



September 3, 2020

Saint Francis Ministries  
Attn: Jodie Austin, Regional Vice President  
3311 N. 93<sup>rd</sup> St.  
Omaha, NE 68134

## **ESA Full Service Case Management Contract Monitoring Summary Quarter 2, April – June 2020**

Saint Francis Ministries maintained its commitment to full service case management during the 2<sup>nd</sup> quarter of 2020 (April – June) through expanding services to children and families, community engagement, and partnering with DHHS. During this quarter Saint Francis has faced several challenges, including the difficult task of managing the care of children and families through the COVID-19 pandemic in the state's most densely populated region.

During the previous quarter, Saint Francis submitted any policies and procedures not covered in the Readiness Review that their agency will use for case management during the remainder of 2020. DHHS will review these policies and procedures with Saint Francis in January 2021 for any updates.

Below is a summary of Saint Francis' performance during this quarter.

- A. Case Transfer/Assessment** - Saint Francis and DHHS ESA leadership staff met on June 2, 2020 to review, evaluate and improve the transfer process when families are referred to Saint Francis for ongoing services from DHHS initial assessment. These protocols will continue to be reviewed as areas of opportunity for improvement and increased collaboration arise. During this quarter, DHHS initial assessment team has reported no issues with Saint Francis' service array capacity, however there has been difficulty in placing high needs youth timely with service area providers.
- B. Case Management/Supervision** – DHHS has assisted Saint Francis in implementing Safety Organized Practice (SOP) through on-site training with case managers and supervisors. DHHS began training of SOP overview with Saint Francis case managers and supervisors June 29, 2020. DHHS will continue to train SOP modules starting on September 2, 2020, with training sessions every Wednesday. Please see attached training schedule.

Feedback received from the field indicates Saint Francis staff are attending and actively engaged in the training. Additionally, the Contract Monitoring team has received positive reviews from CFS staff conducting case reviews praising Saint Francis for their use of SOP as evidenced in case documentation.

There are ten Program Improvement Plan (PIP) items in the Nebraska Children and Family Services Review, nine of which are related to ongoing case management. Out of the nine PIP items, three did not meet the statewide target.

Continuous Quality Improvement data indicates a need for Saint Francis to focus on Items 4 (Stability of Foster Care Placement), 14 (Caseworker Visits with Child), and 15 (Caseworker Visits with Parents) in the Nebraska Child and Family Services Program Improvement Plan as these are areas where Nebraska is not meeting the statewide target.

There are several success that should be noted for Saint Francis during this quarter:

- Saint Francis consistently exceeded the goal of Absence of Recurrence of Maltreatment within 12 Months (goal = more than 92.1%). For the months of April, May, and June, Saint Francis achieved 95.1%, 95.6%, and 95.3% respectfully.
- Saint Francis also consistently met the goal Median Months to Reunification for Court Involved Children (goal = less than 10 months). For the months of April, May, and June, Saint Francis met this goal by achieving 9.2 months, 9.1 months, and 9.7 months respectfully.
- Saint Francis continues to meet the goal of reducing the Percentage of Children Who Re-Enter Foster Care within 12 Months of Discharge (goal = less than 8.3%). For the months of April, May, and June, Saint Francis met this goal each month with 4.7%, 6.6%, and 6.4 % respectfully.
- Saint Francis continues to meet the goal for Placement Stability federal measure (average of less than 4.12 placement changes per 1,000 days of all youth in foster care during a 12-month period). For the months of April, May, and June, children in the care of Saint Francis had an average of 3.28 moves for April, 3.28 moves for May, and 3.39 moves for June.
- Connected with Federal stability measures, Saint Francis also met the placement stability goals for the Percentage of Children in foster care < 12 months with fewer than two placement changes at 86.5%, target 86%. Additionally, SFM met target for children in foster care 12 – 24 months with fewer than 2 placements at 72.5%, target 65.4%. Two Placements during Placement within 12 Months (greater than 86.0%), and Percentage of Placement Stability within One Year of Placement (greater than 65.4%). Please see below:

Measure	April	May	June
% of Children with ≤2 Placements During Early Placement	86.4%	86.6%	86.5%
% of Placement Stability within 1 Year (12-24)	73.2%	72.9%	72.5%

Items of concern:

- Continuous Quality Improvement data for this quarter shows Saint Francis met the requirement of children having received monthly caseworker visits 92% of the time in April, 90% in May, and 93% in

June. While Saint Francis has remained consistent in this measure, they are not yet meeting the requirement of 95% of youth having monthly caseworker visits.

- Saint Francis continues to not meet case load ratios as required by state statutes. According to DHHS data; 47% of case managers met the state required ratio in April, 53% in May, and 43% in June. This continues to be an area needing improvement. DHHS has requested a Hiring Plan from Saint Francis to address this issue. DHHS has requested the Hiring Plan to be submitted to DHHS by September 1, 2020.
- DHHS relies on Saint Francis to assist in increasing the Title IVE funding penetration through licensure of relative and kinship placements. While a plan has been provided to license relative and kinship homes, Saint Francis needs improvement in this area. DHHS continues to assist by providing Saint Francis with data regarding foster home licensure. Starting July 14, 2020 DHHS is meeting with Saint Francis every two weeks to review the data and discuss strategies and goals in their foster care Recruitment and Retention Plan. At the writing of this report, the following meeting dates have been scheduled:
  - August 5, 2020
  - August 19, 2020
  - September 2, 2020
  - September 16, 2020
  - September 30, 2020

**C. Service Array** - Saint Francis has contracts with approximately 40 Sub-Contracted Agencies to provide services to children and families in the Eastern Service Area. Saint Francis has started conversations with seven local agencies to initiate Families First Prevention Services Act (FFPSA) services for Evidence-Based Models. The agencies that will provide FFPSA services include: Omaha Home for Boys - Trauma Focused Cognitive Behavioral Therapy (TF-CBT); Heartland Family Service - Parent Child Interactive Therapy (PCIT); KVC - PCIT; Omni - PCIT; Paradigm - PCIT, Multi-systemic Therapy (MST), TF-CBT; Nebraska Children's Home Society - Healthy Families America; Boys Town – MST, and; Daybreak -PCIT, TF-CBT. Additionally, Saint Francis is establishing Family Centered Treatment in the Eastern Service Area, however is running into challenges hiring a therapist level position for this program. Strategies to address this issue will be outlined in Saint Francis' Hiring and Retention Plan.

One of the major changes that shows continued success since its implementation at the beginning of January, was the establishment of Triage Foster Home placements. Through the partnering with local providers, Saint Francis has stopped overnight stays at the Project Harmony Triage Center for youth who have been placed out of the home. On the rare occasion the Triage Foster home is utilized, the child is able to spend the night in a family-like setting while a more permanent placement option is located.

