

**STATE LEVEL CQI ANNUAL REPORT**  
**July 2006 – June 2007**

**CQI TEAM MEETINGS**

During this time period, the state level CQI team met on the following dates: July 19, 2006, January 9, 2007, March 6, 2007 and May 16, 2007. The CQI team began meeting once every other month. During this time period, another co-chair was identified to replace Kaaren Hebert, Deputy Asst. Secretary. Karen Faulk of the Resource Development and Quality Assurance Division joined the team as co-chair. The next CQI meeting is scheduled for July 31, 2007.

Additionally a statewide CQI meeting was held on March 29, 2007 in Baton Rouge. All CQI chairs and regional administrators attended the meeting.

Bridget Clark attended several regional CQI meetings to assist regions with any areas of the process and to provide a refresher course when necessary. The meetings were as follows: February 21, 2006 Lake Charles; June 23, 2007 Lafayette; July 12, 2007 Covington and; August 16, 2006 Jefferson District.

**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 only with the remainder of the reviews cancelled due to the storms and impact they had on the state and agency operations. In order to meet accreditation standards, the agency continued to do QA reviews and conducted a series of ad hoc review.

The ad hoc reviews are as follows:

Young Adult Program (YAP) - 100% of YAP (approximately 300) cases in all region was reviewed from May –July 2006. The purpose of the review was 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. Numerous changes have been identified with assistance from the NRC for Youth Services and NRC for Family Practice and Permanency Planning and staff have begun to implement changes to the independent living program.

Independent Living Services. The review was conducted July - September 2006. A sample of cases of children ages 15 to 17 was reviewed in every region. The purpose of the review was to gain a more complete perspective on how the agency prepares youth for independence and to identify areas needing enhancement.

Family Service Case Reviews – A random sample of 300 Family Services Cases underwent an in-depth review in order to identify causative factors in abuse and neglect and assist in the development of prevention services. What was learned from the reviews was that staff more of the following

services: Intensive home-based services, transportation for clients and substance abuse and mental health assessment, referral and treatment.

Special Board Rate Review - From June – August 2006 a review was conducted on a random sample of cases that had 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 was 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.

During the 2006-2007 SFY the PCR subcommittee worked to redefine and refine the review process by ensuring that both QA and PCR processes measure the new recovery/reform efforts and ensure that the data obtained is needed and of use to staff as we make decisions to inform practice and; to ensure that the QA process and the PCR process are as seamless as possible.

Changes to the PCR process include:

- 1.) Review of 25 cases per region with the revised Child and Family Service Review instrument
- 2.) Reinstating worker interviews
- 3.) The development of a Regional Assessment Report (RAR) for each region that will include various forms of data such as QA data, PCR data, customer satisfaction data and TIPS reports as well as the identification of trends in service delivery.
- 4.) The process will return to 5 days and training will be conducted with reviewers prior to the start of the review.
- 5.) A pool of peer reviewers has been developed (10 staff from each region) and reviewers can participate in reviews in any location of the state.

Focus groups will continue to be held in each region and regions will have the option of conducting two focus groups, one with clients and one with providers and community partners.

The refined PCR process will be rolled out starting with the Jefferson District in October 2007. The schedule is as follows:

October 1-5, 2007 – Jefferson District  
November 5-9, 2007 – Covington Region  
February 18-22, 2008 – Baton Rouge Region  
March 17-21, 2008 – Lafayette Region  
April 7-11, 2008 – Monroe Region  
May 12-16, 2008 - Orleans District  
June 16-20, 2008 - Alexandria Region  
July 14-18, 2008 Lake Charles Region  
August 18-22, 2008 – Shreveport Region  
September 15-19, 2008 – Thibodaux Region

## **ACTION PLANS**

The state level CQI team has renamed Corrective Action as Action Planning. Upon receipt of the RAR regions will be required to submit Action Plans that address areas needing improvement that were identified via the PCR process and the regional review process.

### **MEASUREMENT OF CONSUMER SATISFACTION/FEEDBACK MECHANISMS**

The agency has continued to administer customer satisfaction surveys/inventories statewide. 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. Statewide customer satisfaction reports are now on the internet.

