louisiana child welfare system is marked by racial disparities and that African-American, and undoubtedly American Indian and Latin American children are over-represented in the foster care population. State Level CQI team to review referral in 8-24-05 meeting. *Referral Source*: **State Level Stakeholder Committee – Reviewed in state level CQI meeting.** CQI team suggests we keep this issue at the forefront as we begin to work with the National Resource Centers and the Casey Consulting Group to work through the agency’s training technical assistance plan that includes long and short term goals and the agency’s major reform initiatives. **PENDING**

- 18. Staff Retention** – Referral focuses on the level of turnover with the Child Welfare Specialist I & II (but suggests that if we focus on these two classifications other classifications will benefit). State Level CQI team to review referral in 8-24-05 meeting. *Referral Source: State Level Stakeholder Committee*- This referral was discussed in the state level CQI meeting as well as the Stakeholder/Consumer and Community meeting. Wanda Raber, Human Resources Director shared statistics on staff turnover. In comparison to other states and other agencies within the state, OCS’s turnover rate is low. Additionally, the agency has been working on a worker level plan (Child Welfare Spec. 3, levels A & B) but the work is on hold due to the budget cuts/constraints. **RESOLVED/CLOSED with regard to staff turnover.**
- 19. Lack of training provided by state office on separation & loss** - staff requested that this be “taught and retaught as it is the heart of what we do”. The referral also suggested the Marsha Salus training package was purchased but is not being trained. *Referral Source: Shreveport Regional CQI team* - State office training section responded that training on separation and loss have been integrated into every curriculum provided by state office. Additionally, the MAPP/GPS curriculum was cited as a huge component on separation and loss. Training committed to keeping this request under advisement as allowed by priorities such as PIP, ACCESS, etc. **CLOSED 1/06**
- 20. One foster care binder for family rather than one for child and parents** – To demonstrate their belief that one binder would save staff time and agency resources, the Covington volunteered to pilot a trial of using one binder for the family. A follow up to the referral suggested discontinuance of the actual binder and a return to only using archive records to cut costs *Referral source: Covington Regional CQI team*. The program division found merit in this recommendation and will draft and circulate policy. If a favorable response is received for a majority of respondents, the new policy will be presented to the Assistant Secretary for authorization. **PENDING**
- 21. Recognition of parent’s progress with their case plan** – referral suggests that the case plan would be more meaningful and encouraging to parents if the case plan were organized in such a way that goals that have been accomplished reflect completion and continue to be shown on the plan page to recognize the accomplishment. The referral also suggests that the date due on the plan remain the same until it is completed rather than advancing the date at the next FTC. *Referral source: Covington Regional CQI team* - The program division found merit in this recommendation and will draft and circulate policy. If a favorable response is received for a majority of respondents, the new policy will be presented to the Assistant Secretary for authorization. **PENDING**
- 22. LaCARTE reconciliation** – the referral requested assistance in resolving problems with the receipt of these logs in state office. *Referral source: Covington Regional CQI team* – This had been an ongoing problem for a number of years. A number of issues were discussed with regard to LaCARTE reconciliation, the submission of logs and how that might be resolved. Each office has been asked to identify a single point of contact for state office. It was determined that the best method of submitting logs at this time is by scanning then e-mailing them to Karon Raspberry in state office. State office staff is looking into the possibility of an

electronic means of submitting logs, but this is not definite therefore, staff will be reminded via memo that LaCARTE reconciliation is the responsibility of the cardholder. Disciplinary action will be initiated should staff fail to fulfill their responsibilities. **PENDING**

- 23. Holiday leave on the 4 ½ day workweek** – the referral questioned the fairness of the alternate workweek polices. *Referral source: Covington Regional CQI team.* Human Resources staff provided clarification on how the alternate workweek was set up. In short, Wanda Raber indicated the agency set up it's polices for the alternate workweek based on law/attorney general's opinion. This is Human Resources explanation of how the alternate workweek schedule plays out.

The only truly fair thing to do would be to make everybody go back to the 5 8-hour day schedule on pay periods that we have a holiday, and that would be an administrative nightmare for us. The 10-hour people will always have an unfair advantage over everyone else on holiday pay periods (we have approximately 11 holidays during the year and they get 10 hours per holiday).

If we use this calendar year as an example to make the calculations, the 10-hour people would get 110 hours of holiday pay this year. The 8 hour people would only get 88 hours. The 9/4 people will get different amounts depending on which days of the week the holidays fall. The ones who have Friday off would get 102 hours this year. If their 1/2 day were Monday, they would get 92 hours this year. So for this year at least, everybody **thinks** they'll be getting treated unfairly if they work the 9/4 shift but in reality it's the 8-hour people who are getting "*shorted*" the most, if there's such a thing as shorting people holiday pay.

So, using the scenario of giving the 9/4 employees an extra 1/2 day off if the holiday falls on their short day, what should we give the 8 hour employees? Can you see Civil Service approving us to give 8 hour employees another 2 hours off every time there's a holiday to maintain equity? Some employees in the state work 12 hour shifts, so they get 12 hours for each holiday (132 hours this year). So do we give all 8-hour state employees across the state 12 hours for every holiday just because the 12 hour people get it? John Q. Public would be in an uproar.

If people change their schedule back to 8 hours on holiday pay periods, then what do we do, make them use 2 hours of their annual leave if their holiday falls on a 10 hour day? Or make them come in and work 2 hours and then take the last 8 hours off? It's a no-win situation unless we go back to straight 8 hour shifts. At this time, the agency continues to offer the option of an alternate workweek to staff. **CLOSED**

- 24. Staff attendance at MAPP/GPS training** – this referral requests that state office change the policy requiring staff to attend MAPP/GPS training with foster/adoptive parents. *Referral source: Covington Regional CQI team* - This referral was reviewed in the 7-19-06 state level CQI meeting. Team members felt this is a valuable policy and practice that offers and opportunity for staff and foster/adoptive parents to develop relationships. Most importantly, this practice provides an opportunity for all of us (staff and foster/adoptive parents) to be on the same page. With this recommendation, the CQI team referred the issue

to the state level service delivery committee/program division for final decision. The Service Delivery/Program staff does not feel that we should eliminate this responsibility for staff. Staff will continue to be required to attend MAPP/GPS training. Staff is currently working to overhaul the home development process with an emphasis on recruitment and retention. They will revisit the issue as work on the overhaul progresses. **CLOSED**

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Attachments: Minutes for CQI meetings listed in this report.