Saint Francis has begun conducting Personnel File Reviews on Sub-Contractor staff, however some reviews had been on hold due to COVID-19 pandemic. In order to increase efficiency, Saint Francis is partnering with DHHS Contract Monitoring Resource Development staff to conduct file reviews for agencies that have contracts with both DHHS and Saint Francis. Saint Francis did not provide any file review results in this quarter's report. The Contract Monitor will review results in subsequent quarterly reports and continue to assist Saint Francis with any file review process questions to ensure consistency with local providers.

Item of concern:

- Continuous Quality Improvement data indicates: 57.3% children were placed in relative/kinship homes in April, 57.7% in May, and 57.4% in June. While Saint Francis has remained consistent in this area they very close to meeting the target of 58.5%.

- D. Service Monitoring** - As mentioned in the last report, network monitoring surveys have been developed by Saint Francis and would be distributed to Sub-Contractors starting April 2020. The survey results were not available and therefore were not included in this quarter's report. DHHS will request that the Saint Francis Provider Relations Team include these results in the next quarterly report.
- E. Educational Opportunities** - Saint Francis reported providing hands-on educational support and guidance to resource providers when schools closed due to the COVID-19 pandemic, however no specifics were included in the quarterly report from Saint Francis. DHHS is requesting documentation detailing the educational support and guidance that was given to resource providers. Additionally, Saint Francis employees worked with children to identify educational opportunities, assist families with homework assistance, as well as referring families for Peer to Peer mentoring services to support children's educational needs.
- F. Community Engagement** – Saint Francis reported community engagement efforts to include holding quarterly provider/stakeholder meetings, attending Judges meetings, and various community meetings. Saint Francis did provide their Eastern Service Area Resource Guide listing community partners and non-government resources. Various community meetings included but are not limited to: 1184 multidisciplinary teams (several times per week); SFM Provider Meetings (4/6/20, 4/13/20, 4/20/20, 4/27/20, 5/4/20, 5/11/20, 5/18/20, 5/25/20, 6/15/20); Douglas County Through the Eyes of the Child (4/22/20, 5/27/20, 6/24/20); Operation Youth Success (4/6/20, 4/21/20, 4/27/20, 5/19/20, 6/1/20, 6/16/20); Nebraska Indian Child Welfare Coalition meetings (4/17/20, 5/15/20, 6/19/20); South Omaha Juvenile Justice Forum (4/7/20, 5/5/20, 6/2/20); RED Meeting Urban League of Nebraska (4/22/20, 5/27/20, 6/24/20). DHHS Continuous Quality Improvement team is currently in the process of reviewing documentation verifying Saint Francis' efforts to comply and utilize its Community Engagement Plan.
- G. Resource Family/Foster Parent Homes** – At the beginning of the reporting period, there were 318 relative/kinship homes in the Eastern Service Area; During the quarter, there were 43 losses, 19 gains, and 294 homes at the end of the reporting period. Of the 43 losses: 13 were agency decision, 6 were foster parent decision, 16 were due to permanency, and 8 were placement disruption. The Foster Care Recruitment and Retention Plan for the previous quarter indicated Saint Francis had 275 relative/kinship homes at the end of the reporting period (March 2020).

Saint Francis maintains a Child Placing Agency license and has started licensing its own Agency Supported Foster Care homes with two homes completing the licensure process this quarter. Saint Francis reported having 10 relative/kinship licensed homes at the beginning of the reporting period; 7 losses, 1 gain, and 4 homes at the end of the reporting period. Out of the 7 losses, 6 were due to placement disruption and 1 due to permanency.

Saint Francis recognizes the need for additional foster homes, especially homes that will meet the needs of historically difficult to place children. Saint Francis remains focused on increasing licensed foster home capacity while also working to prevent the necessity for out of home placements. Saint Francis is communicating with DHHS about creating specific kinship home licenses in order to allow DHHS to claim IV-E funding. Saint Francis and DHHS are communicating frequently regarding Foster Care homes, processes, and needs. DHHS continues to share data to assist Saint Francis in meeting contractual foster care requirements.

Continuous Quality Improvement data indicates an average of 1,352 children in foster care for this quarter, April-June, with an average bed capacity of 2,419. Saint Francis continues to work toward meeting the contractual requirement of having two licensed beds per foster child in the Eastern Service Area.

As part of the Foster Care Recruitment and Retention Plan, Saint Francis has implemented file mining, mobility mapping, and social media to recruit child specific homes. Some general recruitment methods listed include: Facebook virtual calls for foster parents, pamphlets and bulletins for businesses and churches, and foster care support signs with contact information delivered to businesses. Like other service areas in the state, Saint Francis is challenged by placement stability of children. The Contract Monitor will continue to monitor recruitment and retention efforts, specifically in regard to recruiting homes for difficult to place youth, and will assist by providing foster care and placement stability data to Saint Francis.

- H. **Workforce** – The quarterly report from Saint Francis identified an annualized turnover rate of 38% for April, 42% for May, and no data provided for June. DHHS requested the June annualized turnover rate on August 5, 2020. Saint Francis reported several factors contributing to their staff turnover this quarter with the main reason being impacts from the COVID-19 pandemic. Saint Francis indicates that some staff left due to child and family care issues created by school and daycare closings as well as the CARES act allowing employees to stay home with their children. Saint Francis has implemented retention strategies to identify any potential concerns with an employee’s satisfaction and to assist in determining opportunities for improvement.

Saint Francis currently employs 130 case managers, of those, 25 are in various stages in training. Saint Francis will aim to employ about 150 case managers in an effort to meet caseload standards. Since the operational start date of January 1, 2020, Saint Francis has diligently recruited and continues to recruit case manager positions.

Saint Francis has implemented the “First Year Experience” program which evaluates the employment process from recruiting potential employees through their first year of service and will assist in determining areas of strength and opportunities for improvement. Additionally, Saint Francis has begun leveraging Lean Six Sigma strategies to reduce employee turnover and increase employee satisfaction, leading to improved outcomes for children and families.

Saint Francis maintains a strong training program for its workforce. Saint Francis case managers are offered numerous opportunities for staff development including workshops and/or online training. File reviews contained documentation of staff meeting educational requirements or training, to include detailed Case Manager Competency Assessment in applicable staff files.

