



OCOK Operations Manual

Rev. 1-31-2018

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Section 1

OCOK Overview

- 1.01 ACH/OCOK Core Values and Ethics**
- 1.02 Outcomes and Performance Measures**
- 1.03 Applicable Regulations, Statues and Policies**

1.01 ACH/OCOK Core Values and Ethics			
Domain	OCOK Overview, ACH Organizational Service Delivery		
Effective	January 01, 2014	Revision Dates	1-2018
Documents			
Reference	ACH-SSCC Program Proposal, ACH Child and Family Services Policy-Service Modalities and Interventions, COA NET 1, NET 1.01, NET, 1.02, NET 4, NET 4.01, NET 4.04, NET 9, NET 9.01, NET 9.02		

Purpose:

ACH Child and Family Services' (ACH) philosophy of care is centered on producing quality outcomes for children and families. Its approach to achieving quality focuses on recruiting and training high quality staff, implementing evidence-based or evidence-informed treatment strategies whenever possible, and developing strong collaborations and partnerships with other providers, to best leverage resources. This approach has successfully led to the development of a strong continuum of services for children and families, and excellent partnership relationships with nearly every organization serving children and families in our community. With the mindset of 'the right services – at the right time' ACH prides itself on providing innovative leadership for children suffering abuse and neglect, and on effective and efficient asset utilization across our mature continuum of care.

Policy:

ACH Child and Family Services offers a continuum of care with service modalities and interventions that are individualized to each client based on the service plan or program service.

Procedure:

ACH's service continuum is outcome-focused, data-informed, and fiscally sound. ACH has designed the network development process to improve provider availability in a manner that is responsive to the needs and demographics found in the Fort Worth and surrounding rural communities (Tarrant, Parker, Johnson, Hood, Palo Pinto, Erath and Somervell counties). The Network delivers the most appropriate array of services for meeting the needs of its clients.

The Single Source Continuum Contact (SSCC) is managed by a Division of ACH called "Our Community. Our Kids" (OCOK). OCOK manages a Provider Network through its centralized structure that provides for the integration and coordination of services of the participating services providers and community partners. OCOK is a lead agency that has a network of subcontractors and is legally authorized to operate as the lead agency for this project. In alignment with ACH's operational philosophy of community engagement and community care, the SSCC organizational design leverages the strengths of community providers to best meet the needs of children, youth and families in our catchment area. Operating under ACH's present governance and organizational structure, the network administration body will build upon the significant relationships ACH has established in its 102-year history with community leaders and partnering organizations.

ACH's present continuum of care offers a variety of placements and innovative service offerings for children and youth in our area. ACH recognizes individual needs of each child, and seeks to always

‘provide the right services at the right time’. In support of achievement of the established DFPS service objectives - ACH is prepared to evaluate current service offerings and expand capacity as necessary.

OCOK is committed to supporting the development of a network of providers who have strategies for implementation of a variety of best, promising and evidence-based service practices. The process of a Request For Information for potential involvement in special projects addressing identified gaps in services in the network is one of the mechanisms used by OCOK to encourage the development of such practices within the network.

OCOK network participation ensures full access to needed services and supports within a system of care for clients referred. OCOK recruits and/or contracts with members and community partners based on anticipated and identified needs of the service population, including needs related to geographic location and cultural and linguistic diversity.

ACH demonstrates through the OCOK provider network a commitment to providing clients with access to provider organizations that best meet their needs and preferences, including providers who are responsive to the diverse cultural needs of clients and are able to connect clients with natural supports within the community as needed.

1.02 Outcomes and Performance Measures			
Domain	OCOK Overview, ACH Organizational Service Delivery		
Effective	January 01, 2014	Revision Dates	1-2018
Documents	SSCC Provider Services Agreement, Praesidium Know Your Score Assessment		
Reference	DFPS Statement of Work, COA NET 2.02, NET 8, RPM 1, RPM 2, RPM 2.01		

Policy:

ACH Child and Family Services is committed to ensuring the OCOK network is providing quality services by regular review of agency and network-wide performance.

Procedure:

The Network's functions include a system for managing information that integrates the Network operations and Network Providers' information, including key costs, performance data, outcome indicators, and stakeholder's satisfaction data.

I. Performance Measures and Contract Outcomes

A Network-wide outcomes measurement system evaluates individual progress and service delivery program effectiveness at the program level. OCOK provides network agencies with a quarterly "Provider Performance Report" that outlines the provider's performance on key indicators on several domains. Examples of information that may be provided: Placement Performance, Contract Compliance, Safety Performance, Financial Wellness, Child Wellness, etc. Information allows the Provider to see trends over time of their own performance as well as how they compare to the Network.

A. OCOK agrees with the overall purpose of the CPS Program, which is to protect children and youth and to act in their best interest. CPS focuses on children, youth, and their families and seeks active involvement of the children and youth's family members to solve problems that lead to abuse or neglect. The objectives of CPS are to:

1. Prevent further harm to children and youth and keep them with their families when possible;
2. Provide permanency for children and youth in substitute care by resolving family safety concerns and returning children and their youth to their families; and
3. Provide permanency for children and youth who cannot return to their families.

B. Providers will be monitored through OCOK's Continuous Quality Improvement process.

II. OCOK Continuous Quality Improvement Process includes monitoring the following regarding the Providers:

- A. Acceptable levels of performance on contract outcomes. Performance measures include the following:
1. Children/youth are safe in foster care
 2. Children/youth have stability in their placement
 3. Children/youth are able to maintain connections to family and community.
 4. Youth are fully prepared for adulthood

- 5. Children/Youth in foster care are placed in the least restrictive environment
 - 6. Children/Youth participate in decisions that impact their lives
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- B. Regular and timely submission of extensive data and information for each child served as well as data on Foster Homes or facilities within the Network. This includes placement vacancies, data entry related to PMET outcomes quarterly, reporting of specific data elements to the utilized by the *myEvolv* system, and any other data as needed by OCOK.
 - C. Compliance with applicable minimum standards for each service type provided by the Provider. Citations received by the Provider will be reviewed by OCOK as part of the SSCC continuous quality improvement process. Action plans for Network Providers will be created based on the type of citation/violation received.
 - D. Acceptable performance on stakeholder and consumer surveys administered by OCOK.

1.03 Applicable Regulations, Statutes and Policies			
Domain	OCOK Overview, ACH Organizational Service Delivery, Ethical Practice, Rights, Responsibilities		
Effective	January 01, 2014	Revision Dates	1-2018
Documents	SSCC Provider Services Agreement		
Reference	RCCL Minimum Standards, ACH Child and Family Services Policy-Indian Child Welfare Act, Ethical Practice Policy and Statement, DFPS Statement of Work, COA RPM 1, RPM 2.01		

Policy:

All employees of ACH Child and Family Services are required to know and follow the code of ethics for their respective professions.

Responsibility to Children, Youth and Families.

Procedure:

OCOK will comply with all applicable Residential Child-Care Licensing (RCCL) Minimum Standards for 24-hour residential child-care operations and with state and federal laws and regulations, including but not limited to the following:

Indian Child Welfare Act (ICWA) - Information on ICWA can be found by visiting:

<http://uscode.house.gov/download/pls/25C21.txt>

Multiethnic Placement Act (MEPA) - Information on MEPA- Information on MEPA can be found by visiting:

http://www.childwelfare.gov/systemwide/laws_policies/federal/index.cfm?event=federalLegislation.viewLegis&id=46

OCOK will work in partnership with DFPS to improve outcomes for Children as it relates to the Federal Child and Family Service Review (CFSR). Information on the CFSR can be found by visiting:

<http://www.acf.hhs.gov/programs/cb/cwmonitoring/index.htm#cfsr>

National Youth in Transition Database (NYTD) – OCOK will assist children and support the necessary activities including on-going computer access required for entry of data into NYTD system. Information on NYTD can be found by visiting:

<http://www.dfps.state.tx.us/txyouth/NYTD/default.asp>

OCOK will comply with all court orders regarding the provision of paid foster care and/or purchased services for children, youth, and families served through the SSCC.

OCOK will report known critical incidents, licensing investigations, licensure board reports and investigations, suspected fraud or fraud investigations and violations that occur within OCOK's

service model to DFPS in accordance with Licensing Minimum Standards and contract requirements.

OCOK will make reasonable efforts to ensure services provided to children and families are offered in the individual's primary language.

In order to become and function as a Child Placing Agency (CPA) ACH Child and Family Services will submit an application to Residential Child Care Licensing (RCCL).

Foster Care Policy and Procedures will be developed to meet RCCL Minimum Standards for CPAs. OCOK employees will receive a copy of ACH/OCOK CPA Policy and Procedures.

Policies and Procedures developed for this CPA are as follow:

CPA Document Index			
Document Name	Document Type	Subject	Description
<u>FC-ADM-001</u>	Program Procedure	Screening and Intake Procedure for Foster Care	Foster Care - Admissions OCOK
<u>FC-ADM-003</u>	Program Procedure	Foster Care Placement Criteria	Foster Care - Admissions OCOK
<u>FC-ADM-010</u>	Program Procedure	Releasing Adoptive Client Information	Foster Care - Admissions OCOK
<u>FC-ADM-011</u>	Program Procedure	Kinship Care Priority	Foster Care - Admissions OCOK
<u>FC-ADM-012</u>	Program Procedure	Admission and Care for Children with Primary Medical Needs	Foster Care - Admissions OCOK
<u>FC-CPP-001</u>	Program Procedure	Clothing and Personal Possessions for Foster Children	Foster Care - Clothing and Personal Possessions for Foster Children OCOK
<u>FC-CR-001</u>	Program Procedure	Client Rights and Responsibilities	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-002</u>	Program Procedure	Biological Parent/Guardian Involvement in Foster Care Services	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-003</u>	Program Procedure	Clients with Special Communication Needs	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-004</u>	Program Procedure	Non-Discrimination in Service Provision Policy	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-005</u>	Program Procedure	Family/Guardian Visitation	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-006</u>	Program Procedure	Termination of Parental Rights	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-009</u>	Program Procedure	Rights and Responsibilities for Foster Parents and ACH Child and Family Services	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-010</u>	Program Procedure	Resident Mail	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-011</u>	Program Procedure	Telephone Contact	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-012</u>	Program	Privacy Policy and Procedure	Foster Care - Client Rights and

	Procedure		Responsibilities OCOK
<u>FC-CR-013</u>	Program Procedure	Religious Activities for Foster Children	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-014</u>	Program Procedure	Appeal Process	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-015</u>	Program Procedure	Client Complaint Policy and Procedure	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-016</u>	Program Procedure	Reporting Child Abuse, Neglect and Exploitation	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-017</u>	Program Procedure	Internal Incident Investigation	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CR-18</u>	Program Procedure	Incident Report and Reports to Licensing Procedure	Foster Care - Client Rights and Responsibilities OCOK
<u>FC-CSBM-001</u>	Program Procedure	Foster Home Provisions for the Child	Foster Care, Supervision and Behavior Management OCOK
<u>FC-CSBM-003</u>	Program Procedure	Cultural Sensitivity and Competence	Foster Care, Supervision and Behavior Management OCOK
<u>FC-CSBM-004</u>	Program Procedure	Foster Parents and Child Ratio and Supervision	Foster Care, Supervision and Behavior Management OCOK
<u>FC-CSBM-005</u>	Program Procedure	Infant and Toddler Care Procedure	Foster Care, Supervision and Behavior Management OCOK
<u>FC-CSBM-009</u>	Program Procedure	Behavior Management Assessments and Plans	Foster Care, Supervision and Behavior Management OCOK
<u>FC-CSBM-010</u>	Program Procedure	Behavior Management	Foster Care, Supervision and Behavior Management OCOK
<u>FC-CSBM-011</u>	Program Procedure	Foster Parents and Specialized Foster Children	Foster Care, Supervision and Behavior Management OCOK
<u>FC-CSBM-012</u>	Program Procedure	Evaluation Services for MR Treatment Services	Foster Care, Supervision and Behavior Management OCOK
<u>FC-CSBM-017</u>	Program Procedure	Critical Incident Communication Procedure	Foster Care, Supervision and Behavior Management OCOK
<u>FC-DS-001</u>	Program Procedure	Foster Home Daily Schedule	Foster Care Daily Schedule and Recreation OCOK
<u>FC-DS-002</u>	Program Procedure	Foster Children and Therapeutic Recreational Activities	Foster Care Daily Schedule and Recreation OCOK
<u>FC-DS-006</u>	Program Procedure	Foster Homes and Transportation	Foster Care Daily Schedule and Recreation OCOK
<u>FC-HS-002</u>	Program Procedure	Medical Consent Procedure	Foster Care Health and Safety OCOK
<u>FC-HS-004</u>	Program Procedure	TB Testing for Foster Children	Foster Care Health and Safety OCOK
<u>FC-HS-007</u>	Program Procedure	Medication Consent	Foster Care Health and Safety OCOK
<u>FC-HS-008</u>	Program Procedure	Medication and Medical Supply Storage and Disposal for Foster Care	Foster Care Health and Safety OCOK
<u>FC-HS-009</u>	Program	Nutrition and Food Preparation for Foster Homes	Foster Care Health and Safety OCOK

	Procedure		
<u>FC-HS-011</u>	Program Procedure	Smoking, Drinking and Drugs	Foster Care Health and Safety OCOK
<u>FC-HS-014</u>	Program Procedure	Disaster and Emergency Evacuation Plan	Foster Care Health and Safety OCOK
<u>FC-HS-016</u>	Program Procedure	Environmental Health and Safety for Foster Children	Foster Care Health and Safety OCOK
<u>FC-HS-017</u>	Program Procedure	Fire Prevention and Safety Procedure	Foster Care Health and Safety OCOK
<u>FC-HS-018</u>	Program Procedure	Weapons, Firearms, Explosive Materials, and Projectiles	Foster Care Health and Safety OCOK
<u>FC-LS-007</u>	Program Procedure	Tobacco Use by Foster Parents	Foster Care Licensure and Support OCOK
<u>FC-LS-008</u>	Program Procedure	Ongoing TB and Drug Screening	Foster Care Licensure and Support OCOK
<u>FC-LS-030</u>	Program Procedure	Fees for Service/Fees for Adoption	Foster Care Licensure and Support OCOK
<u>FC-SQR-001</u>	Program Procedure	Qualifications for Child Placing Agency Administrator	Foster Care Staff Qualifications and Responsibilities OCOK
<u>FC-SQR-002</u>	Program Procedure	Professional Level Service Provider Responsibilities	Foster Care Staff Qualifications and Responsibilities OCOK
<u>FC-SQR-003</u>	Program Procedure	Treatment Director Requirements and Responsibilities	Foster Care Staff Qualifications and Responsibilities OCOK
<u>FC-SQR-004</u>	Program Procedure	Child Placement Staff Responsibilities and Qualifications	Foster Care Staff Qualifications and Responsibilities OCOK
<u>FC-TDP-003</u>	Program Procedure	Discharge Planning Procedure	Foster Care Transition and Discharge Planning OCOK
<u>FC-TS-001</u>	Program Procedure	Pre Service Foster Parent Training	Foster Care Training and Supervision OCOK
<u>FC-TS-002</u>	Program Procedure	Annual Training Requirements	Foster Care Training and Supervision OCOK
<u>OCOK-001</u>	Program Procedure	Behavior Management Assessments and Plans	OCOK
<u>OCOK-002</u>	Program Procedure	Criminal Background and Central Registry Checks	Criminal Background and Central Registry Checks for Potential Employees/Caregivers/Foster or Adoptive Parents OCOK
<u>OCOK-003</u>	Program Procedure	Foster Children and the Threat of Self Harm or Physical Injury	OCOK
<u>OCOK-004</u>	Program Procedure	Medical, Dental, Vision and Pharmacy Services for Children and Youth in Foster Care	OCOK
<u>OCOK-005</u>	Program Procedure	Medication Management and Administration for Foster Children	OCOK

Section 2

Jurisdiction

2.01 RCCL Role of Licensing Overview

2.02 DFPS Conservatorship and Relationship with Providers

2.03 Role of OCOK as the SSCC

2.04 OCOK Network Assessment and Planning

2.01 RCCL Role of Licensing Overview			
Domain	Jurisdiction		
Effective	July 01, 2014	Revision Dates	1-2018
Documents			
Reference	RCCL Minimum Standards, 40 TAC §700.1321(e), COA RPM 1, RPM 2.01		

Procedure:

I. Facility Licensure

Network Providers shall:

- A. Comply with Residential Child-Care Licensing (RCCL) Minimum Standards for any child-care license issued by the Department to the Provider for services provided under this Contract;
- B. Comply with the operating or regulatory agency's regulations if the Provider as a Facility operated or regulated by one of the state agencies specified in 40 TAC §700.1321(e);
- C. Comply with all applicable service levels as designated by OCOK Care Management staff.
- D. Ensure that all staff providing direct services to the Child complies with state professional laws pertaining to the services provided including laws pertaining to licensure and confidentiality.

II. Role of Licensing

A. Network Provider must report to OCOK known critical incidents, licensing investigations, licensure board reports and investigations, suspected fraud or fraud investigations and violations that occur within Network Provider's business in accordance with Residential Child-Care Licensing (RCCL) Minimum Standards and contract requirements. For these circumstances in particular, and at all times in general, the Network Provider must have operational procedures and mechanisms in place to ensure staff are knowledgeable of and respond immediately to conditions or situations that may pose a threat to child safety.

B. OCOK will regard any failure to disclose and report such incidents by the Network Providers as a breach of the provider agreement with OCOK. Residential Child-Care Licensing's role with all licensed providers, including the SSCC Network Providers, will remain unchanged and all providers are expected to maintain compliance with licensing standards and regulations at all times.

C. Additionally, RCCL will continue to accomplish the following including but, not limited to:

- 1. Monitoring the Providers for compliance with Licensing Regulations and Standards
- 2. Registering the Provider's foster/adoptive homes
- 3. Monitoring the Provider's foster/adoptive homes
- 4. Involvement in closure of the Provider's foster/adoptive homes
- 5. Manage the CLASS System - follow up on Background Checks, Criminal History and FBI Checks
- 6. Conducting Abuse / Neglect Investigations
- 7. Following up on all violations

2.02 DFPS Conservatorship and Relationship with Providers			
Domain	Jurisdiction		
Effective	January 01, 2014	Revision Dates	
Documents			
Reference	SSCC Master Contract		

Procedure:

I. Conservatorship and DFPS Relationship with OCOK and Providers

DFPS had identified the need to provide paid foster care and purchased services that support safety, permanency, and well-being of children in its legal conservatorship who reside in paid foster care. DFPS views a performance-based service delivery model, provided through a Single Source Continuum Contractor (ACH-OCOK), as the approach that can most effectively meet this need in a manner that achieves better outcomes for children in its conservatorship and in paid foster care.

OCOK will be responsible for ensuring the full conservatorship in the contracted service area and who are referred to the SSCC by DFPS. OCOK will also be responsible for delivery of purchased services, with necessary service coordination, to the families and/or any other individual for entity that is significant to the achievement of safety, permanency, and well-being of children in paid foster care.

In order for OCOK to ensure full conservatorship in the contracted service area, implementation of OCOK as the SSCC will occur in 3 stages after an initial start-up period:

- A. Start-Up Period; OCOK builds the infrastructure and competencies necessary to provide full continuum of paid foster care and purchased services (in place of DFPS Contracting)
- B. Stage I (Begins the day the first referral for paid foster care and/or purchased services for a child/youth is made to the SSCC following the Start-Up Period).
 1. For all children entering paid foster care and referred by DFPS, OCOK will provide the full continuum of paid foster care in a manner that eliminates (to the degree possible and based on the child's individual needs) the necessity for change of placement as service needs evolve to ensure stability and reduce the number of moves a child or youth must make while in care and that provides necessary, individualized services within the child's own community and placement.
 2. OCOK will accept DFPS referrals for children from the catchment area placed in paid foster care prior to implementation of redesign to the SSCC in the event that they require a change of placement. There will be no additional moves solely for the purpose of moving the child into the SSCC's continuum of paid foster care and purchased services.
 3. OCOK will be reimbursed a single blended foster care rate for each child served through this contract (excluding youth who are residing in a Supervised Independent Living (SIL) program and children/youth who the Department has approved for the Exceptional Foster Care Rate) for each day of service.
 4. OCOK will provide Preparation for Adult Living (PAL) Life Skills training, Purchased Adoption Services, and Foster Care Day Care in Stage I for children and youth who are served by the SSCC and meet appropriate criteria for these services.

- C. Stage II (Begins the day the first referral for purchased service). In addition to the procedures outlined in Stage I, OCOK will utilize allocated funds referred to as purchase of service funds, to provide services for families and other individuals that support the achievement of safety, permanency, and well-being for children in DFPS conservatorship.
- D. Stage III (Anticipated to occur no earlier than one (1) year and no later than two (2) years from the date of the first referral for Stage II services).
 - 1. OCOK will be responsible for providing the services outlined in Stages I and II.
 - 2. OCOK will be hold financially accountable through the use of incentives and remedies for the timely achievement of permanency for served children.
 - 3. During Stages I and II OCOK will develop an array of services.
 - 4. In the first year of Stage III, OCOK will have the opportunity to gauge effectiveness of services related to the timeliness to permanency.

Additionally, OCOK will collaborate with DFPS, who will continue to provide the following services including but, not limited to:

- 1. New Placement Referrals of children made from DFPS to OCOK
- 2. Facilitate movement of Legacy Children
- 3. Involvement with Subsequent Placements
- 4. Involvement with Discharge / Case Closure
- 5. Adoption Approval
- 6. Service Planning / Assessments
- 7. Oversight of Providers outside of the catchment area
- 8. Ultimate Authority regarding Management of Cases
- 9. Payment to OCOK for reimbursement of days of service for children in care within the OCOK Network

2.03 Role of OCOK as the SCCC			
Domain	Jurisdiction, ACH Organizational Integrity		
Effective	January 01, 2014	Revision Dates	1-2018
Documents	SSCC Provider Services Agreement		
Reference	OCOK Provider Manual, ACH Child and Family Services Policy – Governing Body Oversight Responsibilities, COA NET 1.02		

Policy:

The Board of Directors will be organized in a structure that promotes the successful fulfillment of ACH Child and Family Services’ mission which includes Our Community.Our Kids successful delivery of the requirements of the Single Source Continuum Contract.

Procedure:

I. Provisions of Services

- A. OCOK will provide all Providers with an SSCC Provider Services Agreement to be signed prior to purchasing services from the Provider which clearly defines the scope of services to be rendered by the Provider to all clients referred to them by OCOK.
- B. The Provider will provide paid foster care and/or purchased services (“Services”) to Clients in a manner that complies with DFPS and SSCC standards and best practices. All Services shall be performed in accordance with the SSCC Provider Services Agreement with OCOK, the Master Contract and the OCOK Provider Manual (“Provider Manual”).
- C. All Providers are expected to comply with Residential Child-Care Licensing (RCCL) Minimum Standards at all times.
- D. It is OCOK’s expectation of the Providers to ensure that all Provider Policy and Procedures are in compliance with RCCL Minimum Standards and remain in compliance at all times.
- E. Under the SSCC contract with DFPS, OCOK is directly responsible for ensuring compliance with DFPS Current Contract Regulations which can now be found directly in the Single Source Continuum Contract.
- F. Responsibilities outlined below are a compilation of: the standard regulations held within the SSCC Contract and the Provider Services Agreement between the Provider and OCOK.

