

CQI STAKEHOLDER INFORMATION PACKET



Department of
Social Services
Building a Stronger Louisiana



CREDIBILITY • INTEGRITY • ACHIEVEMENT

**OFFICE OF COMMUNITY SERVICES (OCS)
CONTINUOUS QUALITY IMPROVEMENT (CQI) STAKEHOLDER INFORMATION
PACKET**

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The Louisiana Department of Social Services (DSS), Office of Community Services (OCS) utilizes an agency-wide continuous quality improvement (CQI) process to ensure that services are being provided at a level that meets best practice standards, national accreditation standards and promotes quality outcomes for children and families of the State. The involvement of staff and community stakeholders is vital to the success of the CQI process.

CQI is a philosophy and a process that allows the OCS to look at activities, performance measures and outcomes and create plans for improvement. The concept involves small continuous steps toward a goal. All levels of staff and community stakeholders are involved in the evaluation of the effectiveness of services provided, activities within OCS, and the organization as a whole. Evaluation involves the examination of the agency's internal systems, procedures, and outcomes. Evaluation also includes the examination of input from participants and of relationships and interactions between OCS and other stakeholders.

CQI is a process model for staff empowerment, creativity, and responsibility. It is a process in which the customer (our clients) defines what constitutes quality.

CQI evaluates the effectiveness and efficiency of services provided and activities within the organization.

CQI determines whether services and activities meet predetermined expectations of quality and outcomes.

CQI attempts to correct observed deficiencies identified through the CQI process.

CQI measures change and tracks improvement.

Team Descriptions

The CQI process is inclusive of agency supervisors, workers, support staff, administrative and program staff, consumers and stakeholders. Teams consist of approximately 8 - 12 members. Individuals who possess details about a particular issue are asked to attend and participate in CQI meetings on an as needed basis.

Levels Of Teams

There are two levels of CQI teams. The two levels are:

1. Regional Level CQI Teams (Level 1) - statewide
2. State Level CQI Team (Level 2) - State Office

Regional Team (Level 1)

The Regional Teams (Level I) of the CQI process include internal staff and stakeholders. Community partners represent service providers, concerned citizens, members of federally recognized American Indian Tribes and other state departments and agencies. Teams use input from staff as well as data to identify needs and/or problems and develop program improvement plans to ameliorate the identified need/problem.

Some regions have one or more stakeholders on their CQI team, some involve stakeholders in an advisory fashion rather than through actual team membership. No matter the type of participation, community partners are included in the process.

The regional team includes a combination of the following:

- Representatives from parish offices
- Representation from all programs
- Support/clerical staff
- Community stakeholders
- Youth/Adult consumers (Advisory board participation is acceptable.)
- Workers
- Supervisors
- Regional Administrator or management team representatives

State Team (Level 2)

The state team provides an opportunity to address statewide issues and consolidate information and issues from all regional level teams. State team meetings are held on a bi-monthly basis.

The state team includes a combination of the following members:

- Representation from one or more of the regions
- Representation from the Divisions of In-Home and Out-of-Home Services
- Assistant Secretary or Deputy Assistant Secretary
- Program Managers
- Section Administrators
- Division Directors
- Support/Clerical Staff
- Community Stakeholders
- Quality Assurance Staff
- Consumers (Advisory board participation is acceptable)

Having two levels of CQI teams provides all staff the opportunity to evaluate and impact agency performance and outcomes for children and families. The two level process allows for solutions to be generated and implemented by all levels of staff within the agency. Problems requiring input from the state level are advanced through the system in an orderly way that assures a commitment to problem solving and feedback. Additionally, data presented by regional level teams to the state level team facilitates a give and take process.

Stakeholder Participation

Community partners are individuals and/or organizations with whom the agency works to provide services. Community partners are included in the CQI process because of the extensive relationship with the agency. These include:

- Juvenile Court Representatives (i.e. CASA representatives)
- Representatives from contracted service providers
- Representatives from federally recognized American Indian Tribes
- Behavioral Health providers
- Foster/Adoptive parents
- Citizen Review Panels
- School Personnel
- Health Care Professionals
- Community or Child Advocates

- Community Partnership Representatives
- Law Enforcement Representatives
- Representatives of any other professional group who have an integral part in the service delivery system.
- Other State Departments
- Other agencies who are COA accredited

There are many opportunities for stakeholders/community partners to become involved in continuous quality improvement through the Office of Community Services.

Stakeholders/community partners can participate in:

- Regional/State level CQI team meetings
- Regional/State level Sub-Committees or on-going work groups
- Citizen’s Review Panels
- Review reports and provide feedback
- Help identify positive practices
- Recommend improvements when necessary
- Assist in development of short/long term planning
- Complete surveys and/or focus groups

Type of Participation	Description
Advisory Committees/ CQI Subcommittees/ Work-Groups	Uses information, input, advice and recommendations to develop and revise policy, program planning expansion [ex. Stakeholder Participation CQI Subcommittee, Citizen Review Panels, Child and Family Service Plan (CFSR) and Annual Progress and Service Report (APSR), and Legislative Audit Report]
Case Related	Reviews case issues and makes recommendations about policy revisions
Collaborative	Improves delivery of services through work with staff
Oversight	Monitors and improves services to children and families
Provider	Addresses and removes systemic barriers and seeks to improve existing services
Customer Satisfaction Survey	Survey of all consumers, community partners and staff. State, regional and parish offices have surveys available and the survey is also available on-line at www.dss.state.la.us
Focus Groups	As part of the Peer Case Review process, preparation for Children and Family Services Reviews and other agency initiatives, the agency conducts focus groups with staff, community partners including law enforcement, treatment providers (Residential, Family Resource Centers, etc.), foster parents and clients.