Item of concern:

Due to the high turnover rate as well as the decrease in percentage of case managers who meet the state standards for caseload ratio (as noted above in section B, items of concern), DHHS is requesting Saint Francis submit a Corrective Action Plan to address how they will be able to recruit, hire, and retain the number of case managers needed to meet caseload ratio over the next 90 days. At this time, DHHS has received a hiring plan from Saint Francis which outlines strategies to maintain a strong workforce for the Eastern Service Area.

- I. **Maximizing Public and Private Funds** – Saint Francis reported the following efforts to increase the array of non-paid service providers: participating in several community collaboration meetings including Douglas and Sarpy County Systems of Care; partnerships with several sub-contractors and non-contracted agencies; human trafficking programs with the Indigo Program and Salvation Army; permanency services through Wendy's Wonderful Kids; and housing programs through Heartland Family Services. Saint Francis also reported having entered into Memoranda of Understanding with agencies to provide services to families

using public funds outside of child welfare dollars. These services include evidence based clinical services and services to improve parental functioning. DHHS will continue to collaborate and assist Saint Francis in exploring community resources and funding options to support children and families in the Eastern Service Area.

- J. Utilization Management** - Saint Francis will provide a summary of its Utilization Management practices and system in the Annual Report that will be provided in January 2021.
- K. Administrative Review** – As mentioned above, Saint Francis has policies in place to ensure compliance with DHHS established policy to report abuse and neglect, emergent issues, risks to child safety, and critical incident information. Saint Francis has produced documentation showing rate of grievances for the quarter and follows a standard complaint and grievance process and practice within its organization. In the April-June Quarterly Report there were a total of 39 Customer Care Contacts with 11 of those being concerns. This is a decrease in Customer Care Contacts reported in the previous quarterly report (62 contacts, 24 concerns). During this quarter, DHHS has received three formal grievances and one complaint regarding Saint Francis which have been addressed and resolved to the extent possible.

**Financial Review** - The DHHS Internal Auditor is in the process of conducting a review of Saint Francis administrative expenses. Overall, DHHS Finance team reported seeing improvement from Saint Francis in regard to reporting out expenditures, as well as payments to providers. Saint Francis has been consistent and timely in sending DHHS the following financial information: Statement of Functional Expenses, Statement of Financial Position, Aging Reports, and Cash Flow Statements along with the Transaction Journal. Saint Francis sent March expenditure details on April 28, 2020; April details on May 28, 2020, and May details on June 23, 2020.

- L. Information Systems** - Saint Francis has documented policies and procedures related to appropriate privacy and security safeguards for its employees accessing information systems and information created, collected, processed and stored by and on behalf of DHHS under the terms and conditions defined in the contract. An update of these policies and procedures will be reviewed in the Annual Report from Saint Francis.

#### **Corrective Action Plans** –

During this quarter, DHHS requested Saint Francis take corrective actions in three areas of case management performance and one area of administrative functioning.

**Case Plans Documented within 60 days** – All children shall have a case plan on NFOCUS within 60 days of becoming a state ward or a child in a non-court involved case. Case Managers are required to create a case plan within 60 days of the change of legal status. It is the expectation that Saint Francis resolve the issue within 90 days of receipt of this report.

On April 21, 2020, DHHS approved a Corrective Action Plan presented by Saint Francis that would improve performance in this area. (See attached plan). This included the following action steps:

- *SFM Intake will send checklist with new referral, Case Manager will complete the checklist within given timeframe and turn in to supervisor by the 21/45 day depending on type.*
- *Program assistant will send out the invite to the supervisor and Case Manager immediately after case assignment.*

- *Each month during team huddles Directors will review all performance accountability with supervisor who will then review with their team and individually with each staff to discuss trends, and barriers to meeting the outcomes to include timeliness of the initial case plan.*

In May, DHHS data indicated that Saint Francis case managers were able to improve on timeliness of case plans slightly, going from 48% timely (April) to 54% timely (May). Saint Francis improved only slightly again in June achieving 56% of case plans completed timely.

At the writing of this report, data for July indicated that performance in this area increased to 77%. DHHS will continue to monitor action steps and assist Saint Francis with the goals outlined in the Corrective Action Plan.

**Documentation of Placement within 72 hours** – All contact information shall be up-to-date on NFOCUS within 72 hours of any placement change for children in out of home care. It is the expectation that Saint Francis resolve the issue within 90 days of receipt of this report.

On April 21, 2020, DHHS approved a Corrective Action Plan presented by Saint Francis that would improve performance in this area. (See attached plan). DHHS data indicated that Saint Francis case managers improved in documenting placement changes timely from 61% (April) to 66% (May). However, placement change documentation declined slightly in June to 65% timely.

At the writing of this report, data for July indicates that performance in this area has increased to 70.9% for the Eastern Service Area. DHHS will continue to monitor action steps and assist Saint Francis with the goals outlined in the Corrective Action Plan.

**Court Performance** – DHHS requested a Corrective Action Plan be submitted due to case managers not being present at court hearings and not submitting court reports timely. On April 21, 2020, DHHS approved a Corrective Action Plan presented by Saint Francis that would improve performance in this area. (See attached plan). This included the following action steps:

- *Supervisors will hold daily huddles each morning with their teams to discuss upcoming court reports, reports in progress, and reports that are due that day to ensure timeliness.*
- *Program Assistants will send out the invite to the supervisor and case manager immediately after the order is received from DHHS to ensure the Case Management team is aware of the hearing date and time.*
- *Supervisors will utilize outlook to send invites to Case Managers for the due date of their reports. They will also review due dates each day during huddles.*
- *Program assistants will track the timeliness of all court reports.*
- *Each month during team huddles Directors will review all court report timeliness data with Supervisor who will then review with their team individually with each staff to discuss trends, and barriers to meeting the outcomes.*
- *SFM Regional VP, Staff Attorney, and Director of Operations will meet with DHHS Legal to discuss issues being seen in the court room as well as ways SFM and DHHS Legal can better partner to address court concerns and staff cases prior to court.*
- *Create Change of Placement checklist that walks through all steps from prior to the change through the 72 hour timeframe, including all applicable supervisor tasks.*

Saint Francis was able to complete this Corrective Action Plan during this quarter. It is anticipated that case managers will continue to improve in this area throughout the rest of the year.

**E-Verify Form** - *The Subrecipient is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.*

During the Personnel File Review for Saint Francis employees, it was discovered that Saint Francis was not using the E-verify process to verify the work eligibility status of the employee, rather, Saint Francis was using a verification system through the Social Security Administration. DHHS approved the Corrective Action Plan to correct this issue on April 21, 2020. (See attached plan). All Saint Francis employees hired after April 20, 2020 should have the E-verify form in his/her personnel file. The DHHS Contract Monitor will be able to verify implementation of this plan during the file review completed in the third quarter of 2020.