II. Provider Roles

Below is a list of responsibilities including but, not limited to the following:

1. Maintaining good standing with RCCL and the Comptroller’s office
2. Licensing foster homes and registering them within CLASS
3. Updating the placement availability in CareMatch
4. Reviewing and Receiving Referrals
5. Accepting Placements
6. Abiding by the Provider Services Agreement and the OCOK Provider Manual
7. Communicating with OCOK in a timely manner via established protocol
8. Working with OCOK regarding discrepancies, disputes regarding case information, and or days of care reimbursements
9. Providing OCOK with the required PMET data within required timeframes
10. Recruitment of Foster Homes

11. Recruitment of Adoptive Families
12. Managing the direct service delivery of subcontractors
13. Managing provision of their own services
14. Work with OCOK to provide services to Birth Families - Phase II
15. Take possession within four (4) hours of the removal
16. Manage a Disaster and Emergency Response Preparedness Plan
17. Providing quality services evidence by maintaining children/youth safe and in the least restrictive environment

III. Responsibilities of Providers

A Provider is only authorized to act as the SSCC's agent if appointed in writing by the SSCC and only for the specific purpose and scope identified by the written appointment. All responsibilities are covered in the Provider Services Agreement and OCOK Provider Manual.

2.04 OCOK Network Assessment and Planning			
Domain	OCOK Overview, ACH Organizational Service Delivery		
Effective	January 31, 2018	Revision Dates	
Documents			
Reference	ACH-SSCC Program Proposal, COA NET 3, NET 3.01, NET 3.02, NET 3.03, NET 3.04		

Purpose:

ACH Child and Family Services is centered on ensuring that children and family's needs are met through a Network of Providers who together provide a continuum of services tailored to meet the identified needs. To ensure that the Network understands and is responsive to client's needs as they change, OCOK will complete assessment and planning on regular intervals of the needs and the ability of the network to meet the needs. A Network-wide planning process supports the Network's commitment to achieving positive outcomes for the persons and families it serves.

Policy:

ACH Child and Family Services commits to completing assessment and planning for the development of services to meet the needs within the Network continuum.

Procedure:

In developing and maintaining the Network, the Network's leaders consider, and annually review as part of their annual planning:

- a. the full range of services within the Network's scope and the Network's capacity to meet its responsibilities and goals;
- b. geographic access to Network Services, including travel times to locations and proximity to public transportation;
- c. the demographic makeup of Network Service Providers compared to the demographic makeup of service recipients;
- d. access to Specialty Service Providers, including culturally relevant Service Providers; and
- e. flexible hours of operation that meet the needs and preferences of service recipients.

Every three years, OCOK conducts a Network-wide, long-term, strategic planning process that:

- a. reviews the Network's mission, values, and mandates;
- b. assesses its strengths and weaknesses;
- c. establishes goals and objectives that flow from its mission and mandated responsibilities;

- d. identifies appropriate strategies for meeting identified goals, including consideration of the Network's continued sustainability and possible need to redirect, eliminate, or expand service to respond to changing community demographics and needs;
- e. allocates resources to support capacity development for the delivery system, as needed;
- f. addresses changes in the funding environment;
- g. addresses changes in the regulatory environment; and
- h. includes the input of service recipients and their families.

Once every long-term planning cycle, the Network creates a demographic profile of the persons and families it serves and compares it to the demographics of its defined service population.

The Network annually develops a short-term plan that:

- a. evaluates and identifies the type and number of service providers required to accomplish the Network's mission, goals, and objectives; and
- b. supports the achievement of the Network's long-term goals and objectives.

Section 3

Purchasing Services

3.01 Enrollment of Providers

3.02 SSCC Provider Services Agreement

3.01 Enrollment of Providers			
Domain	Purchasing Services, ACH Organizational Service Delivery		
Effective	June 01, 2014	Revision Dates	1-2018
Documents	Network Provider Application, SSCC Provider Services Agreement		
Reference	OCOK Provider Manual, ACH Child and Family Services Policy –Service Modalities and Interventions, COA NET 2.04, NET 9.01, NET 10, NET 10.01, NET 10.02, NET 10.03, RPM 1, RPM 4, RPM 4.01, RPM 4.02, RPM 4.03, RPM 9.07, RPM 10.01		

Policy:

ACH Child and Family Services offers a continuum of care with service modalities and interventions that are individualized to each client based on the service plan or program service.

Procedure:

OCOK will establish a Provider Network in order to provide an array of services for DFPS clients. The network services are delivered to Region 3b clients through an integrated Network of Providers with the goal of ensuring optimal access, quality of care, and stakeholder satisfaction.

Providers complete an application on the OCOK website (www.ourcommunity-ourkids.org) expressing a formal interest in providing paid foster care and/or purchased services through the OCOK Provider Network in Region 3b (Erath, Hood, Johnson, Palo Pinto, Parker, Somervell, and Tarrant county). OCOK uses this information to determine if the Provider is a qualified residential/child placing agency and meets the criteria to become a part of the Provider Network with OCOK. The Provider's current standing with DFPS is an important determiner as to the appropriateness of the Provider's entrance into the OCOK Network.

OCOK intends to contract with any Provider in its catchment area who can successfully meet the needs the communities in the region(s). The following procedures ensure the success in enrolling, contracting, and securing the delivery of services to the children and families of Region 3b. Residential Child-Care Minimum Standards, the Foster Care Redesign RFP, SSCC Master Contract and OCOK's proposal will serve as the primary rule governing the actions of the SSCC and its Provider Services Agreement.

I. Enrollment for Contract (Region 3b) - Purchased Services

A. OCOK will purchase the following services in Region 3b from qualified Providers in the region(s). If the service is not available in Region 3b it will be purchased outside of Region 3b as needed:

1. Foster Care
2. Adoption
3. Residential Services
4. Supervised Independent Living (SIL)
5. Preparation for Adult Living (PAL)

B. Request for Applications. OCOK recruits and/or contracts Providers based on anticipated and identified needs of the service population, including needs related to therapeutic services, geographic location, and cultural and linguistic diversity. OCOK will announce any Request for Applications to Providers; this request will be sent out in one or more of the following methods:

1. Email

2. Letter
3. Website announcement (www.ourcommunity-ourkids.org)

C. Providers currently serving the catchment area are able to submit an application, the *Network Provider Application* can be found on the OCOK website (www.ourcommunity-ourkids.org).

D. The application should be completed in its entirety, and submitted per the instructions. The following must be turned in with the Application:

Submit/Upload required information:

- Subcontractor Consent Form
- Certificate of Insurance (ACH must be the holder and the limits must be as outlined in the agreement)
- DFPS Monitoring Reports
- RCCL Compliance History Reports
- Financial information –
 - a) A copy of their most recent audited financial statements along with a copy of the auditor's management letter
 - b) Financial statements from their most recent fiscal year (Balance Sheet, Income Statement & Statement of Cash Flows)
 - c) Most recent interim financial statements for the current year
- Copy of the facility/program licenses and accreditations

Once the above information is received, an SSCC Provider Services Agreement will be sent out by the Director of Quality Improvements and Contracts for execution.

E. OCOK may consider enrolling providers who have not formerly provided services in the identified specific catchment area. New providers to Region 3b may contact OCOK at any time to inquire about enrollment opportunities and/or the enrollment process. Inquiries can be emailed to qualityandcontracts@oc-ok.org or by calling 817-886-7181.

F. Eligibility Criteria. Providers must meet eligibility criteria in order to be considered for a contract with OCOK. Provider eligibility criteria include, but is not limited to:

1. Have a current Residential Child-Care License or State License prior to application submission;
2. Currently provide needed services in the OCOK Provider Region(s), if not currently providing services will be evaluated by OCOK to determine possibility of enrollment;
3. Are currently in good standing in the State Comptroller's office; and
4. Comply with applicable federal, state, and local laws and regulations.

G. Insurance Requirements.

Automobile Insurance. The required amount of insurance is the greater of the amount required by city, county or state ordinance or regulation, or \$1 million per accident. The Automobile Liability Insurance must include coverage for any automobile, including but not limited to all owned, non-owned, and hired automobiles. The insurance policy must specify either "Any Auto" or symbols "2," "8" and "9".

General Liability Insurance. \$1 million per occurrence and \$2 million aggregate. Such insurance must be written with "broad form" coverage that includes contractual liability. The General Liability Policy must include sexual abuse and molestation coverage to the full policy limit.

Professional Liability Insurance. \$1 million per occurrence and \$2 million aggregate.

Sexual Abuse and Molestation coverage, to the full policy limit, must be included in this policy if not included in the General Liability Policy.

The Automobile and General Liability policies shall name ACH Child and Family Services and the Department as “Additional Insured.” The General Liability insurance policy shall be primary and non-contributory but only with respect to the liability assumed by Network Provider in Section 8.4 of the Provider Services Agreement. All policies must include a waiver of subrogation. These requirements must be included on the Certificate of Insurance.

Workers’ Compensation Insurance or Non-Subscriber program as required by the State of Texas.

The QI&C Specialist is responsible for tracking the Provider’s insurance coverage and annually verifies a current Certificate of Insurance is on file for the Network Provider.

II. Provider Selection & Review Process

- A. The Provider must complete a Network Provider Application and submit it to the Director of Quality Improvement and Contracts. The Applicant must provide full, accurate, and complete information as required by the solicitation. As part of the review process, OCOK staff may validate any aspect of the application for enrollment. Validation may consist of an on-site visit, review of records, and confirmation of the information submitted by the Applicant with the Applicant and third parties.
- B. After the Network Provider Application has passed the screening process, the documentation submitted will be forwarded to the Director of Quality Improvement and Contracts for final approval. Applicants will be evaluated based on:
 - 1. Network Provider Application
 - 2. Policies and Procedures
 - 3. Services to be provided
 - 4. Compliance history
 - 5. Financial stability
 - 6. Community need
 - 7. Current license and accreditations
- C. Establishing a Contract
 - 1. OCOK estimates that the enrollment process for establishing a contract for services shall not take more than thirty (30) to forty-five (45) days from the date of application submission to OCOK the complete the signed contract.
 - 2. These times will vary due to a variety of circumstances; however, OCOK will make its best effort to meet or exceed this timeframe. OCOK has provided this estimate to Applicants for informational purposes only and makes no promise or guarantee as to the length of time of any contracting process.
- D. Non-Responsive Applications

An application will be considered non-responsive and will not be considered further when any of the following conditions occur:

 - 1. The Application is not signed;
 - 2. The Applicant fails to meet major application specifications, including:
 - a. The Applicant fails to submit the required application, supporting documentation, or forms;
 - b. The Applicant does not accept the payment rate established by the Provider Services Agreement.

E. Decision to Contract

1. The Applicant will be notified via electronic mail by the Quality Improvement and Contracts Specialist if the application process has been completed and if any further information/documentation needs to be submitted in order to be considered as a Network Provider;
2. Once the SSCC Provider Services Agreement is executed by ACH Child and Family Services Chief Executive Officer it is sent to DFPS for final approval and for the Applicant to be added to the OCOK Network;
3. Once DFPS acknowledges via electronic mail that the Applicant has been added to the Network the Applicant then will be notified of its acceptance via electronic mail;
4. The Director of Quality Improvement and Contracts will notify Applicants if not accepted in the Network via electronic mail within 45-days of submission of the application;
5. Applicants not accepted in the Network can submit further information about their program and services to the OCOK Chief Operations Officer for further review of the information;
6. OCOK reserves the right to make the decision to contract with Providers based on need, experience and success of the Applicant's program;
7. If an Applicant is not satisfied with the decision of the Director of Quality Improvement and Contracts it will then go up the chain of command to the OCOK Chief Operations Officer (COO), and if the Applicant is not satisfied with the decision of the OCOK COO the Applicant can take the information to the President of OCOK for further review of the information and final decision; and
8. OCOK will announce via its website if an open enrollment is taking place for any residential and purchased services needed.

F. Term, Decision to Terminate, and Termination

1. **Term.** The term of this Agreement shall be one year from the Effective Date. The "Effective Date" is the date this Agreement is executed by SSCC as set forth on the signature page. This Agreement shall be automatically renewed for up to four successive one-year periods unless either party shall give notice of termination 60 days prior to the last day of any term.
2. **Termination with Notice.** Either party may terminate this Agreement with or without cause for any reason upon 60 days written notice. To the extent Provider does not provide the full range of contracted Services during the 60 day period, Provider shall receive payments in proportion to the Services provided, with appropriate documentation, and in accordance with the requirements of the Provider Manual and this Agreement. Upon termination of this Agreement, Provider shall, on or before the effective date for said termination return to SSCC all records and other property of SSCC then in Provider's possession, or otherwise under Provider's direction or control. All case records, charts, and files shall be and remain property of SSCC.
3. **Termination upon Breach.** In the event either party gives written notice to the other that such other party has substantially and materially breached the terms of this Agreement, and such breach shall not have been cured within 30 calendar days of the giving of such notice, the party giving such notice shall have the right to terminate this Agreement at any time thereafter upon written notice of such termination to the other party. In lieu of curing the breach, SSCC, at its option, may accept a corrective action plan from Provider. The corrective action plan may include financial penalties as per the Master Contract and this Agreement. Upon termination of this Agreement,

Provider shall, on or before the effective date for said termination return to SSCC all records and other property of SSCC then in Provider's possession, or otherwise under Provider's direction or control. All case records, charts, and files shall be and remain the property of SSCC.

4. **Automatic Termination.** This Agreement may be terminated at any time by SSCC, upon the occurrence of one or more of the following events:
- i. The Master Contract is terminated for any reason or the funding received by SSCC from the Department for the Services is terminated for any reason.
 - ii. Provider is suspended, becomes disqualified from, or loses its license or certification to provide the Services, or otherwise is subject to disciplinary action that materially adversely affects Provider's ability Provider to perform the Services under this Agreement.
 - iii. Provider or Staff are determined by a court to be negligent with respect to or caused harm to a Child.
 - iv. Provider or its officers or directors are convicted of or plead "guilty," "no contest," or otherwise admits to, any crime involving a corrupt act or practice or any felony offense.
 - v. Provider fails to achieve the outcomes and performance standards required in accordance with the terms and provisions of this Agreement and the Provider Manual.
 - vi. Provider (i) makes an assignment for the benefit of creditors, (ii) files a voluntary petition in bankruptcy, (iii) is adjudicated bankrupt or insolvent or has entered against it an order for any relief in any bankruptcy or insolvency proceedings, or (iv) has an involuntary petition in bankruptcy or similar proceeding filed against it which has not been dismissed within 120 days after commencement thereof.
 - vii. No placement activity for more than 12 consecutive months or 12 months within a fiscal year. Once the Provider is notified of the contract termination the Provider can decide to become inactive if they would like to pursue placements in the future at which time they will need to meet OCOK requirements as a Network Provider.
 - viii. Upon termination of this Agreement, Provider shall, on or before the effective date for said termination return to SSCC all equipment, records, and other property of SSCC then in Provider's possession, or otherwise under Provider's direction or control. All case records, charts, and files shall be and remain the property of SSCC.
 - ix. Upon Notification of termination by either party, SSCC will develop and execute a case transition plan, with which case transition plan Provider will participate and cooperate, to ensure seamless delivery of Services to all Qualified Individuals.

5. **Payment by SSCC upon Termination.**

- i. Within 30 days of termination of this Agreement for any reason, Provider shall submit to SSCC an itemized invoice for any fees and other sums due under this Agreement. SSCC shall pay to Provider accrued but unpaid compensation through the date of termination. Such payment shall be in full and complete discharge of any and all liabilities or obligations of SSCC to Provider under this Agreement and Provider shall be entitled to no further benefits under this Agreement. Any

amounts owing to SSCC from Provider may be offset from this payment.

- ii. To the extent Provider continues to provide pre-approved by SSCC post-termination Services, Provider shall receive post-termination payments in proportion to the Services provided and in accordance with the requirements of this Agreement.

6. **Effect of Termination.** Upon termination of this Agreement, neither party shall have any further obligation hereunder except for (i) obligation accruing prior to the date of termination, and (ii) obligations or covenants contained herein that are expressly intended to extend beyond the term of this Agreement, including, without limitation, covenants relating to confidentiality, indemnification, and non-compliance. Notwithstanding the foregoing, if this Agreement is terminated for any reason, Provider shall use best efforts and fully cooperate with SSCC to ensure an orderly and smooth transition of the Services.

3.02 SSCC Provider Services Agreement			
Domain	Purchasing Services, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	1-2018
Documents	SSCC Provider Services Agreement, OCOK Quality and Contract Monitoring Tool		
Reference	OCOK Provider Manual, COA RPM 4, RPM 4.01, RPM 4.02, RPM 4.03, RPM 9.06, RPM 9.07		

Procedure:

All Network Providers will be required to know and follow the SSCC Provider Services Agreement. The Quality Improvement and Contracts Specialist (QI&C Specialist) will ensure each Provider complete the contracting process.

Once the SSCC Provider Services Agreement (Provider Services Agreement) is signed by both parties, the QI&C Specialist will request/provide the following information to Providers:

- OCOK will retain the original signed Provider Services Agreement
- OCOK will provide a copy of the Agreement via electronic mail to the Provider
- Providers will be asked to review and sign any Addendums to the Provider Services Agreement, those will be available to the Provider via electronic mail
- W-9 and Direct Deposit Forms (provided by OCOK) will be completed by the Provider
- Providers will be asked to submit their program's Policies and Procures for an Administrative Review and will be informed of their upcoming on-site monitoring review for compliance with OCOK contract requirements
- Within 30 days of the signed Agreement, Network Providers will submit a copy of their Disaster and Emergency Response Preparedness Plan and Disruption Mitigation Plan
- Providers will complete the "Know Your Score" Assessment through Praesidium, Inc., as applicable, as a quality improvement initiative for their program
- Providers will provide their IMPACT Resource ID to OCOK staff
- Providers will need to assign Medical Consenters for their operation(s) and provide the information to the QI & Contracts Dept.
- Providers will be informed of Performance Measures and submittal information
- Providers will be informed of access to SSCC Master Contract and documents, Operations Manual and Provider Manual

I. Contracting with OCOK

- OCOK reserves the right to contract with Network Providers that best meet the eligibility requirements, and can provide quality services to obtain the best outcomes for the children in care.
- OCOK is committed to ensuring provision of the highest quality services to the Clients originating from Region 3b. Because accreditation is generally accepted nationwide as a clear indicator of quality services, OCOK highly recommends that Network Providers attain national accreditation by a national accreditation body and maintain that accreditation in good standing for the life of the agreement with OCOK.

- C. A copy of the signed SSCC Provider Services Agreement will be sent via electronic mail to the Provider once it is executed by both parties.
- D. Once the Provider Services Agreement is executed a copy will be sent via electronic mail to the SSCC Contract Manager.
- E. Once the Provider becomes part of the Network it is the Provider's responsibility to learn about OCOK requirements for Network Providers.
- F. Network Providers have access to the most up-to-date Provider Manual, Operations Manual, OCOK Quality and Contracts Monitoring Tool, DFPS contract documents, training opportunities, and announcement of on-going requirements via its website (www.ourcommunity-ourkids.org).
- G. Network Providers are responsible for assigning staff to participate in the different OCOK Committees/Meetings available to the Network in order to be up-to-date with OCOK requirements and quality improvement initiatives (i.e., Quality Committee, Clinical Committee, Quality Parenting Initiative, and Provider Meeting).
- H. Network Providers will be informed via electronic mail of any training opportunities available in our to meet OCOK requirements. Network Providers are responsible for participating in Network trainings.

Section 4

Management and Oversight of Providers

- 4.01 Overview of Managing and Oversight of Providers**
- 4.02 Case Review System**
- 4.03 On-Site Visit Process**
- 4.04 Continuous Quality Improvement Process**
- 4.05 Quality Management Overview**
- 4.06 Disaster and Emergency Response Preparedness Plan (DERPP)**
- 4.07 Culturally Competent Service Delivery**
- 4.08 Dispute, Complaint and Grievance Procedure**
- 4.09 Stakeholder Satisfaction Survey**
- 4.10 Risk Prevention and Incident Reporting**

4.01 Overview of Managing and Oversight of Providers			
Domain	Management and Oversight of Providers, ACH Organizational Integrity		
Effective	July 01, 2014	Revision Dates	May 18, 2015, 1-2018
Documents	SSCC Provider Services Agreement		
Reference	OCOK Provider Manual, ACH Child and Family Services Policy – Governing Body Oversight Responsibilities, COA RPM 2, RPM 2.01, RPM 9.07, RPM 10, RPM 10.02		

Policy:

The Board of Directors will be organized in a structure that promotes the successful fulfillment of ACH Child and Family Services' mission.

Procedure:

I. Overview of Managing/Oversight of Providers

- A. OCOK will manage the Provider Network, and does not intend to provide direct services, nor to compete with its service partners. Provider performance will be evaluated and monitored regularly. Assistance will be made available to Providers in order to assist them in meeting performance standards. In addition, OCOK plans to recruit Providers to fill gaps created by agencies failing to meet standards.
- B. Each Provider must specify a technical contact, a person familiar with program operations and relevant technology systems used within the organization. The technical contact's responsibilities include the following:
 - serve as liaison between the Provider and OCOK technical staff;
 - request the creation and deactivation of user accounts for OCOK software systems;
 - request training and support for the Provider's staff in the use of OCOK software systems; and
 - report technical problems related to OCOK software systems.
- C. OCOK's approach to managing services is outcome driven, data informed, and performance based. As the OCOK, we will implement network-wide service management and outcomes measurement system that will allow us to evaluate case progress and service program effectiveness at both the case and system levels.
- D. Providers who deliver more than one service will have separate contracts for each service to ensure compliance with applicable state and federal laws, regulations and rules, and to allow for more accountability for outcomes.
- E. Interactions between OCOK and Network Provider include but, not limited to the following:
A desk review will be completed for at least 90% of the total Network Providers within the first year of enrollment.

At least 80% of the Child Placing Agency Providers will have an on-site visit within the first year of enrollment.

At least 70% of Emergency Shelter/General Residential Operation/Residential Treatment Center Providers will have an on-site visit within the first year of enrollment if serving more than ten (10) Region 3b clients in a quarter. The Residential Care Coordinator will conduct case review on an ongoing basis to monitor for Service Delivery.

After the initial monitoring visit there will be bi-annual/annual site visits and interviews in order to monitor quality management. Providers will also be engaged in regular and on-going training, and evaluation of appropriateness of placements made through the regular submission of data for performance outcomes.

- G. Providers are paid a daily rate per client and are responsible for the day-to-day needs and activities of the client (to include but not limited to; food, housing, transportation, educational services, and any health and safety needs).

II. OCOK's role of ensuring compliance of providers within the Network

Our approach to quality management is to "Define, Measure, Analyze, Improve and Control" (DMAIC) service delivery to our children. At the center of every discussion is how process improvement will impact our children and families.

Additional information regarding the levels of oversight and the process of managing the Network Providers is described in the Provider Manual.

4.02 Case Review System			
Domain	Management and Oversight of Providers, ACH Risk Prevention and Management		
Effective	July 01, 2014	Revision Dates	May 18, 2015, 1-2018
Documents			
Reference	ACH Child and Family Services Policy – Case Record Review Procedures, Access to Case Records Policy and Procedures, COA RPM 2, RPM 2.01, RPM 10, RPM 10.02		

Policy:

ACH Child and Family Services maintains the confidentiality of case records while providing persons served or their designated legal representatives access to their case records in accordance with state and federal privacy laws.

Procedure:

I. Case Review System

- A. On a bi-annual/annual basis, 10% of all cases served during the time period will undergo a case review completed by a Quality Improvement and Contracts Specialist.
- B. The sample size will also be determined by using the total number of client's served during the specified review period. The population size will include any case that was active for at least six (6) months during the review period.
- C. These reviews will focus on specific needs within our community, and consumer serving population which will be determined through the required case reviews. We have also developed risk factors regarding case reviews, a process that initiates a case review when certain risk factors are present. For OCOK those risk factors that will generate case reviews include;
 - 1. Separated Siblings
 - 2. Multiple moves
 - 3. Incident reports
 - 4. Length of stay in care relative to the age of the child
- D. Care Coordinators will complete case reviews on an ongoing basis as they will be monitoring the Service Delivery.