### **FEEDBACK MECHANISMS**

Stakeholders, staff and the community at large can now obtain information on CQI on-line. In addition to the placement of customer satisfaction reports on-line, PCR reports and CQI annual reports will be placed on-line as well.

### **CQI 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. ONGOING**
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 Move to Iberville Building effective Sept. 8, 2006. - CLOSED**
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 that 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 - Since the initial impact of Hurricanes Katrina and Rita, the agency is no longer mailing TIPS reports to the regions. CLOSED*
  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 is meeting expectations of the agency and is 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)** –The CPI Section initiated a CPI Decision Making Handbook workgroup in May, 2007. The current is plan is to meet monthly. The goal is to complete the work by the end of the year or early next year, if possible. **ONGOING (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 – RA or DM approval allowed in these cases. 3/06 – SUCCESSFULLY RESOLVED**
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. OCS is working with national resource centers to address this issue. **-ONGOING**
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. REOPENED 5/07 with work initiated.**
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 has 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 REVIEW OF EXECUTIVE MANAGEMENT TEAM (meeting scheduled for July 5, 2007)**

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. **CLOSED, NO ACTION TAKEN**
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. **ONGOING**
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- **RESOLVED**
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**
25. IV-E Eligibility – Covington Region – This referral was regarding a change in the practice of preserving a foster child's SSI eligibility when opting for IV-E funds. Clearance received from Social Security Administration stated that when OCS is opting to receive IV-E benefits only, then there is no waiting period. The waiting period is only when the child is receiving

both SSI and IV-E at the same time. Since we don't claim both types of funding at the same time, the two month waiting period does not apply. **SUCCESSFULLY RESOLVED**

26. Exemption Process for Shelter Duty – Covington Region – Region was suggesting that the exemption process be handled in the regional level as it was in the past; DSS to continue to use current procedures for the exemption process (i.e. exemptions are to be handled at the DSS level). **CLOSED**
27. Placement of Customer Satisfaction Survey on DSS website – Covington Region – **SUCCESSFULLY RESOLVED**
28. Registration & other fees for day care centers – Covington Region – This referral cited problems with day care providers charging registration and other fees. Currently, there is a proposal before the legislature to create a quality system that would be applied to daycare providers that may address this issue. **ON HOLD** until end of the legislative session.
29. Pain Management Clinics – Covington Region – This referral listed concerns of staff and what they believe is the over prescribing of pain medications to clients. The question was whether or not staff could file a complaint with the medical board when they believe a doctor was over prescribing pain meds. For disposition on this referral please see OCS Memorandum 07-018. **RESOLVED**
30. Security in OCS offices – Covington Region; As agreed during a mgmt. meeting a couple of weeks ago, Brent Villamarete went to the St. Tammany Parish Office on Tuesday, June 5, 2007 to address the CQI referral concerning the possible need for security guard services in this office. He met with District Managers, Chloe Knight and Ginger Pine, and toured the office. Here is a brief summary of the findings:
  1. There have been two recent incidents where a client threw a chair against the wall in the FTC (Board) Room and a separate incident where a client pushed a supervisor.
  2. The "client area" consists of the lobby, an adjoining reception area that is secure and behind a glass window, an adjoining family visitation room and an adjoining FTC (Board) Room. There are client restrooms in that area as well. There is a key pad entry at the door off the lobby that goes into a hall into the staff area. The FTC Room has a door off the lobby and another door on the opposite side of the room that opens to a hallway into the staff area. These doors are not secured with a key pad entry. There is no telephone in this room.
  3. The Covington Police Department is three (3) blocks away and they have been extremely responsive when called. They arrive very quickly due to there close proximity.
  4. The District Managers feel that perhaps having an armed security guard in the office my not be construed as "family friendly".

Below is a summary of the agreed upon plan to enhance security in that location.