**Conclusion**

Saint Francis continues to demonstrate its commitment to partnering with DHHS to serve children and families in the Eastern Service Area despite being challenged by the pandemic during this past quarter. Saint Francis has been able to achieve several accomplishments to keep children free from harm, that belonging is achieved, and families are reunited with urgency. Saint Francis does need to evaluate and align case management to meet caseload ratios, as well as, increase engagement with: families to help garner support for permanency; community agencies to assist in the well-being of families, and; the court and legal parties to ensure a smooth legal process for families involved in the court system.

DHHS will continue to work with Saint Francis to create action steps for improvement through ongoing communication, guidance, and sharing of information.



**Ross Manhart** | DHHS Administrator I  
CHILDREN & FAMILY SERVICES

**Nebraska Department of Health and Human Services**

CC: Stephanie L. Beasley, Director  
Lori Harder, Service Area Administrator  
Doug Beran, Deputy Director  
Erin Yardley, Deputy Director  
Camas Holder, Service Area Administrator  
Bryan Gilliland, Financial Auditor  
Lucas Atkinson, Contract Administrator  
Cori Ulane, Contract Monitor





## Safety Organized Practice Training Schedule for Saint Francis Case Management June – December, 2020

Date	Time	Module
6/29/2020	9-4	Overview
6/30/2020	9-4	Overview
7/1/2020	9-4	Overview
7/2/2020	9-4	Overview
7/6/2020	9-4	Overview
7/7/2020	9-4	Overview
7/8/2020	9-4	Overview
7/9/2020	9-4	Overview
7/13/2020	9-4	Overview
7/14/2020	9-4	Overview
7/15/2020	9-4	Overview
7/16/2020	9-4	Overview
9/2/2020	9-12	1
9/2/2020	1-4	1
9/9/2020	9-12	1
9/9/2020	1-4	1
9/16/2020	9-12	1
9/16/2020	1-4	1
9/23/2020	9-12	1
9/23/2020	1-4	1
9/30/2020	9-12	2
9/30/2020	1-4	2
10/7/2020	9-12	2
10/7/2020	1-4	2
10/14/2020	9-12	2
10/14/2020	1-4	2
10/21/2020	9-12	2
10/21/2020	1-4	2
10/28/2020	9-12	3
10/28/2020	1-4	3
11/4/2020	9-12	3
11/4/2020	1-4	3
11/18/2020	9-12	3
11/18/2020	1-4	3
12/2/2020	9-12	3
12/2/2020	1-4	3
12/9/2020	9-12	4
12/9/2020	1-4	4
12/16/2020	9-12	4
12/16/2020	1-4	4

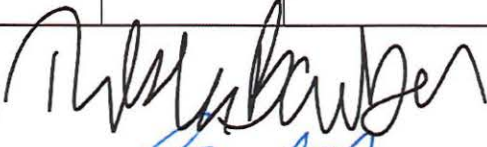



**NE Department of Health and Human Services Request for Corrective Action Plan from Saint Francis Ministries**  
**Period: January 1, 2020- March 31, 2020**  
**Corrective Action Plan RE: Timeliness of Initial Case Plans**

Objectives/Recommendations	Tracked Yes/No	Actions to be Taken	Responsible Person(s)	Target Date for Implementation	Target Date for Completion	Expected Outcomes
<b>Objective 1: Timeliness of Initial Case Plans. Case Plans will be completed withing 60 days no less than 95% of the time.</b>						
<b>Recommendation 1:</b> Staff will utilize the 21 day checklist (non-court) and 45 day checklist (court) to ensure the FSNA and Case Plan are completed prior to the 60 days. These checklists will be sent to the CM and Supervisor at the time of case assignment.	Yes	Intake will send checklist with new referral. CM will complete checklist within given timeframe and turn in to supervisor by the 21/45 day depending on case type.	OWNER: Nikki Barber-Director of Operations  Case Managers and Supervisors	4.11.20	Ongoing	All FSNA and Case Plans would be done prior to the 60 days as required by Division of Children and Family Services Protection and Safety Procedure Update #34-2016, Section VII
<b>Recommendation 2:</b> Program Assistant will send an Outlook Calendar invite to the supervisor and CM for the date the 21/45 day checklist is due with a 3 day reminder for Non Court and a 5 day reminder for Court.	Yes	Program assistant will send out the invite to the supervisor and CM immediately after case assignment	OWNER: Deb Hume- Program Assistant Supervisor  Program Assistants	4.11.2020	Ongoing	Additional Support will be provided to CM and Supervisors to assist in ensuring these are getting completed timely and remaining in compliance with Division of Children and Family Services Protection and Safety Procedure Update #34-2016, Section VII
<b>Recommendation 3:</b> Directors and Supervisors will review Performance Accountability Data monthly with Case Management and discuss trends, barriers, and plans to address.	Yes	Each month during team huddles Directors will review all Performance Accountability with Supervisor who	OWNER: Nikki Barber-Director of Operations  Deb Hume- Program Assistant Supervisor	4.1.20	Ongoing Monthly	Data will be shared across all levels to ensure we know the trends and are addressing all barriers to compliance with Division of Children

NE Department of Health and Human Services Request for Corrective Action Plan from Saint Francis Ministries  
 Period: January 1, 2020- March 31, 2020  
 Corrective Action Plan RE: Timeliness of Initial Case Plans

Objectives/Recommendations	Tracked Yes/No	Actions to be Taken	Responsible Person(s)	Target Date for Implementation	Target Date for Completion	Expected Outcomes
		will then review with their team and individually with each staff to discuss trends, and barriers to meeting the outcomes to include timeliness of the initial case plan	Case Management Directors, Supervisors and CM's  QA			and Family Services Protection and Safety Procedure Update #34-2016, Section VII

Corrective Action Plan Prepared by:     Saint Francis       
 Date:     4.16.2020    

Department of Health and Human Services Representative:          Date:     4-21-20



July 29, 2020

## Corrective Action Plan Compliance Report - Saint Francis Ministries

### Case Plan within 60 days

On April 21, 2020, DHHS approved a corrective action plan presented by Saint Francis that would improve performance in creating Case Plans within 60 days of a child becoming a ward of the state or a child in a non-court case.

DHHS has requested updates from Saint Francis on this corrective action plan on May 26, 2020, and June 30, 2020.