4.03 On-Site Visit Process			
Domain	Management and Oversight of Providers, ACH Risk Prevention and Management		
Effective	July 01, 2014	Revision Dates	May 18, 2015, 1-2018
Documents	OCOK Quality and Contract Monitoring Tool, Quality Improvement Plan		
Reference	ACH Child and Family Services Policy – Access to Case Records Policy and Procedures, COA NET 10.01, RPM 2, RPM 2.01, RPM 10, RPM 10.01, RPM 10.02, RPM 10.04		

Policy:

ACH Child and Family Services maintains the confidentiality of case records while providing persons served or their designated legal representatives access to their case records in accordance with state and federal privacy laws.

Procedure:

I. On-Site Visit Process

- A. The On-Site Review process may be a two (2) part process which may include, depending upon the review determined by the Quality Improvement and Contracts Specialists (QI&C Specialist), a review of the following components:
 1. Records: Child, Family, Personnel, Policy and Procedure
 2. Physical Site
- B. On-Site Reviews may be either announced or unannounced as determined by Quality Improvement and Contracts Specialist.
 1. OCOK will notify the Provider of an on-site visit via email and/or phone call at least 24 hours prior to most visits occurring.
 2. OCOK reserves the right to make unannounced visits to the Provider during normal business hours.
- C. Quality Improvement and Contracts Specialists will complete the On-Site Reviews for each Provider and request assistance from the various departments of the OCOK as needed in preparation for the Review.
- D. Financial monitoring will be completed by the Finance Department, programmatic monitoring and quality is completed by the Quality Improvement and Contracts Department.
- E. Quality Improvement and Contracts is responsible for the following:
 1. Scheduling the monitoring visit with the Provider and sending a letter requesting required information prior to the monitoring visit.
 2. Meeting with the Director of Quality Improvement and Contracts to go over any identified issues, distribute monitoring tools, and coordinating the review.
 3. Scheduling entrance and exit interviews.
 4. Being the point of contact for the Provider during the monitoring activities.
 5. Consolidating and preparing the final monitoring report to issue to the Provider with any necessary corrective action plans.

6. Reviewing, accepting, and monitoring Quality Improvement Plans (QIP) as needed.

F. Quality Improvement and Contracts Specialists will participate in pre-meetings, on-site monitoring and/or desk reviews, entrance and exit interviews, and any activities needed for the final report and any sanctions as requested by the Director of Quality Improvement and Contracts.

G. The Provider should be prepared to make available the following, including but, not limited to:

1. Policy and Procedure Manual
2. Personnel Records
3. Foster Home Records
4. Child Records
5. Financial Records
6. RCCL History and Documentation

H. Pre Monitoring Activities

1. Quality Improvement and Contracts Specialists will send a letter to the provider announcing the date of the monitoring and requesting needed documentation.
2. Quality Improvement and Contracts Specialists will review the contract file and ensure that all applicable monitoring reports, licensing summaries and other documentation is in the file.
3. Quality Improvement and Contracts Specialists will meet to review prior reports and any current issues and will review monitoring tools and determine roles and time lines.

I. On-Site Activities

1. Quality Improvement and Contracts Specialists will meet with Provider's staff to go over the purpose, scope and activities planned for the review during the entrance interview.
2. Quality Improvement and Contracts Specialists may be reviewing a variety of files including but, not limited to: client, human resources, and financial files, as deemed appropriate in the pre-monitoring activities.
3. Interviews with staff and/or clients may be conducted.
4. A tour of the facility may be requested.
5. Quality Improvement and Contracts Specialists will compile work product papers as part of the monitoring.
6. These papers are confidential during the review and must be secured daily.
7. They are included as back-up in the OCOK file once the monitoring is concluded.
8. During the review if a safety concern is apparent it will be addressed immediately with the Provider and will required immediate action and intervention.
9. Quality Improvement and Contracts Specialists will require a private space to review files.

J. When the on-site review is completed, Quality Improvement and Contracts Specialists will review the preliminary results with the Provider during the Exit Interview.

K. Monitoring Report and Follow-up

1. Quality Improvement and Contracts staff will document findings (observations), attaching additional information as needed.
2. Within 30 days of the exit interview, the assigned QI&C Specialist will compile a final monitoring report and will submit to the Provider along with a request for any necessary Quality Improvement Plans (QIPs).
 - a. If the Provider disagrees with the Observations the Provider needs to provide a written report within five (5) business days to the Director of Quality Improvement and Contracts.

- b. The Director of Quality Improvement and Contracts will review the report and Provider's response and will respond in writing within five (5) business days with a final decision.
 3. Quality Improvement Plans will be due from the Provider within 30 days of receipt of the monitoring report. This timeframe can be extended based on the instance that the Provider and OCOK is discussing an Observation in question. OCOK retains the right to extend the timeframe and negotiate with the Provider for a reasonable timeframe for submittal to meet the needs and relationship with the Provider.
 4. OCOK may determine that a QIP is not needed or relevant if the Provider is making the appropriate efforts to meet the requirement. The Director of Quality Improvement and Contracts will make this determination and OCOK will notify the Provider in writing that the QIP is not needed.
 5. If QIPs are accepted, OCOK will notify the Provider.
 6. If QIPs corrections and updates are needed, the Provider will be notified and an updated Quality Improvement Plan will be requested.
 7. Once the Quality Improvement Plan is accepted, OCOK will follow-up (during the next monitoring review) to ensure progress is made in the specific area.
- L. Contract monitoring file. Monitoring files will be maintained according to published retention schedules, to include:
- a. Previous year's monitoring results and Quality Improvement Plans
 - b. Current year's result with backup documentation
 - c. Current Quality Improvement Plans with backup documentation, and
 - d. Any special reviews, analysis, meeting minutes, or other activities identified in review that relate to specific provider oversight.

II. Questions that the Provider may use in order to help prepare for the On-Site Visit

Listed below are a number of areas and items that will be addressed when the On-Site Visits occur by OCOK. The list of preparation questions includes but, is not limited to the following:

A. Personnel

1. What is the program's organizational hierarchy (i.e. organizational chart)?
2. Are criminal background checks completed for all new employees?
3. How often are background checks completed for current employees?
4. What are the initial and annual training requirements for staff?
5. Who will provide therapy, psychological and psychiatric services?

B. Foster Parent Training

1. What are your Orientation and Pre-Service training requirements for foster parents?
2. How do you address culture competence in your training?
3. What are your annual training requirements for foster parents?

C. Foster Home Development

1. What are your "minimum qualifications" for foster homes?
2. Describe your Home Screening and Home Study process.
3. How do you continuously monitor your foster homes?
4. What is the frequency of home visits?
5. How often do foster parents document a child's progress in the home?
6. What type of documentation is completed by foster parents?
7. How often is this documentation submitted to an agency?

8. How do you address foster home non-compliance?

D. Admission/Eligibility

1. What are the characteristics of your client population including client age, gender, presenting problem, diagnoses, etc.?
2. What are your exclusionary criteria for admissions?
3. Do you accept emergency placements?
4. How is the placement decision made?
5. How is the decision regarding placement of additional children made?
6. What are your placement procedures?
7. What is the protocol for introducing a new child in a home?
8. What information is provided to the client and/or guardian upon placement?
9. What is the anticipated, average length of stay/treatment?

E. Clients' Rights

1. How are clients informed of their rights?
2. How does your program ensure confidentiality?
3. How does the agency address clients' educational needs?
4. Describe the recreational/family activities offered
5. Describe how transportation is provided to school, medical appointments, recreational activities and family activities.
6. How does the agency ensure that client family/community connections are maintained?
7. What is the agency's grievance process for clients?

F. Services

1. How often are Service Plans developed and reviewed?
2. Who is involved in the development and review processes?
3. How do you inform potential participants of any meetings regarding Service Plan development or review?
4. How are foster parents supposed to respond in cases of psychiatric emergencies?
5. What acute psychiatric resources are available locally?
6. How does the program serve clients with substance abuse issues?

G. Discipline and Behavior Management

1. Describe your behavior management philosophy.
2. What methods do you use to reinforce positive behavior?
3. What are typical consequences / disciplinary techniques for typical inappropriate behavior?
4. Is physical restraint used? If so, what restraint curriculum is used to train staff and foster parents?
5. How does the agency monitor the use of restraints?

H. Healthcare Services

1. Who conducts routine physical exams?
2. Where is the nearest facility for providing emergency medical treatment?
3. How is dental care provided? Who conducts routine dental exams?
4. What is the procedure for administering medication?
5. How are changes in medication handled?
6. How does the program ensure prevention of medication errors?

I. Safety

1. What is the agency's process for developing Disaster and Emergency Plans for foster homes?
2. How does the agency ensure foster home safety?

J. Serious Incidents

1. What is your protocol to report serious incidents?
2. How do you handle a client's allegation of abuse whether physical, emotional or sexual?
3. What are your investigation procedures?
4. How is the allegation documented?
5. What entities are contacted?

K. Subsequent Placement / Discharge

1. What is the procedure for subsequent placements?
2. What is your discharge procedure?

The Provider's Monitoring Tool will be posted on OCOK website (www.ourcommunity-ourkids.org) for Provider's reference.

4.04 Continuous Quality Improvement Process			
Domain	Management and Oversight of Providers, ACH Performance and Quality Improvement		
Effective	July 01, 2014	Revision Dates	1-2018
Documents	OCOK Quality and Contract Monitoring Tool		
Reference	OCOK Provider Manual, ACH Child and Family Services Policy – Performance and Quality Improvement, COA RPM 2, RPM 2.01, RPM 10.02, RPM 10.03		

Policy:

ACH Child and Family Services commits resources to support the Performance and Quality Improvement (PQI) program to ensure that data is collected, analyzed and utilized in supporting strategic priorities and goals, program outcome measurement, quality improvement processes, service delivery excellence, and positive results for clients served. The PQI process encourages broad-based participation from employees and stakeholders in the responsibility to utilize data and feedback to maintain vital programs that meet a need in the community and that deliver quality outcomes for those that participate in services.

Procedure:

The Continuous Quality Improvement (CQI) process will allow OCOK management to hold ourselves, and those we partner with, accountable for financial, quality, and outcome measures that promote child safety, well-being, and permanency.

Quality Improvement and Contracts (QI&C) staff will engage in a continuous cycle of monitoring that is repeated until performance is at the highest achievable level and stability is maintained. This cycle is DMAIC:

- *Define:* As the first step of the cycle, OCOK defines performance measures and targets. These may be defined by DFPS or established by OCOK Executive Management Team and the Board of Directors.
- *Measure:* Data is gathered from various reports, data queries, survey results, incident reports, and case reviews. The data that is obtained is both quantitative and qualitative and focuses on indicators related to safety, service delivery, effectiveness, and timeliness.
 - Depending on risk factor analysis, an annual contract-monitoring schedule for each Network Provider will be determined by the QI & Contracts Department
 - A comprehensive review will be completed including, but not limited to,
 - an onsite review of records
 - interviews
 - direct observations
 - Findings from the review are communicated to the Provider and used to guide and inform of services
- *Analyze:* Analysis includes identifying trends, and opportunities for improvement, isolating data anomalies and process issues, identifying root causes, and reviewing the analysis.
 - A comprehensive report will be completed and provided to the Network Provider
- *Improve:* Providers, partner agencies, and other stakeholders identify Countermeasures for improvement, which may include:

- Setting targets and identifying milestones
- Establishing deadlines and implementing corrective actions when needed
- Sharing best practices and celebrating successes
- Acknowledging excellence from management down to front line staff
- Providing training and technical assistance
- *Control:* The final step in the DMAIC cycle is Control. This is the phase of monitoring and maintaining stability of performance. Further process improvements may occur based upon changes in performance or in response to changes within the provider system.

Through the CQI process, the QI & Contacts staff will work closely with Network Providers to ensure accountability and provide the necessary oversight and training to ensure that the subcontractor meets the conditions of their contract.

I. Overview of Continuous Quality Improvement Process

- A. OCOK's Quality Improvement Process helps us identify issues or problems that affect program outputs and outcomes and to implement quality improvement plans that address challenges as well as build upon network strengths.
- B. Our approach is based upon: the identification of expected performance goals and outcomes, development and implementation of measureable objectives that tie to those goals and outcomes, utilization of tools to measure those objectives, continuous evaluation of data and, subsequently, the identification of additional changes that will drive continued improvement.
- C. The comprehensive review includes, but is not limited to, an onsite review of records, interviews and direct observations by the review team.
- D. Providers must meet clear levels of contractual performance or immediately execute plans to meet performance expectations.
- E. This process will continue until the quality of the deliverables and processes meet the defined quality standards.

II. Contract Outcomes

Providers will be monitored through OCOK Continuous Quality Improvement Process. This is a requirement of the Contract between OCOK and the State of Texas as well as a requirement of the Provider Services Agreement between OCOK and the Providers. The OCOK Continuous Quality Improvement Process includes monitoring the following regarding the Providers on a quarterly basis:

- A. Acceptable levels of performance on contract outcomes. Performance measures include:
 - 1. Children/youth are safe in foster care
 - 2. Children/youth have stability in their placement
 - 3. Children/Youth are able to maintain connections to family and community
 - 4. Youth are fully prepared for adulthood
 - 5. Children/Youth in foster care are placed in the least restrictive placement setting
 - 6. Children/Youth participate in decisions that impact their lives
- C. Additional outcomes may be added to Providers based on their level of functioning within the Network.

1. Regular and timely submission of extensive data and information for each child served as well as data on Foster Homes or facilities within the Network.
2. This includes placement vacancies, data entry related to PMET outcomes quarterly, reporting of specific data elements to the utilized by CareMatch and *myEvolv* system, and any other data as needed by OCOK.
3. Providers are required to enter the PMET data into *myEvolv* on a quarterly basis by the 10th of the month after month close. Only Children under OCOK contract in Region 3b should be entered into *myEvolv* system, all other data continues to be entered into the DFPS system.
4. Compliance with applicable minimum standards for each service type provided by the provider. Citations received by the provider will be reviewed by OCOK as part of OCOK continuous quality improvement process. Action plans for Network Providers will be created based on the type of citation/violation received.
5. Acceptable performance on stakeholder and consumer surveys administered by OCOK.
6. Acceptable performance on process checklists, project audits and quality control reviews to include peer reviews, deliverable reviews, documentation reviews, and process reviews.

III. Reports

The Analytics staff and the OCOK Chief Operations Officer will review the Provider's data/information and will compile a summary report.

1. The summary report may include follow up and/or recommendations for the Provider.
2. The summary report will also be provided to the Provider council shared with across the agencies as part of the transparent Quality Improvement Process by OCOK.

4.05 Quality Management Overview			
Domain	Management and Oversight of Providers, ACH Performance and Quality Improvement		
Effective	July 01, 2014	Revision Dates	1-2018
Documents			
Reference	ACH Child and Family Services Policy – Performance and Quality Improvement, COA NET 2.02, RPM 2, RPM 2.01, RPM 10.02, RPM 10.03, RPM 10.04		

Policy:

ACH Child and Family Services commits resources to support the Performance and Quality Improvement (PQI) program to ensure that data is collected, analyzed and utilized in supporting strategic priorities and goals, program outcome measurement, quality improvement processes, service delivery excellence, and positive results for clients served. The PQI process encourages broad-based participation from employees and stakeholders in the responsibility to utilize data and feedback to maintain vital programs that meet a need in the community and that deliver quality outcomes for those that participate in services.

Procedure:

It is the expectation of OCOK that all persons being served by its Providers shall receive the most effective and beneficial services in accordance with laws, administrative rules, policies and directives included in the system of care. In addition, OCOK is committed to identifying and replicating excellence in service delivery that results in enhanced safety, permanency and well-being for the people it serves.

Quality Management Strategies

- A. ACH is Council on Accreditation (COA) accredited and is committed to ensure provisions of the highest quality services to the Clients served under the SSCC. Because accreditation is generally accepted nationwide as a clear indicator of quality services, OCOK highly recommends that Network Providers attain national accreditation by a national accreditation body and maintain that accreditation in good standing for the life of this contract.
- B. Quality Improvement and Contracts staff will focus on organizational systems of network members' performance and will seek to continuously improve quality of services provided. OCOK has established a quality management program that provides for the meaningful involvement of OCOK staff members, Network Providers, individuals served, DFPS and other stakeholders. The program includes, but is not limited to the following elements:
 1. Establishing quality improvement goals and objectives related to operations, management, program results and outcomes;
 2. Developing reliable and valid performance measures;
 3. Measuring performance in relation to OCOK performance;
 4. Performance outcomes established at the federal and state levels;
 5. Making continuous and progressive improvements, and measuring the impacts;
 6. Reviewing performance in relation to utilization management targets;

7. Reviewing the results of quality assurance reviews, critical incident reports, the numbers and kinds of grievances and appeals, and using this information to initiate system improvements;
 8. Identifying service problems and improvement opportunities;
 9. Measuring individuals served satisfaction and subcontractor satisfaction;
 10. Developing quantitative indicators, outcomes and outputs that can be used by the Department to objectively measure the Provider's performance and used by OCOK and Provider's to improve services;
 11. Providing training and technical assistance to Providers;
 12. Providing needed information and feedback from case reviews to the Provider Network in order for them to have the necessary information and support to effectively and efficiently provide safety, permanency and well-being for dependent children and their families;
 13. Hiring qualified Quality Improvement and Contracts staff that focus on the children and families and system readiness;
 14. Monitoring Provider's compliance with contract standards and regulating entities; and
 15. Assuring Provider implements a defined process to complete and review background checks, and to verify staff education levels and professional licenses.
- C. OCOK has created a Quality Improvement and Contracts team to oversee all activities and tasks needed to maintain a desired level of performance by OCOK and Network Providers. This includes a series of management techniques and processes used to assess and improve internal operations and network services. The Quality Improvement and Contracts team consist of the Director of Quality Improvement and Contracts and the Quality Improvement and Contracts Specialists.
- The Quality Improvement and Contracts team and the OCOK Chief of Operations Officer are responsible for:
- i. Ensuring quality targets are defined for each performance measure
 - ii. Implementing quality improvement techniques to assure the quality of the performance measures
 - iii. Recording the level of quality achieved; and reporting the quality status to the OCOK Network
 - iv. Quality Improvement Committee (comprised of Network Provider staff and OCOK)
- D. OCOK will actively engage Network Providers in the CQI process and develop contract monitoring policies, procedures and tools to guide the process.

1. Network Providers will be held accountable through performance-based agreements, which detail the scope, requirements and parameters of the Provider Services Agreement.
2. Additionally, because OCOK will encourage Network Providers to be COA accredited and support them in their efforts to achieve this milestone, each Provider will be required to develop and implement internal quality management processes and participate in OCOK' monitoring processes.
3. Through the CQI process, OCOK will work closely with Network Providers to ensure accountability and provide the necessary oversight and training to ensure that the Providers meet the conditions of their Provider Services Agreement.
4. Based Review of Contracts, Real-Time Review of Performance Data, and Accountability to Performance and Outcome Requirements.
5. Network Providers agree to follow quality improvement expectations for the Network as a system.

- E. As needed, the Quality Improvement and Contracts staff will assist Network Providers in the development of Quality Improvement Plans that promotes the ongoing evaluation of the Provider's activities.
 - 1. The plan will provide a systematic approach to monitoring efficiency and effectiveness.
 - 2. The plan sets forth the purpose and scope of quality improvement activities and includes strategies for planning, monitoring, reporting and resolution of issues.

Deliverable Monitoring Process Overview

- A. Quality Improvement and Contracts staff will participate in OCOK team meetings to review performance measures, identify and discuss programmatic issues, and identify any trend for improvement.
- B. Quality Improvement and Contracts staff will coordinate the quarterly management report that tracks compliance with contract performance measures.
 - 1. Reports will be distributed to OCOK staff, Providers, appropriate committee members and the community via the Quality Committee and/or the website.
 - 2. When data is received from Providers, or through automated systems, OCOK will review and analyze the data to determine its accuracy and validity. If errors are found, OCOK will work with the Provider to determine what is needed to correct the data.
 - 3. Providers will be required to provide corrective action plans if errors are consistently found.
 - 4. Satisfaction surveys will be regularly provided to clients, employees, Providers and foster parents to determine their experiences with OCOK and the Network Providers.
 - 5. Results from the surveys are used to improve service delivery, identify service gaps, and improve outcomes for dependent children and their families.
- C. Contract performance monitoring is conducted in conjunction with the Quality Improvement and Contracts team. The monitoring will include file reviews, and interviews with Providers, foster parents, and personnel staff as needed to determine the quality and effectiveness of the services being offered.

Placement Stability and Permanency

- A. Quality Improvement and Contracts staff will track all complaints and serious incident reports, analyzing them for trends and will provide an annual report on the status.
- B. If corrective action plans are required, the Provider responsible will provide a plan within 30 days of the request, and will provide regular updates as needed to correct the issue.
- C. The Quality Improvement and Contracts staff will maintain and evaluate a centralized issue system designed to capture issues raised during reviews.
- D. After assessment and evaluation of the issues raised, the Quality Improvement and Contracts staff will assure that the outcomes are published and resolutions to the issues are implemented.
- E. As a support to management, Quality Improvement and Contracts staff will provide documentation to management about the issues reviewed and analyzed. Management is then responsible for prioritizing action and either developing or approving strategies to resolve the

issues. This information will be provided as needed in order to improve placement stability, safety, permanency and well-being.

- F. The Quality Improvement and Contracts staff will coordinate policy and procedure development and updating.

4.06 Disaster and Emergency Response Preparedness Plan (DERPP)			
Domain	Management and Oversight of Providers, Quality of Service Environment		
Effective	July 01, 2014	Revision Dates	12-2017
Documents	SSCC Provider Services Agreement		
Reference	Master Contract, ACH Child and Family Services Policy – Disaster and Emergency Response Plan, Emergency Situation Policy and Procedures		

Policy:

Practices to maintain the physical safety of staff and clients will be used and clearly assigned.

Procedure:

The information held within this document lays out a plan of action and lists responsibilities and tasks for OCOK personnel in the event of a disaster striking Region 3b, the state, or portions of it. OCOK personnel follow ACH Child and Family Services Policy and Procedures for Disaster and Emergency Response Plan.

DEFINITION OF A DISASTER- Disaster means any natural, technological, or civil emergency proclaimed by a county, the Governor, or the president of the United States.

Network Provider shall submit to OCOK a Disaster and Emergency Response Preparedness Plan within 30-days of the execution of the Provider Services Agreement. The Plan shall include provisions for pre-disaster records protection, alternative accommodations for Children/Youth in substitute care, supplies, and a recovery plan in the event of an actual emergency. Disaster and Emergency Response Preparedness Plans shall be completed in accordance with the Provider Manual and the Master Contract. Network Provider is responsible for annual training to personnel and caregivers/foster parents. In the event of an emergency, OCOK may exercise oversight authority over the Network Provider in order to assure implementation of the agreed emergency relief provisions. As a provision of the Disaster and Emergency Response Preparedness Plan, all youth placed in the care of OCOK Network Providers, either within or outside of the catchment, will have location specific plans for ensuring their children's safety. These plans will include appropriate and effective:

- Training/Acknowledgment of DERPP by employees, volunteers and contractors (annually);
- Preparation (e.g., emergency supply and information kits);
- Communication with DFPS caseworkers, licensing representatives and other legal entities; coordination with community resources for specialized assistance (e.g., for evacuation and trauma informed counseling);
- Assistance to meet disaster related healthcare needs.

4.07 Culturally Competent Service Delivery			
Domain	Management and Oversight of Providers, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	9-2014, 1-2018
Documents			
Reference	Provider Services Agreement, OCOK Provider Manual, ACH Child and Family Services Policy – Non-Discrimination in Service Provision Policy, ACH/OCOK-CPA Policy and Procedures		

Policy:

ACH Child and Family Services does not illegally discriminate in any way in the manner in which it provides services to its client population.