1. We will add a secure key pad at the door in the FTC (Board) Room that leads into the hallway into the staff area.

2. We will add a panic button in the FTC (Board) Room and another with the receptionist with audible alarm in the hallway where the District Managers and Clerical Supervisor are located.
  3. When the new phone system is installed, we will assure there is an extension in the FTC (Board) room with speed dial to the police department and to the receptionist.
  4. St. Tammany staff will contact the company that services the key pad system to get a quote to add the key pad and the panic buttons and submit to me and Brenda Lafleur in State Office for approval.
  5. We will not place a security guard at this time but will monitor these safety issues and adjust/enhance if needed. This referral is **OPEN**.
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31. Delays in processing travel expenses – Covington Region - **PENDING**
  32. Revising Form 435 – Covington Region – to add provider TIPS number - draft currently in circulation - **PENDING**
  33. Financial Aid to non-relative caretakers – Covington Region – This referral suggests that financial aid be made available to on-relative caretakers to expedite permanent plans of guardianship with these caretakers. **PENDING**
  34. Rewards and Recognition Policy – Covington Region – This referral suggests that staff should receive a monetary award when they obtain social work licensure. **PENDING**
  35. Agency paying for social work licensing fees – Covington Region – This referral suggests the agency should pay for license fees for credential staff. Currently HR is currently making and estimate of this cost before it can be presented for approval. **PENDING**
  36. Foster Parent Recruitment – Covington Region – This referral was sent to program for consideration in requiring all state agencies to post information on becoming a foster and or adoptive parent. **PENDING**
  37. Use of employee ID numbers for Fuelman cards – Covington Region – This change was not possible because Fuelman assigns the i.d. numbers not OCS - **CLOSED**
  38. Incentive Pay for staff when meeting ICPC 30 day timeframe for home studies – Covington Region – This referral suggested that staff should receive the money awarded the state when home studies are completed in a timely manner. This is not possible; however, the money will be awarded to regions that complete the home studies in a timely manner. **CLOSED**
  39. Food Stamp Audit of DSS employees/recoupment of overpayments – Covington Region – This referral suggested the agency should offer payroll deduction for staff that had to pay back an overpayment of food stamps. There is no mechanisms set-up for this within DSS. This referral was **CLOSED**.
  40. Mandatory inclusion of TE codes for trainings – Covington Region – This referred requested that training provide TE codes at the training. Training section staff reported that is already done in all trainings and that coded TE's are given to participants. In the event that a training

participant does not get these codes, they can contact their regional training coordinator or the trainer to obtain the codes. **CLOSED**

41. TIPS/LARE availability – Covington Region -This referral requests that the time period for TIPS/LARE hours of availability be extended. **OPEN**
42. On-line policy & forms – Covington Region – The forms portion of this referral was dropped and the request for Appendix E to be updated and added back in to policy is being resubmitted to policy. **OPEN**
43. Life book Expenses – Shreveport Region; request is to increase funds to \$300 per year – referred to program (FC & ADP for review) **REFERRED TO PROGRAM/OPEN**

**New Direction for CQI:**

Since the last annual report, the Council on Accreditation has issued their 8<sup>th</sup> edition standards. In order to comply with these standards the agency developed, printed as sent to HR for distribution to offices statewide a CQI brochure. The brochure is also for distribution to community stakeholders and can be requested from the form warehouse.

New CQI procedures have been developed around issue resolution and will be in the revised CQI Plan and Procedures Handbook. The process has been put in place to address CQI referrals that have not been resolved to the satisfaction of the referring source. In state office, when the referring source asks for an issue resolution, the issue will be brought before the state level CQI team and a subsequent meeting will be held with the Deputy Assistant Secretary, the CQI chair, the referring source(s) and the Division Director and Section Administrator of the appropriate OCS division/program. In regional offices, the Regional Administrator (RA) are/or Assistant RA, CQI chair, referring source and the appropriate individuals to whom the issue has been previously referred will participate in the meeting. Whatever decision/consensus is agreed upon in the meeting will stand and participants will proceed accordingly.

We are currently in process of updating the CQI Plan and Procedures Handbook to include all necessary elements of the 8<sup>th</sup> edition accreditation standards for CQI as well as the changes to the Peer Case Review (PCR) Process.

The state level CQI team and PCR subcommittee obtained technical assistance from the National Resource Center for Organizational Improvement to help make the PCR process as effective and as meaningful as possible.

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