Update from Saint Francis May 29, 2020 -  
*Case Plan within 60 days*

- **Successes** – Court teams have made significant improvement in this area ( only 7 missed case plans across all court director teams with one director team having zero).
- **Struggles** - Through analyzing the data we have noticed one team specifically that is really struggling with this ( accounting for 50% of the agencies total missed case plans). Additionally, non-court teams in general are accounting for 89% of missed case plans. One issue we have identified is that the 60 days begins at legal status change but the case does not transfer until 30 days or more later decreasing the amount of time the ongoing CM has to complete the initial case plan. Additional strategies to address this are:
  - **Data needed from DHHS** -
  - **On target for completion?** No

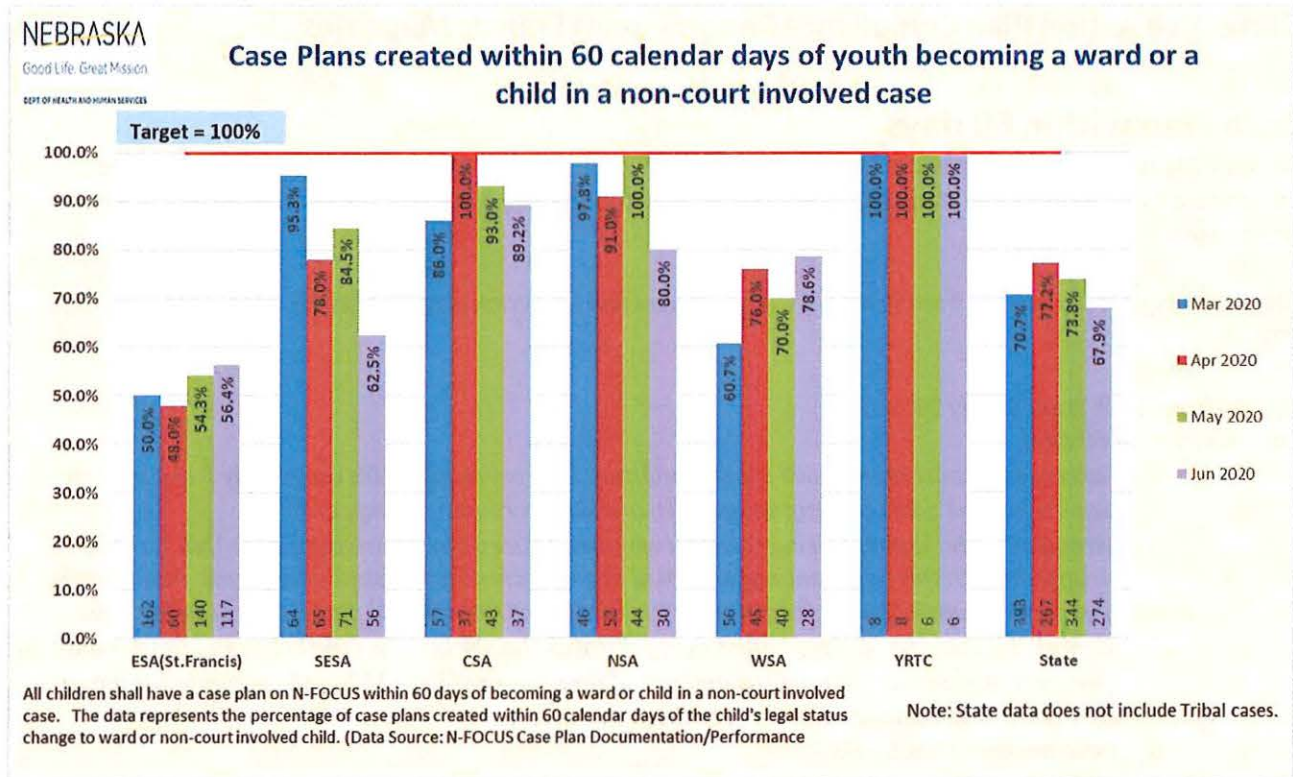
Update from Saint Francis on July 8, 2020 -  
*Case Plan within 60 days*

- **Successes** – progress has made (6.3% since in 30 days) and significant improvement has been made since Feb 2020 . Court Teams are making positive progress on this. This continues to be a sharp focus for the agency.
- **Struggles** – Non Court teams continue to struggle on this measure. 15 out of 40 late case plans were cases that came to SFM more than 30 days from intake which makes it very difficult to complete the case plan timely. The non court director has implemented several strategies to address these issues within her team.
- **Data needed from DHHS** – Performance Accountability. Data on Prevention Plan completion versus Case Plan. Data on timeliness of referral to SFM.
- **On target for completion?** Currently on target to make significant improvement within the next 60 days

DHHS has established a data portal in October 2019, specific to, and for, Saint Francis to access and review performance. On April 15, the DHHS CQI team held a virtual meeting with Saint Francis local leadership and Saint

Francis CQI teams to review reports available on the data portal for Saint Francis. Data reports for this measure are uploaded to this portal weekly, typically on Mondays.

In May, DHHS data indicated that Saint Francis case managers were able to improve on timeliness of case plans slightly, going from 48% timely (April) to 54% timely (May). Saint Francis improved only slightly again in June achieving 56% of case plans completed timely. (See chart below)



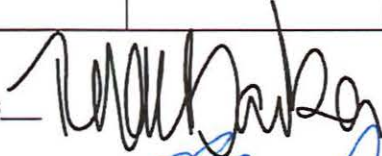

Data for July will be available during the week of August 3, 2020 to determine if Saint Francis has been successful in meeting the statewide target and close this corrective action plan. DHHS will continue to monitor action steps through weekly reports from Saint Francis during huddle calls and assist Saint Francis with the goals outlined in the corrective action plan.

**NE Department of Health and Human Services Request for Corrective Action Plan from Saint Francis Ministries**  
**Period: January 1, 2020- March 31, 2020**  
**Corrective Action Plan RE: Timeliness of Change of Placements**

Objectives/Recommendations	Tracked Yes/No	Actions to be Taken	Responsible Person(s)	Target Date for Implementation	Target Date for Completion	Expected Outcomes
<b>Objective 1: Timeliness of Placement Changes.</b> Placement changes will be changed in NFOCUS within 72 hours no less than 95% of the time.						
<b>Recommendation 1: Utilization Management/Placement Coordinators</b> will make adjustments to the process of updating placements to ensure timely completion.	Yes	Placement Coordinators / Placement Data will start entering change of placements at the time a placement referral is finalized / when service auth is being entered, rather than waiting for case management to send a change of placement	OWNER Alicia Neemann- Director of Support Services  Placement Coordinators/Placement Data Specialist	4.20.20	On-Going	Changing placement at the time the referral is finalized will ensure compliance with the Division of Children and Family Services Protection and Safety Procedure Update #20-2017
<b>Recommendation 2: Create a tool</b> to ensure all steps of a COP/Relative Packet are completed within the given timeframe.	Yes	Create COP Checklist that walks through all steps from prior to the change through the 72-hour timeframe, including all applicable supervisor tasks	OWNER Mackenzie Rutherford- Director  Supervisors and CMs are responsible for completion of the checklist with each COP	4.13.20	Tool completed on 4.13.20, Ongoing use of toll is required	Utilizing this tool will ensure timely completion of all tasks, ensure the request to load is sent and placements are loaded in NFOCUS timely and accurately, provide clarity around what types