Procedure:

It is essential for culturally appropriate service providers to establish a foundation of respect, trust and empowerment, as families are more successful and responsive to interventions when they feel respected.

1. Provider shall deliver services in a manner that is relevant to the culture of children and families served.
2. OCOK will verify that Provider's staff and caregivers/foster parents receive Cultural Diversity training on an annual basis (3 hours).
3. Providers will be encouraged to attend a variety of training that addresses cultural competencies both in the community and training that is offered by ACH Child and Family Services.
4. When foster children are placed in a foster home the cultural dynamics of the home are taken into consideration prior to the placement.
5. The initial and ongoing service plans for all clients will reflect their cultural competencies and the steps taken to implement the particular client's culture into the daily activities and operations of the Provider.
6. OCOK supports family contacts in collaboration with TDFPS to promote cultural identify and connections.
7. OCOK will support the foster family if a need in this area arises by facilitating community connections and activities.
8. OCOK will notify Network Providers via electronic mail and OCOK website (www.ourcommunity-ourkids.org) of any training opportunities.

4.08 Dispute, Complaint and Grievance Procedures			
Domain	Management and Oversight of Providers, ACH Client Rights and Responsibilities, ACH Performance and Quality Improvement		
Effective	July 01, 2014	Revision Dates	1-2018
Documents	ACH Child and Family Services Statement of Principles on Conflict of Interest		
Reference	OCOK Provider Manual, Foster Care Redesign 3b Manual, Statement of Principles on Conflicts of Interest, Employee Handbook, p.22, ACH Child and Family Services Policy – Client Complaint Policy and Procedures, ACH Child and Family Services Conflict of Interest Policy and Procedure, COA ETH 2, ETH 4, NET 2.04		

Purpose:

There may be times when OCOK, DFPS, Network Providers, clients and/or other Stakeholders may not agree on a case related decision or what should happen with a child and/or family.

Policy:

ACH Child and Family Services maintains a formal process in which clients can express and resolve grievances.

Procedure:

The purpose of the dispute, complaint and grievance procedure is to provide a process for clients or other stakeholders an opportunity to be heard and to work together toward finding a solution to their concern. The complaint process is a tool for that purpose and also serves as a tool for performance/program improvement.

I. Case Related Dispute Resolution Process between OCOK and Network Providers

Step 1: OCOK staff and the Provider staff (who are closest to the issue in dispute) and both OCOK Supervisor and the Provider Supervisor will work together to resolve case specific issues informally. This will be done through an objective, solution-driven discussion or meeting. If a mutually agreeable solution is not achieved in three (3) business days, the Supervisor will notify the other Supervisor that they plan to involve their chain of command. The disputed issue will be elevated to the OCOK Department Director and the Network Provider Administrator in writing for possible resolution.

Step 2: If the dispute is not satisfactorily resolved in Step 1, it will be elevated to the OCOK Chief Operating Officer (COO) and the Executive Director/Administrator of the Network Provider agency in writing. Supporting documentation will be sent by email to the OCOK COO and the Network Provider Executive Director/Administrator with the subject line of "Dispute Resolution." As a part of the review, the philosophy and goals of foster care redesign will be reviewed and used as a guideline for the ultimate resolution. The Network Provider must ensure continuity of services, as defined by the OCOK Contract and the Network Provider manual for the child or family involved while seeking to resolve the case-specific dispute. The issue will be resolved at this level and a final decision will be distributed back to the requesting staff by email with supporting points for the decision.

Some examples of issues that a Provider may dispute include but are not limited to the following:

- a. Denial or termination of the clinical privileges, including of individual service providers within Provider organizations;
- b. decisions not to contract with Providers;

- c. decisions to abrogate contracts with Providers;
- d. the Network's referral practices;
- e. level of care determinations (Refer to 6.19 Utilization Management Procedure); and
- f. payment (Refer to 7.09 Payment Dispute Resolution Process).

II. Case Related Dispute Resolution Process between OCOK and DFPS:

Step 1: OCOK, DFPS/CPS workers and supervisors, (and the Network Provider, if applicable) who are closest to the issue in dispute will work together to resolve case specific issues informally. This will be done through an objective, solution-driven discussion or meeting. If a mutually agreeable solution is not achieved in 3 business days, the individual will notify the other individual that they plan to involve their chain of command. The disputed issue will be elevated to the OCOK Director, DFPS/CPS Program Director and/or Program Administrator for possible resolution. The disputed issues will be elevated in writing.

Step 2: If the dispute is not satisfactorily resolved in Step 1, it will be elevated to a knowledgeable neutral DFPS/CPS staff member such as the (Community Based Care Administrator who understands the philosophy and goals of foster care redesign and is not a direct supervisor of the individual in the appeal). The escalating party will send an email with supporting documentation to the Community Based Care Administrator and the OCOK Chief Operating Officer (COO) with the subject line of "Dispute Resolution."

Once a dispute is escalated in Step 2, the CBC Administrator will provide a written decision to the appeal within five (5) business days. The written decision will be emailed to the OCOK COO with the subject line of "Dispute Resolution Appeal Decision." If the OCOK COO chooses, they will have three (3) business days from receipt of the notification from the CBC Administrator to appeal the decision to the DFPS/CPS Regional Director. The DFPS/CPS Regional Director will have five (5) business days to make a decision on the COO's appeal. If the COO chooses not to appeal, they will notify the CBC Administrator.

The CBC Administrator will distribute the decision to the appropriate staff and management. If the OCOK COO appeals the decision of the CBC Administrator to the DFPS/CPS Regional Director, the DFPS/CPS Regional Director will distribute their decision to the appropriate staff and management.

III. Complaints and Concerns

OCOK employs an ombudsman approach to complaints and concerns. Any consumer/client, Network Provider, DFPS employee, or community stakeholder can lodge a complaint or concern directly with OCOK by sending an email to ombudsman@oc-ok.org. The OCOK Director of Community Relations will receive those emails and will ensure that the complaint is addressed in a timely manner.

A complaint/concerns monthly report will be generated and sent to the OCOK Chief Operating Officer and to the DFPS SSCC Contract Manager.

IV. Conflict of Interest

A Conflict of Interest is a situation in which a person has a private or personal interest sufficient to appear to influence the objective exercise of his or her duties in the best interest of ACH Child and Family Services, our mission and our clients as a Board member, advisory committee member, paid consultant, employee or subcontractor.

Board members, advisory committee members, paid consultants, employees, community partners and subcontractors are required to fully disclose any potential conflict of interest.

For procedures involving Board members, advisory committee members and paid consultants please refer to the ACH Child and Family Services Conflict of Interest Policy and Procedures.

For OCOK employees, all employees must be aware of Policy and Procedures and are required to fully disclose any potential conflicts of interest to their immediate supervisor as well as HR to be investigated and bring resolution to the actual, potential or perceived conflict. The employee will be advised of the resolution accordingly.

For any subcontractors (Network Providers) or community partners, should a potential, actual or perceived conflict of interest arise, the party will notify OCOK immediately. Once OCOK is made aware of the conflict, it will be reported to the OCOK Chief Operating Officer to be further investigated and bring resolution to the actual, potential or perceived conflict. The party will be notified of the resolution by the OCOK Chief Operating Officer or designee.

4.09 Stakeholder Satisfaction Survey			
Domain	Management and Oversight of Providers, ACH Performance and Quality Improvement		
Effective	July 01, 2014	Revision Dates	1-2018
Documents			
Reference	OCOK Provider Manual, ACH Child and Family Services Policy – Performance and Quality Improvement Feedback Procedure, COA RPM 10.03		

Policy:

ACH Child and Family Services commits resources to support the Performance and Quality Improvement (PQI) program to ensure that data is collected, analyzed and utilized in supporting strategic priorities and goals, program outcome measurement, quality improvement processes, service delivery excellence, and positive results for clients served. The PQI process encourages broad-based participation from employees and stakeholders in the responsibility to utilize data and feedback to maintain vital programs that meet a need in the community and that deliver quality outcomes for those that participate in services.

Procedure:

Network services are delivered to a defined population through an integrated network of providers with the goal of ensuring optimal access, quality of care, and consumer satisfaction.

Client feedback and satisfaction, which could include a wide variety of items in addition to satisfaction with services.

In addition to client satisfaction, the Network may wish to measure the satisfaction of stakeholders, such as high volume referral agents, including clients, client's team members, CPS workers, employees, and others with repeated experience with the Provider access and services.

Stakeholder Satisfaction Surveys will be administered in an annual basis, or as needed when appropriate; to include but not limited to areas of Network Providers delivery of services and OCOK departments.

4.10 Risk Prevention and Incident Reporting			
Domain	Management and Oversight of Providers, Care Management, ACH Risk Prevention and Management		
Effective	July 01, 2014	Revision Dates	1-2018
Documents	SSCC Provider Services Agreement, Praesidium Know Your Score Assessment		
Reference	ACH Child and Family Services Policy -Risk Prevention and Management, OCOK Provider Manual, RCCL Minimum Standards, COA RPM 2, RPM 8		

Policy:

ACH Child and Family Services provides an annual report of the internal assessment of overall risk to the Board of Directors.

Procedure:

Providers are to immediately report knowledge of or suspicion of abuse, neglect or exploitation of a child to Our Community Our Kids and directly to the Texas Abuse Hotline at (800)252-5400 or online at <http://www.txabusehotline.org>.

I. Risk Prevention and Incident Reporting

A. Serious Incident Response:

1. Providers and OCOK staff are mandatory reporters. Any incident that fits the criteria for mandatory reporting will be reported to OCOK within the timeframes set by RCCL.
2. Upon receiving notification of an incident regarding a child/youth the Provider will make a determination as to whether the incident demands mandatory reporting to authorities other than OCOK.
3. Serious incidents are to be handled as opportunities for enhancing the growth and development of clients, not as justification for terminating the placement if appropriate.
4. Whenever possible, critical incidents are to be handled in a manner that preserves the placement, assures continuity of care, and provides a learning experience for both the child/youth and foster parent and/or placement entity.
5. Incidents to be reported include but are not limited to:
 - a. Death of a child
 - b. Reasonable cause to believe a child has suffered abuse or neglect
 - c. Suicidal ideations, gestures or attempts
 - d. Homicidal ideations, gestures or attempts
 - e. Disclosure of sexual or physical abuse
 - f. Physical assaults between two or more children
 - g. Physical assault of foster parents and/or staff
 - h. Use of physical restraint on a child
 - i. Runaway or missing child
 - j. Increased threat to the safety of a child
 - k. Sexual contact between children that is not determined to be typical play between preschool age children
 - l. Any medication that is given inappropriately or lapsed doses of medication
 - m. Unexpected health problems including but not limited to offsite emergency medical treatment

- n. Violations of licensing or certification requirements where the health and safety of a foster child is at risk and violations are not corrected immediately.
 - o. Serious property damage or other significant licensing violations that are a safety hazard and are not immediately corrected and may compromise the health and safety of youths in care.
- A. OCOK provides a 24-hour on-call telephone number to Providers and DFPS; in the case of a crisis and/or emergency situation.
- B. Providers will submit a written incident report to OCOK at seriousincidents@oc-ok.org within 24 hours of the incident involving a Region 3b child and/or caregiver/foster and adopt home available to Region 3b.
- C. A Serious Incident Report should be completed for each contact made in the case of a presumed emergency or crisis situation. This report must include the following:
 - 1. Name of child/youth involved in the incident or crisis situation;
 - 2. Developmental and chronological age of child(ren)/youth involved in the incident;
 - 3. Date and time of the incident or crisis situation;
 - 4. Date, time and method of notification made to OCOK placement authority, supervisor and licensing;
 - 5. Nature of the incident or crisis situation;
 - 6. Actions taken by OCOK and Provider;
 - 7. Date report was completed;
 - 8. Date report was submitted to DFPS and OCOK; and
 - 9. Notation as to whether or not mandatory reporting is required.
- D. Upon receiving the immediate notification of an incident OCOK (Quality Improvement and Contracts Specialist and/or Care Coordinator as appropriate) will contact the Provider to review the course of action taken by the Provider and will determine as a team if further interventions are needed. This would include, but is not limited to, a corrective action plan, additional wraparound services, and training.
- E. All incident reports will be available to DFPS for their review. Any incident reporting of an injury, runaway, missing child, or increased threat to the safety of a child will be reported immediately to DFPS.
- F. OCOK will work in partnership with RCCL on any investigation that results from a Network Provider's incident report. OCOK runs monthly RCCL/CLASS reports on Network Providers in the state of Texas in order to gather all the necessary information for an incident, allegation or investigation. OCOK will follow up with the Provider as needed on specific incidents, allegations or investigations in order to resolve the issue.
- G. The Network Provider is responsible for sending RCCL documentation to OCOK; to include but not limited to, sampling visits forms, allegations and investigations letters, deficiencies and closure letters for all facilities available to OCOK within 3 business days of receipt of the information. OCOK will follow up with the Provider as needed on specific incidents, allegations or investigations in order to resolve the issue.

- H. OCOK will identify trends by Providers and the Network as a whole. If a trend is identified in a specific area OCOK will assist with the formation of a Workgroup to address improvement in that specific area. This Workgroup may be Provider-focus or Network-focus.
- I. The OCOK Network Safety Committee meets as needed to review performance issues or concerns regarding our Network Providers and/or their homes. The committee is comprised of the OCOK President, Chief Operating Officer, Director of Quality and Contracts and the Director of Care Management but also consults with other members of the OCOK team as needed. An agency may be placed on Safety Committee review for issues such as but not limited to the following:
- the agency's viability is potentially at risk;
 - children and/or families are potentially at risk; and
 - the agency or one or more of their homes have serious or on-going licensing or contracting issues.

The committee members review the known information and develop a plan for how to address the issues. Example actions taken through this review may include but are not limited to:

- determining that the agency has resolved the issue and no action is needed;
- gathering more data and reviewing at the next meeting;
- meeting with the agency leadership;
- increased oversight;
- additional training requirements mandated;
- on-site technical assistance;
- temporary placement hold on either the entire agency or specific homes; and
- termination of the contract.

Section 5

Referral and Placement

- 5.01 Non-Emergency Placement and Non-Emergency Placement Change**
- 5.02 New Placement Change - Emergency**
- 5.03 On-call Procedure**
- 5.04 OCOK Initiated Emergency Placement Change**
- 5.05 OCOK Initiated Non-Emergency Placement Change**
- 5.06 Legacy Transfer**

5.01 Non-Emergency Placement & Non-Emergency Placement Change			
Domain	Referral and Placement, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	1-2018
Documents	Form 2085b, 2085e, 2085fc, OCOK Placement Authorization Form, IMPACT User Guides		
Reference	Foster Care Redesign Region 3b Manual, OCOK Provider Manual, CareMatch, myEvolv, COA NET 2.02, NET 2.04, NET 5, NET 5.02, NET 6, NET 6.03, NET 7.07		

Policy:

ACH Child and Family Services offers a continuum of care with service modalities and interventions that are individualized to each client based on the service plan or program service.

Procedure:

The non-emergency placement process is used when CPS makes a referral to OCOK for a child or youth who is in CPS conservatorship who is moving to a paid foster care placement in OCOK's Provider Network, OR a child is in a paid foster care setting within the OCOK Network and requires a new placement within the OCOK Network.

1. CPS will contact OCOK Intake Department via phone toll free (1-844-777-OCOK) or email (intake@oc-ok.org) and provide OCOK Initial Referral Information within 2 weeks of knowing placement will be needed.
2. Assignment of non-emergency placement requests will be assigned by OCOK Placement Manager or designee to Intake Specialists on a rotating basis. The Manager will be responsible for tracking assignments and ensuring caseload equalization.
3. OCOK Intake Specialist assigned to each non-emergency placement change request will be responsible for each task, from referral to placement.
4. OCOK will coordinate and facilitate the pre-placement staffing and the Intake Specialist assigned to the referral will participate by telephone to gather as much placement information on the child as possible.
5. OCOK Intake Specialist will enter all information regarding the child/youth into the CareMatch system which will generate the list of potential placements (See CareMatch user guide for instructions).
6. OCOK Intake Specialist will contact the CPA of the provider who is the best match according to CareMatch to discuss the child and appropriateness of the placement.
7. The CPA will have 2 days to discuss the potential placement with the provider and return an acceptance or denial to OCOK.
8. Within 3 days of placement being needed OCOK will provide notice to CPS through email of the recommended placement and medical consent. CPS will evaluate and approve recommended placement and provide approval or denial within 24 hours. All placement recommendations take into consideration the best interest of each child including what is the least restrictive, most family-like setting; keeping siblings together; closest to home; and able to meet the child(ren)'s needs.

9. OCOK Intake Specialist will coordinate placement of the child with CPS and the CPA. OCOK Intake Specialist or designee will complete subsequent non-emergency placements. CPS will be responsible for new referral (initial) non-emergency placements.
10. OCOK Intake Specialist will ensure the following documents are completed and signed:
 - a. Medical Consenter (Form 2085b)
 - b. Placement Authorization (Form 2085fc)
 - c. Education – Decision Maker (Form 2085e)
 - d. All required Residential Child Care Forms
11. OCOK Intake Specialist will complete documentation of placement in IMPACT within 12 hours of referral (See IMPACT user guide for instructions). This includes documenting the reason for placement decision and decision criteria in the Placement Narrative Summary.
12. OCOK Intake Specialist is also responsible for ensuring client information is entered into myEvolv. If placement takes place during normal business hours it will be entered that business day. If placement occurs after hours the Intake Specialist is responsible for entering the data by 10:00 am the following day.
13. Any updated procedures will be included in the OCOK Provider Manual.

5.02 New Placement Change – Emergency			
Domain	Referral and Placement, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	1-2018
Documents	Form 2085b, 2085e, 2085fc, OCOK Placement Authorization Form, IMPACT User Guides		
Reference	Foster Care Redesign Region 3b Manual, OCOK Provider Manual, CareMatch, myEvolv, COA NET 2.02, NET 2.04, NET 5, NET 5.02, NET 5.04, NET 6, NET 6.01, NET 6.03, NET 7.07		

Procedure:

The emergency placement process is used when CPS makes a referral to OCOK for a child who is in immediate need of a paid foster care placement and is or is not currently being served by OCOK.

1. CPS will contact OCOK Intake Department via phone toll free (1-844-777-OCOK) and provide OCOK Initial Referral Information. OCOK will have 4 hours to complete the search and locate placement for the child/ren.
2. OCOK Intake Specialist will enter all information regarding the child/youth into the CareMatch system which will generate the list of potential placements (See CareMatch user guide for instructions).
3. OCOK Intake Specialist will contact the Provider who is the best match according to CareMatch to discuss the child and appropriateness of the placement.
4. If the Provider does not answer, a message is to be left and the Intake Specialist should move on to the next provider after 15 minutes with no response from the best match.
5. Once OCOK has approval of the home from the Provider notification is to be sent to CPS by telephone or email. Approval will be assumed if denial is not received within 1 hour.
6. OCOK Intake Specialist will coordinate placement of the child with CPS and the Provider.
7. OCOK Intake Specialist will ensure the following documents are completed and signed:
 - a. Medical Consenter (Form 2085b)
 - b. Placement Authorization (Form 2085fc)
 - c. Education – Decision Maker (Form 2085e)
 - d. All required Residential Child Care Forms
8. If placement is not located within 4 hours OCOK will make arrangements to assume physical custody of the child, and the child will placed on a waiting list while OCOK continues the placement search.
9. No later than 7 hours from receipt of notification for need of emergency placement, OCOK Intake Specialist will provide CPS worker with the name and location of recommended placement and Medical Consenter. All placement recommendations take into consideration the best interest of each child including what is the least restrictive, most family-like setting; keeping siblings together; closest to home; and able to meet the child(ren)'s needs.
10. OCOK Intake Specialist will complete documentation of placement in IMPACT within 12 hours of referral (See IMPACT user guide for instructions). This includes documenting the reason for placement decision and decision criteria in the Placement Narrative Summary.
11. The following business day OCOK Intake Specialist will ensure all documents are scanned into the myEvolv system (See myEvolv user guide for instructions).

12. Any updated procedures will be included on the OCOK Provider Manual.

5.03 On-Call Procedure			
Domain	Referral and Placement, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	1-2018
Documents			
Reference	Emergency Placement Procedure, COA NET 2.04, NET 3.01, NET 4.02, NET 5, NET 5.01, 5.02, NET 5.03. NET 5.04, NET 5.05, NET 6, NET 6.01, NET 6.02, NET 7.07		

Procedure:

Our Community Our Kids (OCOK) accepts referrals 24-hours a day, 7 days a week and conducts both planned and emergency placements. Referrals are directed to the Intake Department toll free at 844-777-6265 (OCOK). Information on how to access network services is available to the public on the OCOK website at www.oc-ok.org and provided to clients at the time of intake as well. OCOK has a “no-reject, no-eject” policy and all referrals are accepted for children who are legally from or the responsibility of the 3B catchment area and the intake worker will advise of all services available at that time. If a child is not from the 3B catchment area and is the legal responsibility of another county in the state of Texas, OCOK would refer back to TDFPS and their Central Placement Unit according to the region/county with legal responsibility. Any services not available at the time of intake are addressed through the care coordination process by the on-going assigned Care Coordinator.

1. OCOK Intake Department will be responsible for ensuring that calls for placement are answered 24/7/365. Intake workers complete all triage and critical care decision-making of referrals promptly and in accordance with the type of referral being made. Intake staff are supervised by the Placement Manager who is experienced in residential child care and/or licensed. All calls will be screened and assessed for priority (emergency or non-emergency) determination based on how quickly a placement is needed to ensure all children are treated equitably and in a manner that appropriately addresses their need for placement and timely initiation of services.
2. To ensure this occurs it will be necessary to have a rotating on-call schedule to cover any calls for emergency placement requests that may occur during non- traditional business hours.
3. A Primary On-Call worker and a Secondary On-Call worker are scheduled at all times.
4. The Placement Manager will be responsible for ensuring that the on-call schedule is developed and followed.
5. The OCOK Intake phone line will be forwarded each evening to the OCOK On-Call phone line by pressing the “On-Call” button twice on the All Worx phone ext. 1186 located nearest the exit. The Intake Specialist who leaves the office last is responsible for ensuring the phone is forwarded each evening.
6. If the Primary On-Call worker is on a call when a second call for placement comes in that call will automatically be routed to the secondary on call phone. If the Secondary On-Call worker is also on a call when a third call comes in that call will be automatically routed to the Placement Manager. If there is a fourth call made it will be routed to voicemail stating that an Intake Specialist will return the call promptly.
7. The Primary or Secondary On-Call worker will then be responsible for following the procedure to secure an emergency placement.
8. The On-Call worker will contact the Placement Manager or Director of Care Management if any issues arise in which they require direction or assistance.

5.04 OCOK Initiated Emergency Placement Change			
Domain	Referral and Placement, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	1-2018
Documents	Form 2085b, 2085e, 2085fc, OCOK Placement Authorization Form, IMPACT User Guides, OCOK Discharge Form		
Reference	Foster Care Redesign Region 3b Manual, OCOK Provider Manual, CareMatch, myEvolv, COA NET 2.04, NET 5.02, NET 7.07		

Procedure:

OCOK must make all reasonable attempts to prevent placement changes. Emergency placements may only be initiated when there is a perceived or actual threat to safety or well-being of a child.