COMPONENTS OF THE CQI PROCESS

- ❖ **Peer Case Review:** Peer Case Review is a three tiered process designed to improve the quality of the OCS service delivery system. The Peer Case Review process utilizes staff from all levels and all program areas, and provides the agency with a viable method for evaluating and improving service delivery. The Peer Case Review process does not replace supervisory case reviews, but is a complimentary process. It allows for objective, child welfare peers to focus on the quality of services provided to clients through review of documentation of those services found in the case record, through worker interviews and stakeholder focus groups. The information obtained from the review process is used by CQI teams and management to identify and initiate process, program, and outcome improvement plans.

- ❖ **Program Improvement Plans:** Program Improvement planning is viewed as a means for obtaining the highest quality services. The purpose of this component of the CQI process is to assure that a mechanism exists in which solutions to identified needs and issues are implemented and monitored. Program improvement plans clearly delineate a plan for actions needed to remedy identified issues. The plan includes the identified problem, strategies and steps for problem resolution, time lines for making the corrections and methods for measuring progress. It clearly identifies staff responsible for implementing the changes as well as for monitoring progress. Additionally, feedback from the program improvement plan is used to measure success and identify further areas needing improvement. After the issue has been referred to the CQI committee and solutions/alternatives for improvement are determined, the following process is used to implement the program improvement plan and monitoring.
 - Program improvement plans should be developed when an issue(s) has been identified through the CQI process (ex. PCR, consumer satisfaction surveys, referrals, etc.) and when regions receive a Regional Assessment Report. Regional Assessment Reports contain PCR data, QA data, TIPS data and ACESS data as well as a regional profile. The profile, completed by state office, identifies trends and patterns in service delivery and is helpful to the region in identifying strengths and needs.

- ❖ **Measurement of consumer satisfaction/feedback mechanisms:** The agency administers a survey which is offered to all visitors at the state, regional and parish office level. This survey addresses items such as office hours, timeliness of appointments, professionalism of staff, knowledge of how to file a complaint, etc. All offices continue to administer customer satisfaction surveys/inventories. The data gathered from these surveys continues to assist the agency in improving our service delivery process and our service environment as well as meeting the COA standards. Customer satisfaction survey data has been consistently positive on all items over the last four years due to the agency monitoring these issues. Statewide reports are posted on the DSS website at www.dss.state.la.us.

USE OF DATA AND MEASUREMENT

OCS measures outcomes to ensure quality services are delivered to the children and families served by the agency. While many of the outcome measures are established by the federal government, the Governor, the Louisiana State Legislature and the Department of Social Services, OCS, also sets goals and objectives to meet specific needs of children and families in Louisiana. In an effort to ensure consistency, reduce duplication and focus on safety, permanency, and well-being, the agency developed its own outcomes based on the required federal outcome measures. The agency's outcome measures are tracked in the Budget Performance Indicators as well as the Child and Family Services Plan (CFSP), the Annual Progress and Service Report (APSR) and the agency's program improvement plan. The CFSP and APSR are the basis for long-term and short term plans.

Activity	Description of the Methods used to Aggregate and Analyze the Data
Consolidated Child and Family Services Plan & Annual Progress and Services Report	Report contains information on the progress made on goals and objectives established in the Child and Family Services Plan, changes made to the goals and objectives, descriptions of the child welfare services provided by the agency, and the OCS Training Plan. Report must contain a two-part budget form, i.e., budget request for IV-B, CAPTA, and John H. Chafee Independent Living funding; and estimated number of individuals to be served, and geographic areas served.
Program Improvement Plan (PIP) Quarterly Report	Reports must contain information on the progress made to improve compliance with the federal outcomes.
Budget Performance Indicators	Report contains performance measures; reported monthly, quarterly, semi-annually and annually to the Governor's Office/State Legislature.
The DSS Strategic Plan	The DSS Strategic Plan sets forth the Secretary's top policy priorities, including objectives related to child protection services, foster care services and adoption services.

If you wish to become involved with the agency's Continuous Quality Improvement (CQI) process please contact the Office of Community Services CQI coordinator for the region in which you wish to become involved.

- Alexandria Region** Chair: Marlo Davis, Alexandria Regional, (318) 487-5215
 Co-Chair: Gayle Rehder, Vernon Parish, (337) 238-7030
- Baton Rouge Region** Co-Chair: Jessica Griffin, East Baton Rouge, (225) 925-6571
 Co-Chair: Kayla Jones, Iberville Parish, (225) 687-4373 x 312
- Covington Region** Chair: Michelle Freeman, Covington Regional, (985) 893-6375
- Jefferson Region** Chair: Juanita Beasley, Jefferson District, (504) 736-7167
- Lafayette Region** Chair: Melissa Thompson, Lafayette Regional, (337) 262-1601
- Lake Charles Region** Co-Chair: Deborah Ott, Lake Charles Regional, (337) 475-3029
 Co-Chair: Kathryn Mouton, Lake Charles Regional, (337)475-3025
- Monroe Region** Chair: Dina C. Lewis, Monroe Regional, (318) 362-4697
 Co-Chair: Wanda Moncreary, Madison Parish, (318) 574-5201
- Orleans Region** Chair: Danny Curtis, Orleans Parish, (504) 680-9300
- Shreveport Region** Chair: Ellen Hammons, Webster Parish, (318) 371-3306
 Co-Chair: Nelda Rains, Shreveport Regional, (318) 676-7398
- Thibodaux Region** Co-Chair: Celeste Gravios, Thibodaux Regional (985) 449-5055
 Co-chair: Gail Lewis, Thibodaux Regional, (985) 449-5055
- State Office** Chair: Melissa Maiello, Baton Rouge, (225) 342-3910