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 Period: January 1, 2020- March 31, 2020  
 Corrective Action Plan RE: Timeliness of Change of Placements

Objectives/Recommendations	Tracked Yes/No	Actions to be Taken	Responsible Person(s)	Target Date for Implementation	Target Date for Completion	Expected Outcomes
						of task are needed depending on whether the placement change is an emergency or planned, and will ensure overall compliance with <a href="#">NE Rev. Statute 43-285(3)(b)</a>
<b>Recommendation 3:</b> Directors and Supervisors will review Placement Change data monthly with Case Management and discuss trends, barriers, and plans to address.	Yes	Each month during team huddles Directors will review all placement change data with Supervisor who will then review with their team and individually with each staff to discuss trends, and barriers to meeting the outcome.	OWNER- Nikki Barber-Director of Operations  Case Management Directors, Supervisors and CM's  Michelle Alexander-Quality Assurance Supervisor, QA Team	4.1.20	Ongoing Monthly	Data will be shared across all levels to ensure we know the trends and are addressing all barriers to success and compliance with the Division of Children and Family Services Protection and Safety Procedure Update #20-2017

Corrective Action Plan Prepared by:  Saint Francis    
 Date:  4.16.2020   
 Department of Health and Human Services Representative:  Date:  4-21-20



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**NE Department of Health and Human Services Request for Corrective Action Plan from Saint Francis Ministries**  
**Period: January 1, 2020- March 31, 2020**  
**Corrective Action Plan RE: Timeliness of Change of Placements**





July 29, 2020

## Corrective Action Plan Compliance Report - Saint Francis Ministries

### Placement Change Documentation in 72 Hours

On April 21, 2020, DHHS approved a corrective action plan presented by Saint Francis that would improve performance in documenting placement changes within 72 hours.

DHHS has requested updates from Saint Francis on this corrective action plan on May 26, 2020, and June 30, 2020. The following are updates from Saint Francis:

Update from Saint Francis May 29, 2020 -

*Change of Placement with 72 hours*

- **Successes** – *improvement is being seen in completion within 72 hours (nearly 10% from March to April). Utilization of the COP checklist to ensure timely completion of all pieces of the COP.*
- **Struggles** – *Working through training on changes to completing the COP by UM/Placement Coordinator to have them completing these earlier. This has been delayed slightly due to in person Covid-19 restrictions.*
- **Data needed from DHHS** – *Continue to provide monthly placement change data.*
- **On target for completion?** *Yes*

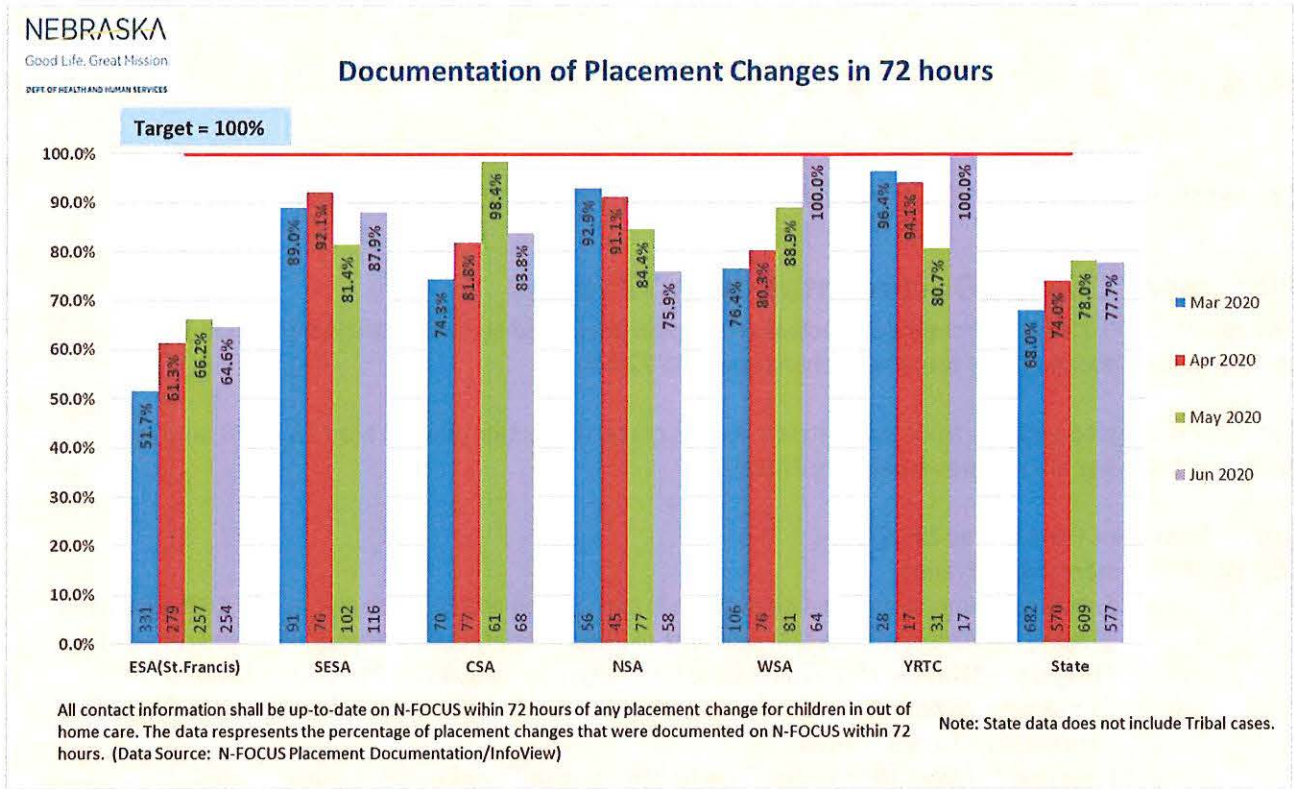
Update from Saint Francis on July 8, 2020 -

*Change of Placement with 72 hours*

- **Successes** – *SFM has made progress on this measure (4.9% in 30 days)*
- **Struggles** – *Continue to struggle with making significant improvement. We have gone through the data by director team and supervisor team so we can target our efforts for improvement to the teams who need it most. This continues to be an agency priority; however, progress will take time as staff adjust to process changes to improve our timeliness.*
- **Data needed from DHHS** – *On going 72 hour placement data*
- **On target for completion?** *Currently on target for significant improvement within 60 days*

DHHS has established a data portal in October 2019, specific to, and for, Saint Francis to access and review performance. On April 15, the DHHS CQI team held a virtual meeting with Saint Francis local leadership and Saint Francis CQI teams to review reports available on the data portal for Saint Francis. The reports for this measure are uploaded to this portal monthly, during the first week of the month. Below is a chart indicating the performance of documentation of placement changes within 72 hours, compared by month and by Service Area. Saint Francis is not meeting the statewide target.