1. OCOK will notify CPS (via phone or email) of the need for placement change and provide CPS with the following:
 - a. The reason for the emergency placement change,
 - b. When OCOK contacted Statewide Intake (if needed)
 - c. OCOK worker needed for secondary assignment
 - d. New placement information
2. OCOK Intake Specialist will enter all information regarding the child/youth into the CareMatch system which will generate the list of potential placements (See CareMatch user guide for instructions).
3. OCOK Intake Specialist will contact the Provider who is the best match according to CareMatch to discuss the child and appropriateness of the placement.
4. If the Provider does not answer, a message is to be left and the Intake Specialist should move on to the next Provider after 15 minutes with no response from the best match. All placement recommendations take into consideration the best interest of each child including what is the least restrictive, most family-like setting; keeping siblings together; closest to home; and able to meet the child(ren)'s needs.
5. Once OCOK has approval of the home from the Provider notification is to be sent to CPS by telephone and email. Approval will be assumed if denial is not received within 1 hour.
6. OCOK will complete the physical placement of the child and complete all placement forms.
7. OCOK Intake Specialist and CPS will coordinate the exchange of relevant child's placement information:
 - a. Medical Consenter (Form 2085b)
 - b. Placement Authorization (Form 2085fc)
 - c. Education – Decision Maker (Form 2085e)
8. DFPS notifies the following parties (bio-parents, bio-parent's attorney, AAL, GAL, CASA) of all placement changes.
9. Prior to the placement change OCOK will ensure that the child or youth's caretaker completes the OCOK Child Care Discharge and provide copies to the child's new provider. OCOK must keep copies of this form and provide copies to CPS upon request.
10. OCOK Intake Specialist will complete documentation of placement in IMPACT within 12 hours of referral (See IMPACT user guide for instructions). This includes documenting the reason for placement decision and decision criteria in the Placement Narrative Summary.

11. OCOK Intake Specialist is also responsible for ensuring client information is entered into myEvolv. If placement takes place during normal business hours it will be entered that business day. If placement occurs after hours the Intake Specialist is responsible for entering the data by 10:00 am the following day.

5.05 OCOK Initiated Non-Emergency Placement Change			
Domain	Referral and Placement, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	1-2018
Documents	Pre-placement Staffing Form, TDPRS Form 2085b, 2085e, 2085fc, OCOK Placement Authorization Form, OCOK Discharge Form		
Reference	Foster Care Redesign Region 3b Manual, OCOK Provider Manual, COA NET 2.04, NET 5.05, NET 7.07		

Procedure:

Occasionally, OCOK may need to initiate a non-emergency placement change. Non-emergency placements may need to be initiated based on a variety of reasons, all of which must be justified by OCOK and approved by CPS.

1. OCOK must provide notification to CPS (via electronic mail) of the need for a non-emergency placement change within 30 days of needing placement. OCOK must provide:
 - a. The reason for the placement change
 - b. OCOK worker needed for secondary assignment
2. Assignment of non-emergency placement requests will be assigned by the OCOK Placement Manager or designee to Intake Specialists on a rotating basis. The Supervisor will be responsible for tracking assignments and ensuring caseload equalization.
3. OCOK Intake Specialist assigned to each non-emergency placement change request will be responsible for each task, from referral to placement.
4. OCOK will coordinate and facilitate the placement staffing as outlined in Pre-Placement Staffing. This includes recording notes from the meeting's discussion on the Pre-placement Staffing Form and ensuring all participants receive a copy. (See Pre-placement Staffing Protocol - Foster Care Redesign Region 3b Manual)
5. OCOK Intake Specialist will enter all information regarding the child/youth into the CareMatch system which will generate the list of potential placements (See CareMatch user guide for instructions).
6. No less than 3 days prior to placement needing to occur, OCOK will notify CPS through a follow-up email of recommended placement and medical consent. All placement recommendations take into consideration the best interest of each child including what is the least restrictive, most family-like setting; keeping siblings together; closest to home; and able to meet the child(ren)'s needs. CPS will have 24 hours to respond or placement will be considered accepted.
7. Prior to the placement change, OCOK will ensure that the child/youth's caregiver completes the Residential Child Care Discharge (Form 2109) and provides copies to the child's new Provider.
8. OCOK will be responsible for completing the physical placement of the child and ensuring completion of all the placement forms, including the Medical Consenter, Education Decision Maker and Region 3b Placement Documentation Form.
9. Within 12 hours of placement, OCOK Intake Specialist will complete documentation of Placement in IMPACT. This includes documenting the reason for placement decision and decision criteria in the Placement Narrative Summary.
10. OCOK Intake Specialist is also responsible for ensuring client information is entered into myEvolv. If placement takes place during normal business hours it will be entered that business

day. If placement occurs after hours the Intake Specialist is responsible for entering the data by 10:00 am the following day.

5.06 Legacy Transfers			
Domain	Referral and Placement, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	12-4-15, 1-2018
Documents	IMPACT User Guides		
Reference	Foster Care Redesign Region 3b Operations Manual, OCOK Provider Manual, myEvolv & CareMatch, COA NET 2.04		

Procedure:

During the beginning stages of implementation it is necessary for OCOK to transfer existing children/youth (referred to as “Legacy”) into the Provider Network. This is simply an administration change, not a physical change in placement for the child/youth.

1. On a pre-arranged schedule between OCOK and each Provider their children/youth will be transferred into the IMPACT, CareMatch and myEvolv network systems.
2. OCOK Sr. Director of Care Management will work with each Provider as well as representatives with CPS to ensure that transfers are made in the IMPACT system and that a secondary assignment is made to the appropriate OCOK Care Coordinator.
3. Upon completion of the referral in IMPACT the OCOK Care Coordinator will then enter the child/youth’s information into the CareMatch and myEvolv systems.
4. OCOK Care Coordinator will work with the Provider to get all State required documents completed and signed.
5. Within one (1) week of assignment the OCOK Care Coordinator will contact the Provider’s Case Manager and CPS caseworker to introduce themselves and begin communication about the next steps of care management.
6. Any updated procedures will be included on the OCOK Provider Manual.

Section 6

Care Management

6.001 Care Coordination

6.01 Service Plan Development

6.02 Child and Family Assessments

6.03 Discharge and Case Closure

6.04 Aftercare Plan and Follow Up

6.05 Circles of Support (COS)

6.06 Preparation for Adult Living (PAL)

6.07 Transitional Living Services

6.08 Supervised Independent Living (SIL)

6.09 Extended Care and Return to Extended Care

6.10 Foster Daycare Services

6.11 Psychiatric Medications

6.12 Medical/Dental/Vision and Behavioral Healthcare Services

6.13 Academic Services of Children/Youth in Care

6.14 National Youth in Transition Database (NYTD)

6.15 Adoption

6.16 Foster/Adopt Inquiries

6.17 Court Hearings

6.18 Court Reports

6.19 Utilization Management

6.20 Transportation

6.001 Care Coordination			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	January 31, 2018	Revision Dates	
Documents			
Reference	OCOK Provider Manual		

Policy:

ACH Child and Family Services assure that all persons served or their designated legal representatives are informed of their rights and responsibilities arising from receipt of ACH Child and Family Services.

Procedure:

The Care Coordination team is comprised of Care Coordinators whose responsibilities include ensuring children receive quality, timely services that are individualized based on each child's needs, and supervised by a Clinical Director. Both Care Coordination and Intake departments fall under the Director of Care Management.

Services provided to children include residential or placement services, adoption services, daycare services, , Transitional Living Services, Preparation for Adult Living (PAL) services and also includes over-site of service planning. Services are coordinated such that all eligibility information, both current and past, is maintained for the entire covered population in order to minimize administrative barriers to prompt service delivery. Client/case records are maintained by OCOK and follow that client from placement to placement in order to facilitate the maximum benefit and continuity of care.

The Care Coordination team is also responsible for ensuring utilization management is completed for each child and that children are provided with a choice of service providers whenever possible and can move easily between programs and levels of care as change or progress occurs. This includes ensuring that data related to appropriateness of admissions and authorization decisions, the intake and referral process, service planning and service delivery milestones as well as intake and discharge data are reviewed regularly and throughout the life of the case. The Director of Care Management completes reviews of intake and discharge data for length and number of placements including all subsequent and re-admissions.

6.01 Service Plan Development			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	12-4-15, 1-2018
Documents			
Reference	OCOK Provider Manual, ACH Child and Family Services Policy – Client Right and Responsibilities Policy and Procedures		

Procedure:

OCOK ensures that all children will have a Service Plan that will focus on developing and reviewing plans to meet the individualized and unique needs of the child.

1. The child and youth Service Plan will be a collaborative and inclusive process between DFPS, OCOK, the Network Provider, Caregivers/Foster Parents, and the child and family.
2. Service Planning will occur with all children under OCOK including new placements (children placed within OCOK network upon removal) and current placements (children currently placed in paid foster care who require a placement change into the OCOK Network/legacy transfer).
3. Child Service Plans will be developed and reviewed through Service Plan Meetings, and primary and concurrent permanency goals for the child will be reviewed.
4. OCOK will ensure all Initial and Subsequent Child Service Plan Meetings are scheduled and coordinated by the Network Provider within the specified timeframes.
 - a. New placements (new removals) within 30 days of removal.
 - b. Current placement (new to OCOK Network/legacy transfer) within 30 days of placement.
 - c. The Provider's case manager will ensure that the first two (2) Service Plan Reviews are scheduled and conducted within 90-days of the Initial Service Plan Meeting.
 - d. Child Service Plans will be updated or reviewed more frequently when a child's circumstances change or significant events occur that dramatically alter the child or youth's needs; OCOK will ensure that the Provider's case manager is aware of any Region 3b Jurisdictional differences for county-specific Child's Service Plan completion timeframes.
 - e. The Child Service Plan will be reviewed at the following intervals:

When CPS is named Temporary Managing Conservator (TMC) of a child, the following Child Service Plan Review timeframes are required:

Children who are receiving Standard Services (Basic & Moderate) as determined by OCOK:

1st review: within 90 days following the Initial Child Service Plan

2nd review: within 90 days following the 1st review

All other reviews: every 180 days following the 2nd review

Children who are receiving Therapeutic Services (Specialized and Intense) as determined by OCOK:

Every 90 days following the Initial Child Service Plan

Coordination: The Provider's case manager will ensure the coordination of all Service Plan Meetings logistics, including:

- scheduling with participants a meeting date and time;
- reserving a conference room and/or scan call line;
- all relevant participants are invited to the meeting;
- coordination with OCOK and DFPS staff to ensure barriers to parent and/or family member participation are mitigated (i.e. transportation needs); and
- notice is provided to all participants of the Service Plan Meeting.

The Provider's case manager will send an email invitation for scheduled Service Plan Meetings to OCOK, DFPS and other relevant professionals.

OCOK will ensure the Network Providers notify all participants of the Child Service Plan Meeting 14 days prior to the meeting. OCOK will also ensure the Network Providers' case managers know how to contact parents and other family members.

Any updated procedures will be included on the OCOK Provider Manual.

6.02 Child and Family Assessments			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	12-4-15, 9-2016
Documents			
Reference	OCOK Provider Manual, Child and Adolescent Needs and Strengths (CANS) Manual Texas Version		

Procedure:

OCOK will hold itself and Network Providers responsible for completing assessments using an inclusive model of care that is family-focused, strength-based, trauma-focused, and culturally respectful.

1. OCOK will ensure Network Provider's staff must complete the online CANS training and pass a test demonstrating competency in order to be certified to administer the CANS assessment tool. To maintain the CANS certification, staff must retrain and retest annually. It is the Provider's responsibility to ensure staff who administer the CANS maintain their certification annually. This will be monitored by the Quality Improvement and Contracts Specialist.
2. Assessments will drive service plan development and inform the appropriateness of placement and permanency goals.
3. OCOK will ensure the CANS will be completed within three (3) weeks following any placement (emergency or non-emergency) for all children aged three (3) years and older for all children removed after 9/1/16. If a child turns three (3) during a placement, the CANS assessment will need to be completed within thirty (30) days of the child's third birthday.
4. CANS assessments will need to be updated annually for all children with a Standard Level of Care.
5. CANS assessments will need to be updated every ninety (90) days for all children with a Therapeutic Level of Care.
6. CANS assessments must be reviewed and approved by the Network Provider's Case Manager Supervisor or Treatment Director.
7. OCOK is responsible for ensuring all providers in the SSCC network maintain appropriate qualifications including license/certifications for individuals assigned to complete child and family assessments.
8. OCOK will ensure each assessment is conducted by a professional that has CANS Certification.
9. OCOK will ensure assessments of a child's service needs will be conducted prior to making a recommendation to DFPS regarding placement for non-emergencies, in a timeframe allowing development of the service plan.
10. Any updated procedures will be included on the OCOK Provider Manual.

6.03 Discharge and Case Closure			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	12-4-15
Documents	OCOK Residential Child-Care Disruption/Discharge Notice Form		
Reference	Foster Care Redesign Region 3b Operations Manual, OCOK Provider Manual		

Procedure:

Every DFPS youth will receive a follow up plan with goals to help youth transition into adulthood.

Network Provider:

1. Network Provider and youth will identify any “unmet” needs the youth has and develop goals in order to facilitate a smooth discharge and transition into adulthood prior to youth being discharged from services.
2. Network Provider and youth will create an Aftercare Plan that focuses on the youth preferences and independent living needs.
3. Based on needs and goals set the Network Provider will create an Aftercare Plan that will outline evaluation and assessment and termination of services outline in the OCOK Residential Child-Care Disruption/Discharge Notice Form.
4. Network Provider will send to the Care Coordinator an Aftercare and Follow up Plan.
5. Network Provider will send to the Care Coordinator an OCOK Residential Child-Care Disruption/Discharge Notice Form.

OCOK Care Coordinator:

1. Care Coordinator will obtain from the Network Provider the Aftercare Plan and will review and provide to DFPS for approval.
2. Care Coordinator will obtain from the Network Provider the OCOK Residential Child-Care Disruption/Discharge Notice Form and will review and provide to DFPS for approval.
3. Care Coordinator will provide notification of approval to the Network Provider for the Aftercare Plan and OCOK Residential Child-Care Disruption/Discharge Notice Form.
4. Care Coordinator will notify the Network Provider when the OCOK Residential Child-Care Disruption/Discharge Notice Plan has been approved by DFPS.
5. Any updated procedures will be included in the OCOK Provider Manual.

6.04 Aftercare Plan and Follow Up			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	
Documents			
Reference	Foster Care Redesign Region 3b Operations Manual, OCOK Provider Manual		

Procedure:

OCOK will ensure youth has an Aftercare and Follow Up Plan.

1. Prior to discharging from services OCOK, in collaboration with the Network Provider; will develop an Aftercare Plan. The plan will focus on youth's preferences and independent living needs.
2. The Aftercare Plan will include a termination of service evaluation and assessment of "unmet needs." OCOK and the Network Provider will jointly devise goals and objectives in order to satisfy any "unmet" needs which will require further monitoring and for an ongoing structure for a smooth discharge and transition into adulthood.

6.05 Circles of Support (COS)			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	12-4-15
Documents	Transition Plan (Form 2500)		
Reference	Foster Care Redesign Region 3b Operations Manual CPS Handbook Policy 6274 Permanency Planning Meetings for Youth 16 and Older CPS Handbook Policy 1121 Documentation Requirements for Models of Family Group Decision Making (FGDM), OCOK Provider Manual		

Procedures:

Network Providers will work with their youth to identify caregivers, caring adults and other lifelong connections that can be sustained once the youth transitions to adulthood.

A. Network Provider

1. Network Provider will provide to OCOK documentation of goals, services, challenges and progress the youth has made towards independence 14 days prior COS or service planning meetings.
2. Network Provider will facilitate youth attendance at COS and/or service planning meetings.
3. Network Provider will attend and participate in the COS and/or subsequent service planning meeting (90-day review).
4. Network Provider is working with youth, their caregivers and other significant individuals to identify caring adults and other lifelong connections that can be sustained once the youth transitions to adulthood.

B. OCOK Care Coordinator

1. Care Coordinator will notify Network Provider to schedule a subsequent service planning meeting if the youth declines a COS meeting.
2. Care Coordinator will update the transitional living services section of the child service plan in IMPACT with input from the Network Provider 10 days prior to COS or service plan meeting.
3. Care Coordinator will monitor that youth attends the COS or subsequent service planning meeting and work with Network Provider to address reasons youth fails to attend.
4. Care Coordinator reviews Network Provider's documentation to ensure that Provider and youth are continually discussing transition plan during face to face visits, subsequent service planning meetings (90-day reviews) and Circles of Support.
5. Care Coordinator ensures Network Provider and youth are attending and participating in the COS or subsequent service planning meeting.
6. Care Coordinator ensures Network Provider is working with and documenting their contact with youth, their caregivers and other significant individuals to identify caring adults and other lifelong connections that can be sustained once the youth transitions from substitute care to independence.
7. Three (3) days prior to the COS meeting, Care Coordinator will send an updated copy of the transition plan to the Network Provider.
8. Any updated procedures will be included in the OCOK Provider Manual.

6.06 Preparation for Adult Living (PAL)			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	12-4-15
Documents	Service Authorization (Form 2054)		
Reference	Foster Care Redesign Region 3b Operations Manual CPS Handbook Policy Appendix 10212 Preparation of Adult Living Life Skills Training Curriculum Online OCOK Provider Manual		

Procedure:

All youth will be referred for PAL services within 30-days of new placements, when the youth turns 14 and no later than their 16th birthday.

Network Provider:

1. Network Provider will refer youth for PAL services within 30-days of new placements and when the youth turns 14 and no later than their 16th birthday.
 - a. Network Provider will encourage and ensure that youth and their caregivers complete the Ansell Casey Life Skills assessment.
 - b. The Network Provider will review the assessment prior to submission to ensure it has been completed correctly and in its entirety.
 - c. Network Provider will send an email to Care Coordinator with the subject line “Life Skills Assessment” and attach Ansell Casey Life Skills assessment results.
 - d. Network Provider will identify and provide the identified services to youth to assist with their transition from substitute care to adulthood.
 - e. Network Provider will assist youth with applying for and securing services that will aid in their transition to adulthood.
 - f. Network Provider is responsible for transportation of the youth to all life skills and experiential training/activities.
 - g. Network Provider will communicate to youth and caregiver the interpretation of the Ansell Casey Life Skills assessment and the identified strengths needs and goals which the Network Provider will document in the youths service plan.
 - h. Network Providers must in conjunction with caregiver ensure that youth receive the following:
 - Instruction on basic living and social skills
 - Opportunities for learning through the use of experiential life skills activities
 - Access to Experiential Life Skills Activities provided by community resources.
 - Taught how to appropriately care for themselves and function in the community
 - If youth have a source of income they are taught how to establish a saving plan and/or savings account to manage their money
 - Youth ages 18 to 22 who have a source of income are taught how to obtain a savings or checking account with a financial institution in accordance with Texas Finance Code 201.101.
 - i. On the 10th of the month following the month of service, Network Provider will submit a monthly report to Care Coordinator with a subject live of “Life Skills Training” that includes:

- Youth's status, progress and status of PAL training;
- Services provided to the youth to assist with their transition into adulthood; and
- Assistance provided to the youth applying for and securing services to aid in their transition to adulthood.

OCOK Care Coordinator:

1. Care Coordinator will facilitate service authorization approval from DFPS.
 - a. When Care Coordinator receives email from Network Provider titled "Life Skills Assessment" and assessment results, Care Coordinator will initiate service authorization from DFPS.
 - b. Care Coordinator will notify DFPS PAL and CPS staff when services need to be authorized in IMPACT for youth.
 - c. Care Coordinator will access the completed service authorization (form 2054) from IMPACT.
 - d. When Care Coordinator receives notification that service authorization has been approved in IMPACT by DFPS Care Coordinator will send an email to Network Provider that service authorization has been approved.
 - e. Care Coordinator will review monthly report provided by Network Provider on the 5th of the month and will document the youth's progress and status of PAL Life Skills Training as well as experiential life skills learning in the youth's service plan and in IMPACT.
 - f. Care Coordinator will send monthly report to DFPS PAL and CPS staff on the 15th of the month review.
 - g. More frequent reports may be required if you is engaged in National Youth in Transition. Care Coordinator will inform Network Provider when additional reporting is required.
 - h. Any updated procedures will be included in the OCOK Provider Manual.

6.07 Transitional Living Services			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	12-4-15
Documents	Transition Plan (Form 2500)		
Reference	Foster Care Redesign Region 3b Operations Manual, OCOK Provider Manual, CPS Handbook Policy 6274 Permanency Planning Meetings for Youth 16 and Older		

Procedure:

Our Community. Our Kids. (OCOK) provides oversight of the delivery of transitional living services by Network Providers for youth in DFPS conservatorship.

OCOK Care Coordinators report to DFPS the progress of transitional living services provided by Network Providers to youth in DFPS conservatorship.

OCOK Care Coordinators monitor Network Providers to ensure they are discussing the Transition Plan (Form 2500) with their youth and that the plan adequately prepares the youth to leave substitute care and transition into adulthood.

Network Providers:

Prior to the youth turning age 15.5 Network Providers are to begin addressing transitioning from substitute care to into adulthood with their youth.

1. Network Provider discusses with youth the elements of the transition plan (Form 2500) during their face to face meetings.
2. Network Provider records youth goals, strengths, fears, etc. on the plan document and services put in place to address issues.
3. Network Provider ensures that the youth participates in transition plan and COS meetings.
4. If a youth declines a COS the Network Provider will schedule a subsequent service planning meeting instead.
5. Network Providers document services they are providing to help the youth meet identified challenges to achieving independence.

OCOK Care Coordinator:

1. Care Coordinators review Network Providers records of initial and subsequent transition plan discussions.
2. Care Coordinators ensure that Network Providers are continually reviewing the transition plan with their youth by discussing and documenting services, challenges and progress towards goals and that the youth is working towards independence.
3. Care Coordinators monitor that youth is participating in transition plan meetings, service planning meetings (90-day reviews) and Circles of Support (COS).
4. Any updated procedures will be included in the OCOK Provider Manual.

6.08 Supervised Independent Living (SIL)			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	12-4-15
Documents	Voluntary Extended Foster Care Agreement (Form 2540)		
Reference	Foster Care Redesign Region 3b Operations Manual CPS Handbook Policy 10400 Extending Foster Care For Youth Who Are Age 18 or Older, OCOK Provider Manual		

Procedure:

All eligible youth will receive referrals for Supervised Independent Living (SIL) services 30 days prior to their 17th birthday.

Network Provider

1. Network Provider will identify and report to OCOK any youth interested in participating in the Supervised Independent Living (SIL) program 30 days prior to youth's 17th birthday.
2. To be eligible for SIL the youth must:
 - Be able to live independently with minimal to no supervision
 - Comply with the Voluntary Extended Foster Care Agreement (Form 2540)
3. Network Provider will assist the youth in completing the Voluntary Extended Foster Care Agreement (Form 2540) and submit the completed form to OCOK Care Coordinator.
4. If the youth identified as being eligible for SIL is approved, the Network Provider and youth will attend and participate in a meeting coordinated by SIL Case Manager to provide information to the youth regarding their SIL options.
5. The approved youth will be placed in the SIL setting that best meet their needs.
6. The Network Provider will complete the transitional living placement recommendation documentation and submit to Care Coordinator.
7. When Network Provider receives SIL approval Network Provider will initiate transfer of youth to SIL placement.
8. At the time of the youth's placement into SIL, the Network Provider will complete discharge paperwork and submit to Care Coordinator.

OCOK Care Coordinator

1. Thirty (30) days prior to a youth's 17th birthday, Care Coordinator will submit to Region 3b SIL Case Managers a completed Voluntary Extended Foster Care Agreement (Form 2540).
2. Upon receiving the completed Voluntary Extended Foster Care Agreement (Form 2540) from the Network Provider. The Care Coordinator will immediately review and forward the completed application to Region 3b SIL Case Manager for approval.
3. Once Care Coordinator receives approval for SIL services, the Care Coordinator will inform Network Provider of approval and the day and time of informational meeting for them to attend with SIL Case Manager.
4. Once the youth chooses SIL placement and services either in Region 3b or outside of Region 3b, the Care Coordinator will provide DFPS with the transitional living placement recommendation for their approval.

5. Once, Care Coordinator receives approval for SIL placements from DFPS, the Care Coordinator will immediately notify the Network Provider to initiate youth's transfer to SIL placement and provide OCOK with discharge paperwork.
6. Any updated procedures will be included in the OCOK Provider Manual.