As noted in the charts below, in May, DHHS data indicated that Saint Francis case managers improved in documenting placement changes from 61% (April) to 66% (May). However, placement change documentation declined in June going down slightly to 65% timely.



Data for July will be available during the week of August 3, 2020 to determine if Saint Francis has been successful in meeting the statewide target and close this corrective action plan. DHHS will continue to monitor action steps through weekly reports from Saint Francis during huddle calls and assist Saint Francis with the goals outlined in the corrective action plan.

**NE Department of Health and Human Services Request for Corrective Action Plan from Saint Francis Ministries**  
**Period: January 1, 2020- March 31, 2020**  
**Corrective Action Plan RE: Court Improvement**

Objectives/Recommendations	Tracked Yes/No	Actions to be Taken	Responsible Person(s)	Target Date for Implementation	Target Date for Completion	Expected Outcomes
Timeliness of Court Reports. Court Reports will be submitted on time to Court no less than 95% of the time.						
<b>Recommendation 1:</b> Daily Huddles will occur to review all upcoming court reports	Yes	Supervisors will hold daily huddles each morning with their teams to discuss upcoming court reports, reports in progress, and reports that are due that day to ensure timeliness.	OWNER Jodie Austin-RVP  Case Management Team	3.16.20	On-Going	All Court Reports will be received by the supervisor on time and sent to court no less than 5 business days prior to the hearing to ensure compliance with SFM's contract with DHHS section V.C.f.ix.
<b>Recommendation 2:</b> Outlook invites will be sent to supervisor and case manager for the date of court hearings as soon as the order is received.	Yes	Program Assistant will send out the invite to the supervisor and CM immediately after the order is received from DHHS to ensure the Case Management team is aware of the hearing date and time.	OWNER Deb Hume-Program Assistant Supervisor  Program Assistants	1.1.20	On-Going	Additional Support will be provided to CM and Supervisors to assist in ensuring they have the correct date and time of the court hearing

NE Department of Health and Human Services Request for Corrective Action Plan from Saint Francis Ministries  
 Period: January 1, 2020- March 31, 2020  
 Corrective Action Plan RE: Court Improvement

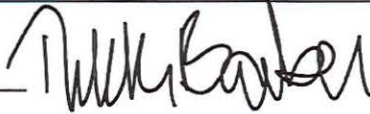
Objectives/Recommendations	Tracked Yes/No	Actions to be Taken	Responsible Person(s)	Target Date for Implementation	Target Date for Completion	Expected Outcomes
<b>Recommendation 3:</b> Supervisors will send outlook invites to CMs for the due date of the court report	Yes	Supervisors will utilize outlook to send invites to CMs for the due date of their reports. They will also review due dates each day during huddles.	OWNER Nikki Barber-Director of Operations  Case Management Team	4.13.20	On-Going	Additional visual reminders of due dates will ensure report timeliness and compliance with SFM's contract with DHHS section V.C.f.ix.
<b>Recommendation 4:</b> Tracking and Review of Court Report Timeliness Data.	Yes	Program Assistants will track the timeliness of all court reports. Each month during team huddles Directors will review all court report timeliness data with Supervisor who will then review with their team and individually with each staff to discuss	OWNER- Nikki Barber-Director of Operations  Deb Hume-Program Assistant Supervisor  Case Management Directors, Supervisors and CM's  Michelle Alexander-QA Supervisor, QA Team	4.13.20	On-Going Monthly	Data will be shared across all levels to ensure we know the trends and are addressing all barriers to success and compliance with SFM's contract with DHHS section V.C.f.ix.

**NE Department of Health and Human Services Request for Corrective Action Plan from Saint Francis Ministries**  
**Period: January 1, 2020- March 31, 2020**  
**Corrective Action Plan RE: Court Improvement**

Objectives/Recommendations	Tracked Yes/No	Actions to be Taken	Responsible Person(s)	Target Date for Implementation	Target Date for Completion	Expected Outcomes
		trends, and barriers to meeting the outcomes.				
<b>Recommendation 5:</b> Meet with DHHS legal		RVP, Staff Attorney, and Director of Operations will meet with DHHS Legal to discuss issues being seen in the court room as well as ways SFM and DHHS Legal can better partner to address court concerns and staff cases prior to court.	OWNERS: Nikki Barber- Director of Operations, Bethany Allen- Field Staff Attorney, Jodie Austin- RVP	4.13.20	4.13.20 Follow up in May 2020	Streamline reporting of concerns, identify any communication gaps, discuss legal staffing needs.
<b>Recommendation 6:</b> Create a tool to ensure all steps of a COP are completed within the given timeframe	Yes	Create COP Checklist that walks through all steps from prior to the change through	OWNER- Mackenzie Rutherford- Director  Supervisors and CMs are	4.13.20	Checklist completed on 4.13.20 Ongoing use of checklist required	Utilizing this tool will ensure timely completion of all tasks, will provide clarity around what types of task are needed

NE Department of Health and Human Services Request for Corrective Action Plan from Saint Francis Ministries  
 Period: January 1, 2020- March 31, 2020  
 Corrective Action Plan RE: Court Improvement

Objectives/Recommendations	Tracked Yes/No	Actions to be Taken	Responsible Person(s)	Target Date for Implementation	Target Date for Completion	Expected Outcomes
		the 72-hour timeframe, including all applicable supervisor tasks	responsible for completion of the checklist with each COP			depending on whether the placement change is an emergency or planned.  This will ensure compliance with <a href="#">NE Rev. Statute 43-285(3)(b)</a>

Corrective Action Plan Prepared by:  Saint Francis  

Date:  4.16.2020

Department of Health and Human Services Representative: 

Date:  4-21-20





July 29, 2020

## Corrective Action Plan Compliance Report - Saint Francis Ministries

### Court Issues

On April 21, 2020, DHHS approved a corrective action plan presented by Saint Francis that would improve court performance, specifically around providing court reports timely, consistently appearing at court hearings, and consultation with DHHS Attorneys. It is the expectation that case managers are present at all court hearings, provide court reports and exhibits as necessary to the court and legal parties, and that case managers consult with DHHS Attorneys in matters involving court cases.