6.09 Extended Care and Return to Extended Care			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	12-4-15
Documents	Voluntary Extended Foster Care Agreement (Form 2540)		
Reference	Foster Care Redesign Region 3b Operations Manual CPS Handbook Policy 10400 Extending Foster Care for Youth Who Are Age 18 or Older, CPS Handbook Policy 10530 Processing a Young Adult's Initial Request to Return to Extended Foster Care, OCOK Provider Manual		

Procedure:

All interested eligible youth requesting Extended Care or Return to Extended Care will complete a request for Voluntary Extended Foster Care Agreement (Form 2540) to request Extended Care services.

Network Provider

1. If DFPS eligible youth is interested in Extended Care and/or Return to Extended Care, the Network Provider will initiate request 30 days prior to the youth's 18th birthday.
2. Network Provider will provide assistance completing the Voluntary Extended Foster Care Agreement (Form2540) to all youth that are eligible and interested in Extended Care services.
3. Network Provider will provide the completed Voluntary Extended Foster Care Agreement (Form2540) to Care Coordinator.
4. If the youth is approved for Extended Care or Return to Extended Care the Network Provider will ensure that they youth is assisted in maintaining necessary documentation for the program.
5. Network Provider will provide to Care Coordinator necessary documentation of youths continued compliance with Extended Care and Return to Extended Requirements.
6. Network Provider will document all discussions regarding youth's eligibility and services and report progress during subsequent service planning meetings (90-day reviews), youths Circle of Support or Transition Plan Meetings.

OCOK Care Coordinator

1. Upon receiving from Network Provider the completed Voluntary Extended Foster Care Agreement (Form2540). The Care Coordinator will provide the documentation to DFPS to initiate the approval process.
2. Once Care Coordinator receives notification of approval or denial, the Care Coordinator will notify the Network Provider.
3. Care Coordinator will obtain from Network Provider documentation ensuring that youth is maintaining the necessary documentation for continued eligibility from Extended Care and Return to Extended Care.
4. Any updated procedures will be included in the OCOK Provider Manual.

6.10 Foster Daycare Services			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	12-4-15
Documents	Foster/Relative & Other Designated Caregiver Daycare Verification (Form K-908-1809)		
Reference	OCOK Provider Manual		

Procedure:

OCOK will ensure initial daycare requests and daycare renewals are submitted to DFPS.

1. Daycare is a two-step process involving both the Family Eligibility Verification as well as the Child(ren) Eligibility Verification.
2. The Provider Case Manager will submit the following documentation to the OCOK Care Coordinator for Family Eligibility:
 - a. Foster Child Care Referral Form and,
 - b. The completed Foster/Relative & Other Designated Caregiver Daycare Verification (Form K-908-1809) unless an exception is met as described below:
 For the initial daycare authorization, the requirement for the foster parent to complete the form may be waived if it is determined the verification would prevent an emergency placement in the child's best interest. Such emergency placement would be one where the placement cannot be sustained or is unlikely to be sustained if the person requesting the daycare were required to verify the unavailability of community resources. Waiver of the requirement must be approved by DFPS Program Director and should only be utilized where the foster parent has exercised reasonable diligence but has been unable to verify community resource unavailability. If such a waiver is approved, the foster parent will be required to verify the unavailability of community resources at the time of the first daycare renewal.
 If no child is currently placed in the home, this part may be left blank and completed at a later date.
3. Provider is responsible for submitting all daycare requests with appropriate documentation (initial and renewals) to OCOK in a timely manner in order to avoid lapse in services. OCOK will provide effective date of services to Provider once approval has been granted by DFPS.
4. Once the Family Eligibility is completed the agency may submit the child(ren) placed in the home for Child Eligibility Verification by completing the Form K908-1809 with the child's information to be submitted to CPS for approval. This process may take up to 10 business days to be processed.
5. Any updated procedures will be included in the OCOK Provider Manual.

6.11 Psychotropic Medications			
Domain	Care Management, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	
Documents	Psychotropic Medication Treatment Consent (Form 4526)		
Reference	OCOK Provider Manual, ACH Child and Family Services Policy – Service Modalities and Interventions		

Policy:

ACH Child and Family Services offers a continuum of care with service modalities and interventions that are individualized to each client based on the service plan or program service.

Procedure:

OCOK will ensure any child prescribed psychotropic medication visits with the prescribing physician in the STAR Health Network at least once every 90 days.

1. Network Providers are responsible for ensuring the caregivers and employees who serve as medical consenters for a child who is prescribed psychotropic medications facilitate an office visit with the prescribing physician in the STAR Health Network at least once every 90 days to allow the practitioner to:
 - a. Appropriately monitor the side effects of the drug,
 - b. Determine whether the drug is helping the child achieve the treatment goals; and
 - c. Determine whether continued use of the drug is appropriate.
2. For any child receiving psychotropic medication, the Provider Case Manager will provide OCOK documentation addressing the following:
 - a. The child has been provided appropriate psychosocial therapies, behavior strategies, and other non-pharmacological interventions; and
 - b. The child has been seen by the prescribing physician, physician assistant or advanced practice nurse in the STAR Health Network at least once every 90 days.
3. In the event the DFPS staff member is designated as the medical consentor for the child, the Provider's case manager must ensure the DFPS staff member has notice and is able to attend in person any appointments where psychotropic medication may be prescribed and all medication review appointments.
4. Provider is responsible for ensuring the medical consentor representing the agency has the most up to date DFPS training and documentation in their record to function in this capacity.

Consenting to Psychotropic Medication

1. When a healthcare provider initially prescribes a psychotropic medication, the Provider Case Manager will ensure the caregivers or employees who serve as medical consentor for the child:
 - a. Notify OCOK in writing of any initial psychotropic medications and subsequent dosage changes by the next business day;
 - b. Complete and sign the Psychotropic Medication Treatment Consent Form (4526) with the healthcare provider; and
 - c. Provide a copy of the form to OCOK within three business days.

- d. Form 4526 is not required for changes in dosages or for refills of the same medication.

6.12 Medical/Dental/Vision and Behavioral Healthcare Services			
Domain	Care Management, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	1-2018
Documents	DFPS Medical/Dental/Vision Examination (Form 2403)		
Reference	OCOK Provider Manual, ACH Child and Family Services Policy – Service Modalities and Interventions, COA NET 5.03		

Procedure:

OCOK will ensure all Providers access medical, dental, vision and behavioral healthcare services for children in substitute care referred by the SSCC through STAR Health Network Provider.

1. Providers are responsible for transportation of the child/youth to all medical, dental, vision and behavioral healthcare appointments.
2. Person consenting to medical care for a child must participate in each appointment for the child with the healthcare provider.
3. Participation in each appointment must be in person or, if appropriate and acceptable to the provider, by telephone.
 - a. Level of participation depends on the nature of the medical care the child is receiving, except medical consenters must attend in person any appointments when a child may be prescribed psychotropic medications.
 - b. Healthcare providers may have varying requirements for participation.
 - c. Medical consenters must discuss with healthcare providers their expectations for participation.
4. OCOK will require the DFPS Medical/Dental/Vision Examination Form (2403) from the Provider.
 - a. The doctor and caregiver jointly complete the form at the child's medical, dental or vision appointment.
5. Providers can utilize their own Medical/Dental/Vision Examination Form as long as it meets the minimum requirements as per DFPS/RCCL at the time of the appointment.
6. Within 72-hours after the child's appointment, the Provider will send the completed Examination Form (2403) to OCOK. OCOK will provide a copy of the completed Examination Form to the DFPS case worker.
7. OCOK will ensure Network Providers inform youth ages 16 to 22 of their right to request to become their own Medical Consenter. Documentation of this conversation will be noted in the youth's record.
8. If a STAR Health Denial Letter is received, no later than the second business day the Network Provider will email a scanned copy of the denial letter and the date of such receipt to the OCOK Care Coordinator.
9. Providers will maintain records of all health care providers in accordance with SSCC policies and RCCL requirements.
10. OCOK will ensure Providers access Medicaid through STAR Health for Medicaid Covered Behavioral Health Services, unless the court orders DFPS to provide Behavioral Health Services for the child from a non-network provider.
 - a. Provider must utilize community resources to obtain Behavioral Health Services not covered by Medicaid.

- b. OCOK Care Coordinator will assist the Provider in locating services as needed.
 - c. In the event that community resources are not available for Behavioral Health Services and/or Medicaid does not cover services, the Provider shall be financially responsible for providing Behavioral Health Services.
- 11. OCOK will ensure any child who is under age of three and is suspected of having a disability or developmental delay is referred to Early Childhood Intervention (ECI) by the Provider Case Manager within three business days of placement and is documented in the child's record. All children under three regardless of suspected disability will be referred within 30 days.
- 12. In an emergency situation the provider is responsible for having mobile capability and/or can send practitioners or teams in to the home, school, emergency room, or policy department for immediate evaluation and crisis intervention.
- 13. In the event that a child requires psychiatric hospitalization, the provider must notify OCOK immediately of any psychiatric hospitalization by emailing OCOK at psychhospitalization@oc-ok.org and Care Coordinator, as soon as a child is admitted, but no later than 12 hours after being admitted.

6.13 Academic Success of Children/Youth in Care			
Domain	Care Management, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	
Documents			
Reference	OCOK Provider Manual, ACH Child and Family Services Policy – Service Modalities and Interventions		

Procedure:

OCOK will ensure all children are enrolled and/or attending school to promote their academic success.

1. OCOK will request Providers to ensure all children are enrolled in and attend an accredited Texas public school within three (3) days of placement, unless an exception has been granted in writing by DFPS caseworker.
2. OCOK will request Providers to provide access to appropriate early childhood education programs to preschool age children. OCOK will ensure Providers enroll children between three (3) and five (5) in a prekindergarten program offered through the local public school district or an early childhood education program through Head Start, unless an exception is granted from their DFPS caseworker.
3. OCOK will assist Providers in locating a program if no such program is available.
4. OCOK will receive from Providers a Verification of the child's School Enrollment within five (5) calendar days of child being enrolled in school. Providers will also need to provide DFPS with the same verification. This information will be recorded in the child's record.
5. OCOK will ensure Providers notify the school district in which the school is located for all children three (3) and older, in compliance with the Texas Education Code 29.012.
6. OCOK will require Providers to set up a Texas Health Steps exam to evaluate developmental health for all children under age three (3). OCOK will consult with DFPS and communicate with the Provider if a disability or developmental delay is prior to the exam.
7. OCOK will ensure the same process is followed for any child who is suspected of exposure to illegal abuse or prenatal drug exposure withdrawals.
8. OCOK will assure Providers monitor and document each child's educational progress and stability and facilitates the coordination of educational services on behalf of the child and addresses issues impeding the provision of appropriate education-related services.
9. OCOK will ensure the Provider will consult with the regional education specialist and the DD specialists to ensure the needs are met for those children requiring special education or Section 504 services.
10. OCOK will request Providers to ensure child's Education Portfolio is current and accurate by providing copies of all required documentation. The originals being maintained in child's case file. This will include additional documentation for children receiving special education services or Section 504 services. The Education Portfolio will be updated quarterly and discussed during monthly reviews with the caregiver.
11. OCOK will coordinate with Providers to ensure copies of documents are submitted to child's school within thirty (30) days of enrollment.
12. OCOK will ensure Providers collaborate with biological parents so they are able to participate and provide input in their children's education while they are in care.

6.14 National Youth in Transition Database (NYTD)			
Domain	Care Management, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	
Documents			
Reference	Foster Care Redesign Region 3b Operations Manual, OCOK Provider Manual, ACH Child and Family Services Policy – Service Modalities and Interventions		

Procedure:

OCOK will identify eligible youth to participate in National Youth in Transition Database.

1. OCOK will be notified by DFPS of eligible youth to participate in the survey via an email titled “NYTD Survey Participant.”
2. OCOK will inform Providers of eligible youth for the survey via an email titled “NYTD Survey Participant.”
3. OCOK, along with Providers, will assist DFPS in obtain NYTD surveys from identified youth. Youth will complete survey without assistance.
4. OCOK will ensure Providers maintain current contact information on youth placed within the network. OCOK will inform DFPS of any updates and/or changes as the information becomes available.

6.15 Adoption			
Domain	Care Management, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	12-4-15
Documents	Adoption Referral Form		
Reference	Foster Care Redesign Region 3b Operations Manual, OCOK Provider Manual, ACH Child and Family Services Policy – Service Modalities and Interventions,		

Procedure:

OCOK will take the lead on all adoption related activities for children in Region 3b.

Recruitment

OCOK will conduct general and child specific recruitment activities for adoption motivated homes for children from and referred to Region 3b.

1. OCOK will collaborate with DFPS to facilitate access to recruitment activities for adoption motivated homes.
2. OCOK will collaborate with DFPS in facilitating access to various adoption recruitment tools.
3. OCOK will develop child specific profiles with input from DFPS caseworker.
4. OCOK will assist DFPS with providing motive to any adoption events hosted by DFPS.
5. OCOK will manage all general and child specific adoption inquiries.

Home Studies

Our community our kids will ensure that home studies on all potential adoptive homes are conducted and approved.

Adoption Inquiries

OCOK will refer potential adoptive families to a Provider who is in their area and provides the services the family requires.

OCOK will send an email to the Provider with the Adoption Referral Form attached to the email and any supporting documentation. (See Foster/Adopt Inquiry Policy & Procedure)

Home Selection and Staffing

OCOK will receive and review available Home Studies for children free for adoption.

1. Care Coordinator will collect submitted home studies for each child available for adoption.
2. Care Coordinator will review and narrow down home studies in order to prepare for the selection staffing.
3. Care Coordinator will coordinate and host a selection staffing including DPFS caseworker, CASA, ad litem and guardian ad litem within seven (7) business days of reviewing home studies.
4. Care Coordinator will notify DFPS within one (1) business day of the recommendation determined by the selection staffing.
5. Care Coordinator will receive the child's redacted file from DFPS within 15 days of a family moving forward following the selection staffing and will forward it to the provider within two (2) business days of receipt.

Presentation Staffing

1. OCOK will ensure a Presentation Staffing is held.
2. Care Coordinator will invite the following people to the presentation staffing:
 - Prospective family
 - Current family
 - CASA
 - Ad litem
 - Guardian ad litem
 - DFPS
3. Care Coordinator will ensure that the prospective family is able to ask questions of the current family as well as any other members of the child's team.
4. Care Coordinator will facilitate a transition plan for the child into the adoptive home collaborating with the current and prospective family.
5. Care Coordinator will receive notice within four (4) days from the provider if the family decides to not move forward.

Placement of the Child

OCOK will facilitate the physical placement of the child into their adoptive home.

1. OCOK will coordinate with the Provider and adoptive family to facilitate the placement of the child into the home.

Adoption Services

OCOK will contract with the Provider to deliver adoption services.

1. Care Coordinator will ensure that the Provider is managing the adoption services.
2. Care Coordinator will receive monthly reports from the Provider.

Any updated procedures will be included in the OCOK Provider Manual.

6.16 Foster/Adopt Inquiries			
Domain	Care Management, ACH Organizational Service Delivery		
Effective	July 01, 2014	Revision Dates	
Documents			
Reference	OCOK Provider Manual, ACH Child and Family Services Policy – Service Modalities and Interventions		

Procedures:

OCOK will receive and manage all foster to adopt inquiries for families interested in foster care or adoption in the DFPS Region 3b service area.

Inquiries coming into OCOK recruitment number will be answered 24/7/365 by our designated OCOK recruitment team member. The designated recruitment team member will respond to all inquiry with the following responses:

- a. An introduction of the recruitment team member.
- b. A determination of what the inquirer is interested in and what county they reside in.
- c. An explanation of the OCOK Network Provider process for becoming a foster, foster to adopt or potential adoptive home.
- d. If permissible by the caller obtain the callers contact information that includes (name, address, email address, phone number).
- e. Recruitment team member obtain the necessary information from the caller to assess their needs by using the fostering community website to determine the agencies that came up in the rotation.
- f. Recruitment team member will refer the inquirer to the list of providers by service and county.
- g. Recruitment team member will obtain permission to forward the inquirer contact information to the authorized agencies.
- h. If inquirer will not grant permission to forward the information to provider, provide the inquirer with a list of authorized agencies. Encourage the inquirer to contact the Provider agencies directly to determine the agency which best meets their needs.
- i. Encouraging the inquirer to contact the recruitment referral specialist again if they should have any difficulty in connecting with providers.
- j. If inquirer provided contact information, recruitment team member will request permission to follow up within 72 hours to ensure connections to providers.
- k. Thanking the inquirer for their interest in providing a foster or an adoptive home for the children of Region 3b.

6.17 Court Hearings			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	12-4-15
Documents			
Reference	Foster Care Redesign Region 3b Operations Manual, OCOK Provider Manual, ACH Child and Family Services Policy – Client Rights and Responsibilities Policy and Procedures		

Policy:

ACH Child and Family Services assure that all persons served or their designated legal representatives are informed of their rights and responsibilities arising from receipt of ACH Child and Family Services.

Procedure:

OCOK will notify the Network Provider of any upcoming court hearing.

1. OCOK will notify the Network Provider of upcoming court hearing(s) immediately upon being notified by DFPS.
2. OCOK will request and ensure the Network Provider informs the caregiver and child or youth.
3. OCOK will forward any court orders relevant to the care of the child to DFPS and Network Providers.
4. OCOK will ensure Network Provider arranges for child or youth to attend court hearing, unless excused by judge prior to court hearing. Child or youth may attend court by way of video conference and/or teleconference when appropriate and approved by the court.
5. OCOK will request Network Provider to inform OCOK if they (Network Provider) or their designee is required for any legal process.
6. OCOK will confirm with the Network Provider, who has been identified as the most appropriate staff member to attend all court hearings, unless excused by the judiciary. OCOK will encourage Network Provider, caregiver, and youth to participate in court hearings in person or by representation, letter, Skype, or conference call.
7. OCOK will request Network Provider attends all other court preparation meetings as requested by DFPS, CASA, attorney ad litem, or other members of the judiciary.
8. OCOK will confirm with Network Provider who will be attending court within two (2) business days of being notified of the court hearing.
9. If the date and time of next court hearing is announced during court, OCOK will notify network provider by the next business day, if not present. OCOK will request Network Provider alert OCOK in the same fashion, if OCOK is not present at court when announcement is made.
10. If an emergency court hearing is scheduled, OCOK, in conjunction with the Network Provider will both determine the attendee list as soon as possible. OCOK will immediately notify DFPS of the attendees.
11. OCOK will be informed by Network Provider of any service of legal process delivered to the Provider agency, employees, caregiver or child/youth related to the child's court case or any contract compliance issues.
12. Any updated procedures will be included in the OCOK Provider Manual.

6.18 Court Reports			
Domain	Care Management, ACH Client Rights and Responsibilities		
Effective	July 01, 2014	Revision Dates	12-4-15
Documents	Status Report to the Court (Form 2070) Permanency Plan & Progress to the Court (Form 2088) Placement Review Report to the Court (Form 2088b)		
Reference	Foster Care Redesign Region 3b Operations Manual, OCOK Provider Manual, ACH Child and Family Services Policy – Client Rights and Responsibilities Policy and Procedures		

Procedure:

DFPS holds ultimate responsibility and ownership of all information contained in court reports submitted to the court. However, the Provider will be providing the information for completion of the sections of court reports that are relevant to the child.

DFPS will provide the correct court report template that must be completed by the Provider case manager. The Provider case manager will need to complete the needed sections of the court report and submit back to DFPS ten (10) days prior to the court report due date. Providers are encouraged to seek caregiver's input as necessary.

The court report template for the child sections is as follows:

- Status Report to the Court (Form 2070): Section VIII. Summary of Child's Medical
- Permanency Plan & Progress Report to the Court (Form 2088): Section VII. Summary of Case Since Last Court Review/ A. Well-Being of the Child
- Placement Review Report to the Court (Form 2088b): Section IV. Summary of Case Since Last Court Review/A. Well-Being of the Child

If additional information for the Court Report Template is requested by DFPS, the Provider case manager will provide the requested information within 24 hours.

The Provider will need to immediately provide supplemental information to DFPS via email for inclusion in the court report or hearing when significant events occur after the court report template has already been submitted and prior to the scheduled hearing. The Provider must maintain a copy of the most up-to-date court report in the client record. OCOK will ensure Network Provider completes all tasks.

Network Providers will maintain the most up-to-date (from within the past six (6) months) court report for each client in the client record.

Any updated procedures will be included in the OCOK Provider Manual.

6.19 Utilization Management			
Domain	Care Management, Utilization Management		
Effective	January 31, 2018	Revision Dates	
Documents			
Reference	OCOK Provider Manual, ACH Child and Family Services Policy - Service Modalities and Interventions, RCCL Minimum Standards, COA NET 2.02, NET 2.04, NET 4.01, NET 4.02, 4.03, NET 5.05, NET 7, NET 7.01, NET 7.02, NET 7.03, NET 7.04, NET 7.05, NET 7.06, NET 7.07, NET 7.08, NET 7.09, DFPS Rules, 40 TAC §700.2301, DFPS Rules, 40 TAC §700.2321, DFPS Rules, 40 TAC §700.2341, DFPS Rules, 40 TAC §700.2361		

Policy:

ACH Child and Family Services has a utilization management process to ensure that its services are appropriate, individualized, and meet the needs and preferences of all its clients at the best value.

Procedure:

Utilization Management is a process that is continuous and includes the use of common criteria across the network for admission, service provided, length of service, level of care and discharge reasons. It is a flexible and responsive process that is individualized to meet the client's needs.

Initial Level of Care

During an initial or subsequent placement search, OCOK Intake staff will assign a Level of Care or Placement Rate to all children after review of the placing matching assessment along with the information provided by DFPS in the common application, removal affidavit, previous level of care data and any other available documentation of assessments and/or diagnoses. An assessment of needs such as substance abuse disorders, serious and persistent mental illness or emotional disturbance, substantial developmental and physical disabilities as well as severe, chronic family and individual problems with multiple or interacting causes will be conducted and the least restrictive environment and most appropriate level necessary to meet the child's individual needs will be assigned accordingly.

When making subsequent placements for children OCOK Intake staff will review information about past levels of care, placement length and history, history of treatment services as well as current information in determining the level of care.

For foster home placements, children are leveled using OCOK's three tier system:

- Standard (behavior that would meet the DFPS legacy criteria of Basic or Moderate),
- Therapeutic (behavior that would meet the DFPS legacy criteria of Specialized) and
- Therapeutic II (behavior that would meet the DFPS legacy criteria of Intense).

Legacy information can be found in the Texas Administrative Code (TAC). Special consideration is given on a case by case basis and at the discretion of OCOK Clinical Committee to adjust levels based on individual needs and circumstances of children. The initial Therapeutic level is authorized until the next review unless otherwise negotiated at placement. Upon placement and no sooner than 30 days after placement, Therapeutic I and Therapeutic II levels are reviewed by Youth For Tomorrow

(YFT) at least once every 90 days. YFT is a third-party reviewer that follows the DFPS legacy criteria found in TAC and all of their staff conducting reviews meet criteria such as having appropriate experience, training and all supervisors have appropriate and relevant credentials. Therapeutic I and Therapeutic II levels are authorized for a length of time determined by YFT unless otherwise specified and in order to meet an individual child's needs. Standard level children will remain Standard until either a request is made and approved for a higher level or that child discharges from care.

OCOK has a "no eject, no reject" policy and does not discharge any child from services until they reach permanency, majority or voluntarily leave care. Any questions regarding utilization management criteria is available upon request of the Care Coordinator.

For RTC/GRO placements, children are leveled utilizing the same clinical criteria as DFPS for the four (4) levels of the legacy system: Basic, Moderate, Specialized and Intense.

For children qualifying for Primary Medical Needs services as determined by RCCL Minimum Standards, an initial level of care is set by OCOK Intake staff based on the extent of their medical needs and then reviewed by YFT as outlined above. Medical services provided to PMN children are overseen by Superior Health and their utilization management team.

For children needing IPTP services, OCOK is using the same criteria as the state for this 60 day program. These decisions are made by review of the OCOK Clinical Team. During that 90 day period, these children are reviewed by Youth for Tomorrow (YFT) and they are moved into the YFT determined level at the end of the time period.

Exceptional Care placements rates are reviewed internally by the Director of Care Management and exception requests are presented to the state as determined in our joint protocols. Exceptional Care agreements, once approved by the state placement office, are reassessed every 90 days and submitted for re-approval as needed. During this time period, YFT is continuing their normal read schedules and current level determination is reviewed and considered for exceptional care extension requests.

Level of Care following initial placement/Non-Scheduled Review Process:

A child's initial placement and level of care determines the process for any subsequent level of care reviews.

All specialized and intense level children placed in an RTC are reviewed by Youth For Tomorrow quarterly to provide an objective utilization review regarding level of care. YFT uses the same clinical criteria as DFPS when reviewing all levels of care. All moderate level children placed in an RTC are reviewed by Youth For Tomorrow annually.

For children placed in a foster home, their initial level of care at placement will determine the next steps.

Children placed in the Standard level of care will remain at that level unless a Non- Scheduled Level of Care review is requested by the CPA due to concerns that the child may qualify for a higher level of care. When a review is requested, YFT is used to provide the review, but the provider must first request approval from their Care Coordinator. Once requested the Care Coordinator will sign off on the request form and return it to the provider to be included in their request packet to YFT.

Children placed in the Therapeutic I or Therapeutic II level of care with Child Placing Agencies receive the same level of care review as the children in RTCs. They are reviewed by YFT quarterly to provide an

objective clinical opinion regarding level of care using the Specialized level of care clinical criteria for Therapeutic I and the Intense level of care clinical criteria for Therapeutic II also used by DFPS.

YFT will notify the Provider of the outcome of the level request and document the reasons for their decision.

CPAs may use the same appeal process outlined below if they disagree with the decision of YFT. Decision based on legacy criteria.

Level of Care Appeals Process:

If the Provider disagrees with a decision made by YFT on a level review, they may use the following Appeal Process. The Provider has 30 days to contest the decision or a waiver may not be granted and they will need to request a new level altogether.

Step 1: Contact the Care Coordinator to obtain written approval to submit a Non-Scheduled Review/Appeal read to YFT. Request an Appeal Review from YFT. If after YFT completes the Appeal Review and the Provider continues to be dissatisfied with the decision, they may move to the second step in the Appeal Process.

Step 2: Send an Appeal Request to the Child's Care Coordinator for the OCOK Level of Care Committee to review YFT's decision. The OCOK Clinical Level of Care Committee team is made up of the President, Chief Operating Officer, Clinical Director, and Director of Care Management. Decisions would be approved by at least two members of the committee. The decision of the OCOK Level of Care Committee after this review will be final. All members of the team have either appropriate experience and training and/or relevant credentials necessary to conduct reviews and supervise the staff assigning the initial level.

Level of Care Waivers:

For the following occasions, a level of care waiver may be granted so that a provider may be paid at a level higher than the level authorized by Youth For Tomorrow.

If the level of a child at an RTC is lowered by YFT to Moderate, then the provider can request from the OCOK Level of Care Committee that they be paid the Specialized level rate until a new placement can be found for the child.

A provider can request a higher level of care from the OCOK Level of Care Committee before the provider's next YFT review, if it is deemed clinically necessary and supported by documentation. The Committee will provide a response timely based on the urgency of the need and request.

Level of Care Audit

OCOK Level of Care Committee will review a minimum of 10% sample of open and closed cases, including all Exceptional Care agreements quarterly to ensure appropriate levels of care have been authorized by intake.

All level of care information can be accessed in OCOK's CareMatch and myEvolv systems.

6.20 Transportation			
Domain	Care Management, ACH Organizational Service Delivery		
Effective	January 31, 2018	Revision Dates	
Documents			
Reference	OCOK Provider Manual		

Policy:

ACH Child and Family Services offers a continuum of care with service modalities and interventions that are individualized to each client based on the service plan or program service.

Procedure:

It is the responsibility of providers to ensure their foster parents transport to all visits as well as all medical/dental, counseling, educational etc. appointments. If a foster parent is unable to transport, it is the responsibility of the agency to arrange for alternative transportation. OCOK will only provide transportation on a case by case basis and only after due diligence has been done on the part of the provider. If a provider is unable and/or unwilling to ensure transportation will occur, the provider Director must contact the Director of Care Management to explain the circumstances and gain approval for OCOK to transport. If a home is unwilling or refuses to transport, and the agency does not have a backup transportation plan in place, OCOK may place that home on hold or restrict the types of placements the home is able to take.

Section 7

Financial Administration

- 7.01 Financial Administration – ACH Child and Family Services**
- 7.02 Payment to Network Providers**
- 7.03 Payment Reports for Network Providers**
- 7.04 Requirements for Foster Care Provider Payments**
- 7.05 Requirements for Adoption Provider Payments**
- 7.06 Requirements for Extended Foster Care Provider Payments**
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- 7.08 Requirements for Psychiatric Hospitalization Payments**
- 7.09 Payment Dispute Resolution Process**
- 7.10 Network Provider Monitoring - Minimum Pass Through Rate Compliance**
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7.01 Financial Administration – ACH Child and Family Services			
Domain	Financial Administration, ACH Financial Management		
Effective	July 01, 2014	Revision Dates	January 26, 2018
Documents			
Reference	Financial Procedures Manual and Grants Financial Management Manual for ACH Child and Family Services, COA FIN 2		

Policy:

The Finance Committee will monitor the effective fiscal management of ACH Child and Family Services.

Procedure:

The finance and accounting activities and procedures are managed and administered by the Finance Department of ACH Child and Family Services. Unless otherwise specified in this section of the OCOK Operations Manual, please refer to the Financial Procedures Manual and Grants Financial Management Manual for ACH Child and Family Services.

7.02 Payment to Network Providers			
Domain	Financial Administration, ACH Financial Management		
Effective	July 01, 2014	Revision Dates	January 26, 2018
Documents	SSCC Provider Services Agreement – Rates Addendums, Provider Invoice, Payment Report		
Reference	OCOK Provider Manual, COA NET 2.03		

Procedure:

Our Community. Our Kids. (OCOK) pays Network Providers (“Providers”) based on the placement, level of care and service event information that is entered in the myEvolv system. The pay rates are based on the fee schedule included in the Provider Services Agreement and/or appropriate Addendum. These payments include, but are not limited to, the daily rates and fees for foster care, exceptional foster care, supervised independent living, preparation for adult living, and adoption services.

On the first business day of the month, the Data Manager and Data Quality Coordinator begin the data integrity review process by comparing the placement data for the previous months between the placement system, the data management system (myEvolv) and the state’s system, IMPACT, to ensure data accuracy. Any data discrepancies identified during the review are researched, resolved and the correction is made in the appropriate system.

Upon completion of the data integrity review, the Director of Finance or Accounting Manager will create the provider invoices in myEvolv. A payment report is then created in myEvolv in order to review the unpaid provider invoices for accuracy and ensure compliance with all provider payment agreements. Any identified errors are researched and corrected in the myEvolv system. A new payment report is then created in myEvolv. The payment report shows the provider agency name, children’s names, children’s myEvolv ID numbers, levels of care, dates of care and the services that were provided. The report will calculate the number of units of service and will apply the appropriate rate in order to calculate the payment to the provider.

Once the final payment report has been verified, the Director of Finance or Accounting Manager will create the NACHA file in myEvolv. All providers will be paid electronically by direct deposit. The NACHA file and payment report are sent to the Director of Accounting in order to initiate the payments to the Providers’ bank accounts by electronic funds transfer (EFT)/direct deposit. OCOK is required by the Provider Services Agreement to pay all subcontractor providers no later than the 25th day of each month. However, OCOK makes every effort to make the payments as soon as possible after the end of the month.

Once the payments to the Providers have been completed, the Data Manager will create a payment upload file. The Director of Finance or Accounting Manager will send the payment upload file to the Director of Accounting in order to upload the payments to the accounting system, Abila.

A copy of the payment report will be sent to the OCOK Chief Operating Officer for review.

The frequency, timing and method of payment of the monthly provider payments are communicated to the Provider Network in their Provider Services Agreement and also the OCOK Provider Manual.

7.03 Payment Reports for Network Providers			
Domain	Financial Administration, ACH Financial Management		
Effective	January 26, 2018	Revision Dates	
Documents	Payment Report		
Reference	OCOK Provider Manual, COA NET 2.03		

Procedure:

Upon sending the monthly payment to the Network Providers, the Accounting Manager will create a payment report for each provider showing the details of the Provider's direct deposit payment. The payment report shows the provider agency name, children's names, children's myEvolv ID numbers, levels of care, dates of care and the services that were provided. These payment reports are electronically stored with the providers records on the OCOK network drive.

OCOK has created a file on the website, box.com, for each active provider that is receiving payments. The payment report for each Provider is uploaded to their file on the website, box.com, within 2 business days of paying the Network Providers. Once uploaded, each Provider will be able to login to their file on box.com and download the payment report.

In order to setup a Provider's file on box.com, the Director of Finance or Accounting Manager has the ability to create the file when the Provider's first payment has been created by the myEvolv system. When the first payment is made, the Director of Finance or Accounting Manager will contact the person that the provider has designated as their point of contact for their OCOK contract and request the name and contact information for a billing/payment contact person. Once received, the staff will be given access to their organization's file on box.com with viewer/uploader status. The staff will be able to download and upload documents when needed. At any time, a Provider can contact the Director of Finance or Accounting Manager to change the staff that have access to their file on box.com.

This procedure is communicated to the Network Providers in the Finance and Billing Procedures section of the OCOK Provider Manual.

7.04 Requirements for Foster Care Provider Payments			
Domain	Financial Administration, ACH Financial Management		
Effective	January 01, 2018	Revision Dates	
Documents	SSCC Master Contract, Exhibit A, Section 3.15, Rate Addendums		
Reference	OCOK Provider Manual, COA NET 2.03		

Procedure:

Our Community Our Kids (OCOK) will pay the Network Providers (“Provider”) for foster care services at the fee-for-service rates shown in Exhibit/Appendix A of the Provider Services Agreement (or applicable Addendum for rate changes) and according to the limitations set forth in this section.

- (A) Providers will receive payment for each day a youth is in pre-authorized placement.
- (B) OCOK will pay the Provider for the calendar day of placement, but not for the calendar day of discharge.
- (C) OCOK will pay the Provider for up to 14 days of foster care in the following circumstances
 - (1) Psychiatric hospitalization
 - (2) Medical facility hospitalization
 - (3) Runaway
 - (4) Unauthorized placement
 - (5) Temporary placement/visit in own home
 - (6) Locked facility, jail, juvenile detention center
 - (7) Short-term substance abuse placement
- (D) Under the above-referenced circumstances, OCOK would pay the Provider for days of foster care on behalf of a child who is no longer in that Provider's care, in order to reserve space for the child's anticipated return to the same placement at a date in the near future. The maximum duration of continued payments to the Provider during a child's absence is subject to the limitations set forth in this section.
- (E) Payments to the Provider for foster care during a child's absence will only be made if each of the following conditions are met:
 - (1) The Provider plans to return the child to the same placement at the end of the absence;
 - (2) The Provider agrees to reserve space for the child's return for as long as payments are made in the child's absence; and
- (F) OCOK will not pay the Provider for days of foster care when Children and/or Youth reside in the following non-DFPS paid placements:
 - (1) Nursing home placement
 - (2) Intermediate care facilities for persons with mental retardation (ICFMR)
 - (3) State Supported Living Centers (SSLC)
 - (4) Placed with a non-licensed relative caregiver
 - (5) Pre-consummated adoptive placement

- (6) Texas Youth Commission facility
- (7) Texas State Hospitals

This information is communicated to the Network Providers in the Finance and Billing Procedures section of the OCOK Provider Manual.

7.05 Requirements for Adoption Provider Payments			
Domain	Financial Administration, ACH Financial Management		
Effective	July 01, 2014	Revision Dates	January 26, 2018
Documents	SSCC Provider Services Agreement (Adoption), CPS Service Authorization Form 2054, CPS Form 5500ADO – Adoption Billing Procedures		
Reference	OCOK Provider Manual, COA NET 2.03		

Procedure:

Our Community Our Kids (“OCOK”) will pay the Network Providers (“Provider”) for “Adoption Placement” and “Adoption Post-Placement” services. The fees for these services are included in the Provider Services Agreement.

Providers will be required to send an invoice and adoption document packet to the OCOK Finance Staff for Adoption Placement services, if applicable, and Adoption Post-Placement services. The invoice and document packet must be received by OCOK within 30 days from the date of service. For adoption placement services, the date of service is the date of the adoptive placement as shown on the DFPS adoptive placement agreement. For adoption post-placement services, the date of service is the date the adoption decree or final adoption order is signed by the judge.

Adoption Placement Document Packet – Checklist of Required Documents

1. Copy of the signed CPS Service Authorization Form 2054 (with a date of adoptive placement within the period of the Begin Date and the Termination Date)
2. Copy of the approved and signed DFPS Adoptive Placement Agreement for each child.

Adoption Post-Placement Document Packet – Checklist of Required Documents

1. Copy of the signed CPS Service Authorization Form 2054 (with dates inclusive of the day following the adoptive placement to the date of consummation as Begin Date and the Termination Date)
2. Copy of the approved and signed DFPS Adoptive Placement Agreement for each child.
3. Copy of the file stamped petition for adoption
4. Copy of the signed and notarized court report for the adoption proceedings
5. Copy of the adoption decree signed by the judge.

The invoice and document packet can be sent to the OCOK Finance staff by any of the following.

1. Encrypted Email
2. Uploaded to their file on the box.com website
3. Faxed to the attention of OCOK Finance
4. Regular mail to the OCOK administration office

Once received, the OCOK Finance staff will review the document packet to ensure all documents have been received and have been properly completed. Upon verification, the OCOK Finance staff will enter the adoption services event(s) in the myEvolv system, which will cause an invoice for the Provider to be created in myEvolv. The invoice will be paid in the next monthly payment and will be included in the Provider’s monthly payment report. This information is communicated to the Network Providers in the Finance and Billing Procedures section of the OCOK Provider Manual.

7.06 Requirements for Extended Foster Care Provider Payments			
Domain	Financial Administration, ACH Financial Management		
Effective	July 01, 2014	Revision Dates	January 26, 2018
Documents	SSCC Master Contract - Exhibit A, SIL Provider Services Agreement		
Reference	OCOK Provider Manual, COA NET 2.03		

Procedure:

Our Community.Our Kids (“OCOK”) will pay the Network Providers (“Provider”) for Extended Foster Care Services, which also include Supervised Independent Living Services. Extended Foster Care Services that are provided in a licensed CPA or GRO placement are paid at normal Foster Care daily rates, which are shown on the fee schedule included in the Provider Services Agreement. There is a separate daily rate fee schedule for Extended Foster Care Services that are provided in a Supervised Independent Living program. The fees for these services are included in the Supervised Independent Living Provider Services Agreement.

In order for providers to be paid for Extended Foster Care Services and Supervised Independent Living Services, the following conditions must be met:

1. The Extended Foster Care agreement signed by the youth must be on file with OCOK.
2. The Provider must be able to provide documentation on a periodic basis demonstrating that the youth is:
 - a. Regularly attending high school or enrolled in a program leading toward a high school diploma or GED up to the youth or young adult's 22nd birthday;
 - b. Regularly attending an institution of higher education or a post-secondary vocational or technical program up to the youth or young adult's 21st birthday. These can remain in care to complete vocational-technical training classes regardless of whether or not the Youth or young adult has received a high school diploma or GED certificate. (40 TAC §700.316)
 - c. Actively participating in a program or activity that promotes, or removes barriers to employment up to the youth or young adult's 21st birthday;
 - d. Employed for at least 80 hours per month up to the youth or young adult's 21st birthday;
 - e. Incapable of doing any of the above due to a documented medical condition up to the youth or young adult's 21st birthday; or (40 TAC §700.316); and
 - f. Accepted for admission to a college, or vocational program that does not begin immediately. In this case, the youth or young adult's eligibility is extended three and a half months after the end of the month in which the youth or young adult receives his/her high school diploma or Graduate Equivalency Diploma (GED) certificate.

This information is communicated to the Network Providers in the Finance and Billing Procedures section of the OCOK Provider Manual.

7.07 Requirements for Preparation for Adult Living (PAL) Provider Payments			
Domain	Financial Administration, ACH Financial Management		
Effective	July 01, 2014	Revision Dates	January 26, 2018
Documents	PAL Provider Services Agreement		
Reference	OCOK Provider Manual, COA NET 2.03		

Procedure:

Our Community.Our Kids (“OCOK”) will pay the Network Providers (“Provider”) for Preparation for Adult Living services that have signed the Preparation for Adult Living (PAL) Provider Services Agreement. The fees for these services are included in the PAL Provider Services Agreement.

In order for Providers to be paid for PAL services, they must meet the requirements stated in the PAL Provider Services Agreement. Providers will be required to send an invoice and PAL services documentation to the OCOK Finance staff. The invoice and documentation must be received by OCOK within the time frame specified by the PAL Provider Services Agreement.

The invoice and documentation can be sent to the OCOK Finance staff by any of the following.

1. Encrypted Email
2. Uploaded to their file on the box.com website
3. Faxed to the attention of OCOK Finance
4. Regular mail to the OCOK administration office

Once received, the OCOK Finance staff will review the invoice and documentation to ensure all documents have been received and have been properly completed. Upon verification, the OCOK Finance staff will enter the PAL services event(s) in the myEvolv system, which will cause an invoice for the Provider to be created in myEvolv. The invoice will be paid in the next monthly payment and will be included in the Provider’s monthly payment report.

This information is communicated to the Network Providers in the Finance and Billing Procedures section of the OCOK Provider Manual.

7.08 Requirements for Psychiatric Hospitalization Payments			
Domain	Financial Administration, ACH Financial Management		
Effective	July 01, 2014	Revision Dates	January 26, 2018
Documents			
Reference	COA NET 2.03		

Procedure:

Our Community.Our Kids (OCOK) will pay out-of-network psychiatric hospitalization providers (Psych Hospitals) for days of service provided for OCOK clients in accordance with the guidelines specified in this section.

OCOK will not pay Psych Hospitals for the following days of care. Superior Health is required to pay the cost of these days for foster care clients.

- Inpatient acute days
- 15 (post-acute) placement days

OCOK will pay Psych Hospitals for any days that an OCOK client remains in their facility beyond the 15 placement days paid by Superior Health, if the following is submitted to the OCOK Director of Finance.

- 1) Invoice showing the following information
 - a. Name and address of facility providing treatment
 - b. Name and address of entity that will be receiving payment
 - c. Name of the foster care youth and their PID number
 - d. Total number of days the youth was in your care
 - i. Specify the acute and placement days that were paid by Cenpatico/Superior Health
 - ii. Specify the days beyond the paid placement days for which you are requesting payment from Our Community Our Kids
 - e. Daily rate cannot exceed \$650
 - f. Total amount of requested payment
- 2) The Explanation of Benefits statement from Cenpatico/Superior Health showing payment of their portion of the foster care youth's days at the facility.
- 3) Completed and Signed Form W-9.
- 4) Completed and Signed Direct Deposit Authorization Form.

The invoice and documentation can be sent by any of the following.

1. Encrypted Email
2. Uploaded to their file on the box.com website
3. Faxed to the attention of OCOK Finance
4. Regular mail to the OCOK administration office

Once received, the OCOK Director of Finance will review the invoice and documentation to ensure all documents have been received and have been properly completed. Upon verification of the information with OCOK Care Management staff, the OCOK Finance staff will manually enter the invoice information into the myEvolv system. The invoice will be paid in the next monthly payment. A payment report will be created and sent to the Psych Hospital.

This information is communicated to the Out-of-Network Psychiatric Hospitalization Provider when they contact OCOK for payment.

7.09 Payment Dispute Resolution Process			
Domain	Financial Administration, ACH Financial Management		
Effective	July 01, 2014	Revision Dates	January 26, 2018
Documents	SSCC Provider Services Agreement, Section 5; Provider Payment Discrepancy Report		
Reference	SSCC Master Contract, OCOK Provider Manual, COA NET 2.03, 2.04		

Procedure:

The Provider will reconcile the payment from OCOK to the Provider's records. If any discrepancies are noted, the Provider will initiate the following dispute resolution process within 30 days of receiving payment. The Dispute Resolution Process is stated in Section 5 of the Provider Services Agreement.

The parties will confer, in person or by telephone conference, to resolve disputes over payment for services through the following process. In order to initiate this process, either party must provide the other party with written notice of its dispute about a service and/or payment issue.

Staff Conferencing - With ten (10) days of receipt of a written notice initiating the Dispute Resolution Process, OCOK and Provider, through representatives of their services and financial staff, will confer and attempt to reconcile any disputed payments for which OCOK –based upon a good faith review of any documents submitted by the Provider and OCOK's own documentation or records – does not believe it is responsible for paying. The parties shall complete the staff conferencing process described in this section within 30 days of the receipt of the written notice initiating the dispute resolution process. If the dispute is not resolved within this time period, the process will continue to CFO Conferencing.

CFO Conferencing - For services still in dispute following the staff conferencing reconciliation process, OCOK's Chief Financial Officer and the Provider's Chief Financial Officer, or their designees, shall confer to resolve, settle, or compromise the dispute. The parties shall complete the CFO Conferencing process described in this section within 30 days of the completion of the Staff Conferencing process described above.

Payment after Resolving Disputes - If OCOK after conferring as provided herein with the Provider about the disputed payment concludes it is responsible for paying for a service or some part of it, OCOK shall make its payment to the Provider by the 15th day of the calendar month following the month in which OCOK concluded it was liable for payment.

In the event the Provider owes OCOK for any services provided herein or pursuant to any other agreement between the parties, and such balance has been due for in excess of 60 days from invoicing by OCOK to the Provider, OCOK may deduct the balance amount due to OCOK from any amount owed to the provider pursuant to this Agreement.

Compliance with the Master Contract - OCOK shall take all action reasonable and necessary to comply with the requirements of the Master Contract and ensure payment for the Services thereunder.

In the event that the Provider or its independent auditor discovers that an overpayment has been made by OCOK, the Provider shall repay said overpayment immediately to OCOK without prior notification or request from OCOK. In the event that OCOK first discovers an overpayment has been made to the Provider, OCOK shall notify the Provider by letter of such a finding and request repayment forthwith. OCOK may unilaterally deduct overpayments made to the Provider from monies owed to the Provider.

This information is communicated to the Network Providers in the Finance and Billing Procedures section of the OCOK Provider Manual.

7.10 Network Provider Monitoring – Minimum Pass Through Rate Compliance			
Domain	Financial Administration, ACH Financial Management		
Effective	July 01, 2014	Revision Dates	January 26, 2018
Documents	SSCC Master Contract - Exhibit A, Section 3.06(B); First Addendum to SSCC Provider Services Agreement; Rate Addendums, OCOK Minimum Pass Through Rate Monitoring Tool		
Reference	OCOK Provider Manual, COA NET 2.03		

Procedure:

OCOK monitors its Child Placing Agency Subcontractor Providers (“Providers”) for compliance with the minimum pass through rate, which is required by the SSCC Master Contract and also the Provider Services Agreement. This annual monitoring is performed by the OCOK Director of Finance.

Each year, one month is randomly selected for monitoring. A Provider payment report by Provider and by client is created in the myEvolv system for the selected month. 10% of each Provider’s placements or 2 placements, whichever is greater, are randomly selected for the pass through payment monitoring. Once the sample of placements has been created, each Provider is contacted with the list of randomly selected foster homes. For the selected month, we request that the Providers send us the calculation of the foster parents’ payment and also proof that the foster parents received the payment.