DHHS requested updates from Saint Francis on this corrective action plan on May 26, 2020, and June 30, 2020.

Update from Saint Francis May 29, 2020 –  
*Court performance*

- **Successes** – Overall less concerns are being noted with regards to late court reports/missed court hearings. DHHS Legal will be invited to participate in 5pm calls. DHHS Legal will be added to the invite for all 1041 staffings. Daily Huddles around court reports and court hearings continue to occur daily and has reduced the number of missed reports/hearings.
- **Struggles** – technology. At times staff are present for the conference line hearing but cannot get on. Last minute notice of changes from virtual to in person hearings. Implementation of new strategies to address the issue of PC hearing invites from court having minimal identifying information making it difficult to identify who the worker is.
- **Data needed from DHHS** – specifics on issues being seen.
- **On target for completion?** Yes.

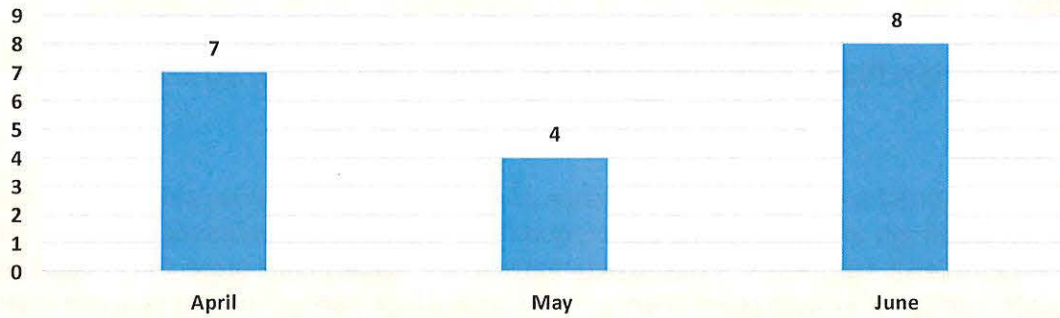
Update from Saint Francis on July 8, 2020 -  
*Court performance*

- **Successes** – We have seen a significant decrease in reported court issues.
- **Struggles** – Clarity is still needed on when it is required to staff with DHHS legal as there is not consistency among them with regards to expectations.
- **Data needed from DHHS** - none
- **On target for completion?** Yes SFM's position is that this CAP can close.

During this quarter, the DHHS Contract Manager reported to Saint Francis court issues on the following dates: April 17, 2020; May 11, 2020; June 1, 2020; June 4, 2020; June 9, 2020; June 15, 2020; June 22, 2020

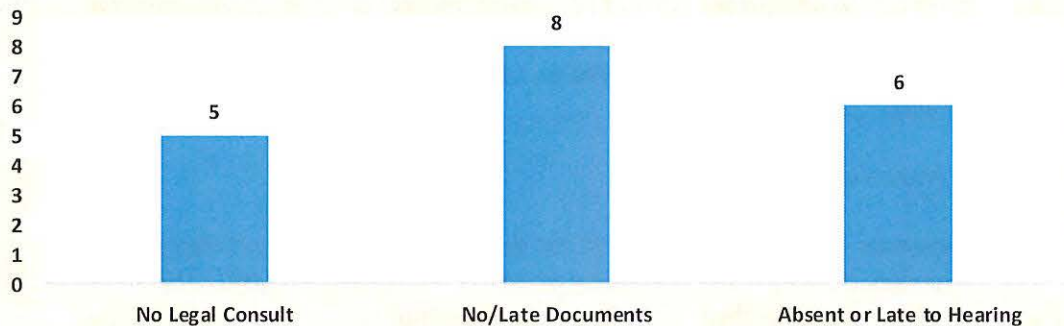
Below are charts that show the number of reports of court issues by month and by type.

### Number of Court Issues by Month - Apr- Jun 2020



*Court Issues include case manager not submitting, or submitting late, court reports and/or exhibits; case manager late to/not appearing at court hearings, either in person, virtually or by phone, and/or; lack of consultation with assigned DHHS Attorney.*

### Court Issues by Type - Apr- Jun 2020



No Legal Consult = Number of reports of no consultation with assigned DHHS Attorney

No/Late Documents = Number of reports that court report and/exhibits were either late or not submitted to court

Absent or Late to Hearing = Number of reports that case manager did not attend or was late to a scheduled court hearing

Saint Francis has requested to close this corrective action plan, although there continues to be reports from DHHS attorneys that indicate a lack of necessary consultation for court cases. DHHS is currently reviewing progress for July to determine next steps.



Providing healing and hope  
to children and families

Monday, April 20, 2020

Department of Health and Human Services  
Attention: Ross Manhart  
1313 Farnam St.  
Omaha, NE 68102

Re: Omaha, NE Personnel File Review Corrective Action Plan

Dear Ross,

This letter is in response to the letter of non-compliance with E-verify for each new hire employee. Saint Francis Ministries has established our business as an E-verify user and completed the necessary training to begin processing new hires. It is the organization's plan to run E-verify on all new hires in Nebraska starting Monday, April 20<sup>th</sup>, 2020.

Saint Francis would also like to address the missing insurance documentation for Courtney Kayton and Marie Matthews. The documentation for Courtney Kayton has been received and placed in her employee file. We are still awaiting documentation from Marie Matthews, she has been notified that she is only able to utilize company fleet until the documentation is received. Moving forward, for anyone who does not own a vehicle and does not carry insurance, a letter will be placed in their employee file stating such information as advised by your Department.

Saint Francis appreciates the flexibility in moving our audits to electronic. Cori was wonderful to work with during the process and the communication between organizations was appreciated.

Should there be any questions regarding our corrective action plan please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Christy Rossiter".

Christy Rossiter  
Director of Human Resources

# NEBRASKA

Good Life. Great Mission.

DEPT. OF HEALTH AND HUMAN SERVICES



Pete Ricketts, Governor

## Saint Francis Ministries - Corrective Action Plan

### Compliance Report – E-Verify Forms

During the most recent file review, conducted on June 25, 2020, the random sample did not include newly hired employees. DHHS will include new employees hired after April 20, 2020 in the personnel file review for the 3<sup>rd</sup> quarter of 2020, to ensure that the E-Verify form is included in each personnel file for newly hired employees.

The 3<sup>rd</sup> quarter file review for Saint Francis will be conducted in September 2020.