Once the Providers have complied with our request, we use the OCOK Minimum Pass Through Rate Monitoring Tool to evaluate each foster parent’s payment, and to verify that all Child Placing Agency Providers have complied with the minimum pass through rate requirement. If we determine that a foster parent has been paid incorrectly, the issue is presented to the billing contact of the Provider and proof of a corrected payment to the foster parent is requested and required. If a Provider fails to comply with the request for the foster parent payment information and/or fails to comply with the minimum pass through rate requirement, it is reported to the OCOK Chief Operating Officer in order to pursue a remedy with the Provider.

This information is communicated to the Network Providers in the Finance and Billing Procedures section of the OCOK Provider Manual.

7.11 Network Provider Monitoring – Financial Viability			
Domain	Financial Administration, ACH Financial Management		
Effective	July 01, 2014	Revision Dates	January 26, 2018
Documents	SSCC Provider Services Agreement – Addendum Seventh		
Reference	OCOK Provider Manual, COA NET 2.03		

Procedure:

OCOK may monitor the financial viability of the Providers when it deems appropriate to do so.

According to the Provider Services Agreement, Providers must send their unaudited financial statements to OCOK on an annual basis within 90 days of the Provider’s fiscal year end. These financial statements shall include Balance Sheet and Income Statement (or Statement of Activities and Changes in Net Assets). If the financial statements of the Provider have been audited or reviewed by an independent certified public accountant, then audited financial statements accompanied by the auditor’s management letter or a financial review report are to be provided to OCOK within nine (9) months after the Provider’s fiscal year end.

OCOK will utilize standard financial measures to monitor financial viability of the Network Providers, when it deems appropriate to do so. The monitoring will be performed by the OCOK Director of Finance, and the results of this monitoring will be submitted to the OCOK Chief Operating Officer.

This information is communicated to the Network Providers in the Finance and Billing Procedures section of the OCOK Provider Manual.

7.12 OCOK Owned Vehicle Procedures			
Domain	Financial Administration, ACH Financial Management		
Effective	July 01, 2014	Revision Dates	
Documents	OCOK Vehicle Check Out-In Form, ACH Automobile Incident Reporting Form		
Reference	ACH Child and Family Services Transportation of Persons Served		

Procedure:

Vehicle check out/in:

- OCOK vehicles can be checked out by OCOK transportation staff at the designated area during normal business hours and also during nights and weekends.
- In order to receive the car keys, employees must check out the vehicle by completing and signing the Vehicle Check-Out/In Form.
- While in possession of an OCOK vehicle, employees must always abide by the transportation policies of ACH and also the requirements of RCCL Minimum Standards regarding the transportation of children.
- When returning the vehicle to the administration office, employees must refuel the vehicle and remove all belongings and trash from inside the vehicle. (If you have an ACH credit card, you will have to enter zip code 76119 at the gas pump in order to use the ACH card to pump gas.)
- The vehicle should be parked in the same parking spot that it was removed from or as close to it as possible.
- The employee must remember to secure the windows and lock the doors.
- To check-in the vehicle, employees must return the car keys to the designated area immediately upon return and record the date and time of the return on the Vehicle Check-Out/In Form.
- Any vehicle malfunctions, problems, repairs, needed maintenance, etc. should be reported to your supervisor and the Director of Facilities.

In case of a vehicle accident:

- Employees must comply with ACH Policies and Procedures.
- Report the accident to the supervisor as soon as possible.
- Complete the Automobile Incident Reporting Form and return it to your supervisor and the Director of Facilities.

Section 8

Human Resources Management

8.01 Staff Qualifications

8.02 Criminal Background Investigations and Screenings

8.03 Employee and Network Provider Training

8.01 Staff Qualifications			
Domain	Human Resources Management		
Effective	January 01, 2014	Revision Dates	12-4-15
Documents	OCOK Job Descriptions, Performance Review		
Reference	ACH Child and Family Services Policy – Discrimination Prohibition Policy, COA HR 5, HR 6.01		

Policy:

ACH Child and Family Services is an equal opportunity employer that maintains a policy of nondiscrimination with respect to all employees and applicants for employment. All employment decisions will be made without regard to race, color, religion, national origin, gender, gender identity or expression, sexual orientation, pregnancy, age, disability, veteran status, or any status protected by applicable law. Employment decisions are based solely on the individual's qualifications, merit, and performance, subject to the business requirements of ACH Child and Family Services. Reasonable accommodations will be made in accordance with applicable law.

Procedure:

2. OCOK will ensure that all job descriptions and policies are written and stay in compliance with Minimum Standards.
3. Providers, as part of submitting their Agency Policy and Procedure Manual; are also required to have their Personnel Policies reviewed by OCOK.
4. Providers are responsible to ensure that all staff and foster families training requirements are continually in compliance and kept up to date according to RCCL Minimum Standards.
5. OCOK has a process for providing every full-time and part-time employee, and volunteer (interns) a written performance review at regular intervals that involve the employee or volunteer and the supervisor.

Any updated procedures will be included in the OCOK Provider Manual and ACH staff portal.

8.02 Criminal Background Investigation and Screening			
Domain	Human Resources Management		
Effective	January 01, 2014	Revision Dates	
Documents			
Reference	ACH Child and Family Services Background Investigation and Screening Policy, OCOK – Foster Care Policy and Procedures, DFPS Licensing Background Check Rules, COA HR 3		

Policy:

ACH Child and Family Services conducts background investigations and screenings on new and existing employees, contractors, and volunteers to promote the safety of clients and protection of the agency. Personnel, contractors, or volunteers who have a documented history of assaultive behavior are not permitted to have interactions with clients or provide administrative or programmatic oversight.

Procedure:

1. State criminal records are reviewed prior to employment and every 24 months after employment.
2. State child abuse and neglect registries are reviewed prior to employment and every 24 months after employment.
3. Fingerprinting-based criminal history check is conducted and results reviewed prior to employment.
4. Sex offender registries are reviewed prior to employment and every 24 months after employment.
5. Tuberculosis testing is completed prior to employment.
6. Drug testing is completed prior to employment and after accidents, and random drug testing occurs annually for current employees.
7. Credit investigations may be completed on applicants for and employees in certain cash handling positions and other fiduciary positions as deemed appropriate.

ACH Child and Family Services will submit the following background checks for all potential employees/caregivers/foster/adoptive parents associated with this agency; Form 2970c and 2971c will be utilized to capture the necessary information before a background check is completed.

There are four types of background checks:

1. A name-based criminal history check: the Department of Public Safety (DPS) conducts a comparative search between a person's name and the DPS database of crimes committed in the State of Texas;
2. A fingerprint-based criminal history check: DPS and the Federal Bureau of Investigation (FBI) conduct comparative searches between a person's fingerprints and the DPS database of crimes committed in the State of Texas and the FBI database of crimes committed anywhere in the United States, respectively;
3. A DFPS central registry check: DFPS conducts a comparative search between a person's name and the DFPS central registry, which is a DFPS database of people who have been found by

DFPS's divisions of Child Protective Services, Adult Protective Services, or Licensing to have abused or neglected a child; and

4. An out-of-state central registry check: a comparative search between a person's name and another state's database of persons who have been found to have abused or neglected a child.

A fingerprint-based criminal history check for each person whose name is submitted for a background check under the following section if:

1. The person has lived in another state any time during the previous five years; or
2. There is reason to suspect other criminal history exists in another state.

ACH Child and Family Services follows requirements under federal law at 42 U.S.C. §671(a)(20) and Texas law at Chapter 42 of the Human Resources Code §42.056 of (as amended by S.B. 427, 83 Legislature) and Title 40 of the Texas Administrative Code §745.615 and 745.625. This includes FBI fingerprint checks for:

1. The director, owner, and operator of the operation
2. Current and prospective employees of the operation
3. Each person at least 14 years of age in the home who:
 1. is counted in child-to-caregiver ratios in accordance with the relevant minimum standards;
 2. will reside in a prospective adoptive home if the adoption is through a child-placing agency;
 3. has unsupervised access to children in care at the operation; or
 4. resides in the operation
4. Each person 14 years of age or older, other than a client in care, who will regularly or frequently be staying or working at an operation or prospective adoptive home while children are in care; and
5. Each substitute employee, unless you confirm that the organization providing the substitute employee has completed a background check for the person through DFPS within the last 24 months. As provided in Texas Administrative Code §745.625, ACH will submit a request for a person's background check every 24 months. Per DFPS's rules effective March 1, 2014, a recurring background check will be performed no later than two years from the date of the last submission for a background check.

The following schedule will be followed by ACH Child and Family Services:

Persons Requiring a FBI Fingerprint Check

Prospective foster or adoptive parent

Applicant for an administrator's license

Prospective employee

Person is 14 years or older who resides in a prospective foster or adoptive home or a residential operation in applicant status

When a Fingerprint Check is Due

Prior to the foster or adoptive home's verification or approval

Prior to licensure

Prior to employment

Prior to the foster or adoptive home's verification or approval or before the person may be in contact with children at a residential facility

If a person is eligible for a risk evaluation due to a finding in the Central Registry all required documentation will be submitted to the DFPS Centralized Background Check Unit in order to determine if appropriate to be present in the operation.

ACH Child and Family Services follows all requirements outlined in the DFPS Licensing Background Check Rules

8.03 Employee and Network Provider Training			
Domain	Human Resources Management		
Effective	January 01, 2014	Revision Dates	9-2014, 12-4-15, 1-2018
Documents			
Reference	ACH Child and Family Services Credentials and Training Verification Policy and Procedure, OCOK – Foster Care Policy and Procedures, COA TS 4, TS 4.01, TS 4.02		

Policy:

ACH Child and Family Services verifies the credentials of all professional personnel and independent contractors who provide direct program services to clients.

Procedure:

I. Workforce Development and Training

The purpose of establishing a management plan for workforce training is:

- A. To ensure that all Provider staff understand the scope and function of Foster Care Redesign by providing the appropriate training and guidance to maintain compliance with statutory and regulatory rules, and to provide quality services to families and children affected by the Texas foster care system.
- B. In addition, the training strategies will ensure that all caseworkers, supervisors, caregivers, and other direct care staff providing services through OCOK complete training to support attainment of safety, permanency and well-being for the children in their care.

II. Goals of Workforce Training

- A. To ensure service providers have the tools, knowledge and resources including evidence based practices as appropriate to provide them with the opportunity to perform their jobs so they can provide caring assistance to children in the Texas foster care system under OCOK.
- B. OCOK will ensure that all training opportunities within the system of care lead towards accomplishing our mission and meeting outcomes. Training opportunities for staff will be available through multiple resources:
 - 1. Training provided by subject matter experts within the Network and other community resources.
 - 2. OCOK will work with DFPS to provide training on Cultural Diversity, Disproportionality and Knowing Who You Are trainings.
- C. Additional required training includes:
 - 1. Orientation training which includes an overview of the relevant and applicable DFPS and federal rules and the OCOK system of care;
 - 2. Pre Service for OCOK Staff and Network Providers will include at minimum:
 - Provider's Philosophy
 - Mandated Reporting of Abuse and Neglect
 - Confidentiality and HIPAA
 - Disaster and Emergency Response Plan
 - Cultural Competency

Emergency Behavior Intervention
Psychotropic Medication Management
Adult/Infant CPR and First Aid
Medical Consenter Training
Trauma-Informed Care

3. These items are also included in an annual training requirement in addition to transportation safety, professional ethics, civil rights compliance and infection control:
Protocols for Foster Care Redesign/Community Based Care
Job specific requirements, protocols for each job function
Continuing education requirements for each job function
Implementation guidelines and expectations for OCOK staff
At all times OCOK and Network Providers will follow any DFPS dispositions in reference to additional training and those outlined in the OCOK Provider Manual

III. Strategies for Network Providers

- A. All Network Providers must agree to have staff attend orientation training, prior to implementation, on the systems of care model (SSCC) that may include training to support attainment of safety, permanency and well-being for children in their care. The training will include information on:
- a.the network's mission, philosophy, goals, and services;
 - b.network operations and functioning;
 - c.network policies and procedures including access procedures;
 - d.network billing practices;
 - e.utilization management criteria;
 - f.the network's conflict of interest policies and ethical expectations; and
 - g.the provider's role in the network's PQI process.
 - h. and other issues of importance.
- B. The Network Providers must provide documentation that the SSCC model will be included in their staff orientation and staff trainings.
- C. All Network Providers must agree to ensure that all Foster Parents and or Respite Providers receive training in accordance with Minimum Standards.
- D. Additional training on the Provider Manual can be found on the OCOK website www.ourcommunity-ourkids.org.

IV. Staffing Development and Training

- A. OCOK will ensure compliance with minimum staffing requirements in applicable Minimum Standards for Child Placing Agencies, Emergency Shelters and General Residential Operations serving children requiring both child care and treatment services.
- B. OCOK will ensure that all training opportunities within the system of care lead towards accomplishing OCOK's mission and meeting outcomes.
- C. Training opportunities for staff will be available through three primary resources:
- 1. Training provided through OCOK;
 - 2. Training provided by subject matter experts within the Network and other community resources (i.e., Superior, TCU, Mental Health Connection); and
 - 3. Training provided by DFPS Disproportionality and Cultural Competency, and Knowing Who You Are.
- D. Trauma-Informed Care Training - All provider direct delivery staff and caregivers providing services through OCOK must have completed Trauma-Informed Care annually (2 hours).
- 1. This training is currently provided by Superior through their contract with STAR

- Health, and will continue with OCOK throughout the duration of this contract.
2. OCOK will track all direct delivery staff training to ensure compliance with this minimum requirement.
- E. Medical Consenter Training - Anyone recommended by OCOK as a Medical Consenter must receive and complete Medical Consent training offered by DFPS prior to DFPS designation as a Medical Consenter (annually).
1. OCOK will track all direct delivery staff training to ensure compliance with this minimum requirement.
 2. This training must be completed by all OCOK Intake and Placement staff prior to child placement.
 3. The on-line training can be accessed by visiting the following:
http://www.dfps.state.tx.us/Child_Protection/Medical_Services/medical-consent-training.asp
- F. Cultural Competence Training - OCOK is committed to ensuring staff and caregivers understand the impact of race, culture, and ethnic identity and how they impact services to children and families.
1. Service effectiveness is tied to creating teams with the language capacity, community knowledge, and connection to resources that will sustain skill building efforts.
 2. In addition to assuring language access services, OCOK and its Network Providers need a working knowledge of cultural considerations, as well as community and family norms in order to provide culturally relevant services.
 3. In order to ensure that services are provided in a culturally sensitive and competent manner, OCOK will require all staff and Network Providers (staff and caregivers) attend and participate in Cultural Diversity training annually (3 hours).
 4. Training will be provided in culturally responsive communication and interviewing skills such As “Knowing Who You Are” and / or other similar curricula.
 5. OCOK would like to emphasize awareness, knowledge of how discriminatory practices impact service delivery and how it translates into practice.
 6. Through competent, effective supervision and Quality Assurance review, OCOK will ensure that training concepts and ideas are practically applied in service provision and reflected in documentation.
- G. OCOK will schedule annual Provider Manual training to ensure OCOK employees and Network Providers are aware of OCOK Policies and Procedures.
- J. OCOK will notify OCOK employees and Network Providers via electronic mail and OCOK website (www.ourcommunity-ourkids.org) of any changes to OCOK Policies and Procedures and will inform Providers of any training opportunities.

Any updated procedures will be included in the OCOK Provider Manual. It is the Provider’s responsibility to meet OCOK training requirements.

Section 9

Community Engagement

9.01 OCOK Leadership Advisory Panel (OCOKLAP)

9.02 National Expert Panel (NEP)

9.03 Provider Advisory Group

9.04 Stakeholder Engagement Forums

9.01 OCOK Leadership Advisory Panel (OCOKLAP)			
Domain	Community Engagement, ACH Organizational Integrity		
Effective	August 01, 2014	Revision Dates	1-2018
Documents			
Reference	ACH-SSCC Program Proposal, ACH Child and Family Services Policy – Governing Body Oversight Responsibilities		

Purpose:

To provide strong local advocacy for the Community Based Care effort and to help navigate system boundaries for services.

Policy:

The Board of Directors will be organized in a structure that promotes the successful fulfillment of ACH Child and Family Services' mission.

Procedure:

- 1) Extend invitation to 8-12 local leaders from government, business, philanthropy, and non-profit organizations throughout the seven counties region to obtain their unique contribution and different goal that each Provider might bring to the common endeavors and be recognized, and continue the SSCC business goals be reconcile with the Provider's ethical and mission-driven interests.
- 2) OCOKLAP will meet 3-4 times per year to be informed and updated about the progress and issues related to redesign implementation.
- 3) OCOKLAP will provide advice and feedback to guide the direction of Community Based Care.
- 4) OCOKLAP be willing and prepared, with staff support, to share facts and outcomes in support of CBC with other decision-makers in light of criticism or negative events.
- 5) Know the specific contract outcomes targeted for our community.

9.02 National Expert Panel (NEP)			
Domain	Community Engagement, ACH Organizational Integrity		
Effective	June 01, 2014	Revision Dates	1-2018
Documents			
Reference	ACH-SSCC Program Proposal, ACH Child and Family Services Policy – Governing Body Oversight Responsibilities		

Purpose:

To form a National Panel of Experts in Foster Care and Adoption issues who can help advise the SSCC toward developing a strong Network of Providers delivering high quality, innovative care.

Procedure:

- 1) Extend invitation to 5-8 National Leaders of organizations currently operating successfully in a privatized or performance based system.
- 2) NEP will meet 2 times per year to be informed and updated about the progress and issues related to redesign implementation.
- 3) NEP will provide advice and feedback to guide the direction of Community Based Care effort.
- 4) NEP will present important topics for the Network.

9.03 Provider Advisory Group			
Domain	Community Engagement, ACH Organizational Integrity		
Effective	June 01, 2014	Revision Dates	1-2018
Documents			
Reference	ACH-SSCC Program Proposal, ACH Child and Family Services Policy – Governing Body Oversight Responsibilities, COA NET 3		

Purpose:

The purposes for establishing a Provider Advisory Group are to develop working partnerships between Providers and OCOK and among organizations; to allow a broader range of ideas and input on larger decisions affecting the work of the SSCC; to plan for needed services and for each Stage of Implementation; and to increase involvement in community engagement activities.

Providers will be engaged in order for them to actively participate in the successful implementation of the contract and achievement of contract outcomes.

Procedure:

1. During the planning, start up, implementation, and throughout all phases of service provision, Our Community.Our Kids will facilitate group and individual meetings with Providers. The purpose of these meetings include the solicitation of feedback, monitor the SSCC plan/model, and to facilitate interactions between Providers and OCOK.
2. Membership of the Provider Advisory Group will have one representative from each organization's leadership / management team that has decision making authority.
3. The Advisory group will hold monthly meetings the first year of operation, and then determine meeting frequency of meetings, thereafter.
4. Much of the work as an Advisory group will be accomplished in committees and task forces.
5. Our Community.Our Kids envisions needing committees that align with major functions of the SSCC, for Care Management, Quality and Contracts, and Recruitment and Community Engagement (which could also include foster and adoptive family joint recruitment activities).
6. Provider relations issues will probably be addressed one on one, or in the broader Provider Advisory Committee.
7. A smaller Advisory group of 5-7 CEO's of Provider organizations would meet between meetings, and as necessary, to serve as a steering committee of the Council.
8. Regular Provider Council meetings will facilitate input and feedback regarding the development of the implementation of the Community Based Care system.

9.04 Stakeholder Engagement Forums			
Domain	Community Engagement, ACH Organizational Integrity		
Effective	August 01, 2014	Revision Dates	1-2018
Documents			
Reference	ACH-SSCC Program Proposal, ACH Child and Family Services Policy – Governing Body Oversight Responsibilities, COA NET 2 and 3.01		

Purpose:

The Community Based Care initiative provides a unique opportunity for Our Community.Our Kids to engage a Network of community based partners throughout Regions 3b to expand community awareness, involvement, and support of children in the child welfare system. Our Community.Our Kids believes that the more people know about the needs of our kids, the greater opportunity it is for us to achieve success for the lives of our children.

OCOK will inform and engage key stakeholders about the purpose, plans, and people involved in Community Based Care, how roles and responsibilities will change, and what steps they might take to support these efforts.

OCOK will support foster and adoptive family recruitment efforts to support the numbers of children in care, and to expand community services and supports for those who provide that care.

OCOK will ensure that children, youth, and families involved in the child welfare system, including older youth / young adults transitioning from care, understand what they can expect from their service provider and from Our Community.Our Kids, and to know how to get answers to their questions.

Procedure:

1. Identify, inform, and engage key internal and external stakeholders in Region 3b annually in order to review the full range of services within the SSCC scope and the SSCC's capacity to meet its responsibilities and goals.
2. Provide opportunities for involvement and support by organizations, associations, and individuals that have not historically been involved in the child welfare system, increasing available resources for local placements, funding, and wraparound services.
3. Establish a broad-based communications plan to enhance the efforts of Community Based Care.
4. OCOK organizes Network Providers, community partners, and other stakeholder participants into an integrated delivery system.
5. Stakeholders and strategies for working with the Stakeholders include, but are not limited to the following:
 - A) Children and youth in foster care, as well as alumni
 - B) OCOK will work the geographical/demographic makeup of the SSCC services including location, proximity to public transportation, and the demographic makeup of service recipients in order to access specialty service providers including culturally service providers and offer flexible hours that meets the needs of service recipients that include birth families

- and relatives, foster parents, DFPS case manager, CPA or RTC caseworker, PAL or SIL counselor, STAR Health Provider, CASA worker or GAL
- C) Age-appropriate emails and letters to announce upcoming changes that might affect the child/youth (esp. in anticipation of Implementation and for Stage II when families are more involved in services with the child)
 - D) Initial Coordination Meeting and at Quarterly Case Planning Meetings
 - E) Satisfaction surveys, encourage feedback regarding services
 - F) Engagement in court hearing
 - G) Establish a Youth Advisory Council, and involve certain youth referred by those listed above
 - H) Families of children in foster care, including non-custodial parents and relatives
 - I) Calls, letters and emails informing families of case-specific meetings (Initial Coordination Meeting, Quarterly Case Planning meetings for their child(ren))
- 6. Will take a collaborative, responsive, supportive role all family communications.
 - 7. Encourage feedback through submission of satisfaction services.
 - 8. Make known the grievance process.
 - 9. Communicate health related concerns, events.
 - 10. Communicate education related activities and events.

Section 10

Communication

10.01 Technology Policy

10.02 Shared Information and Communication

10.01 Technology Policy			
Domain	Communication, ACH Human Resources Management		
Effective	August 01, 2014	Revision Dates	
Documents			
Reference	ACH Child and Family Services Policy		

Policy:

ACH Child and Family Services follows best practice standards and applicable law in the management of information technology systems in order to protect client data, proprietary information, technology assets, and to ensure routine backup of data and recovery from disasters or loss. All staff receives training in appropriate use of technology and are prohibited from using technology assets for illegal or unethical activities. Staff shall have no expectation of their own privacy in their utilization of ACH's technology systems.

Procedure:

1. Purchase, transfer, loss, and disposal of hardware assets
 - a. Requests for purchase or installation of new equipment are submitted by department heads to the support desk two weeks in advance of when the equipment is needed.
 - b. Prior to disposal of assets, all data will be removed according to Department of Defense standards, including overwriting, degaussing and/or physical destruction.
 - c. Loss of an asset must be immediately reported to a supervisor, the Director of Technology, and to the agency's privacy officer. Lost devices will be remote-wiped to protect confidential data.
 - d. Requests for transfer of assets between cost centers or employees are submitted to the support desk to ensure accurate asset tracking and to assess deployment readiness.
2. Hardware management
 - a. Any IT hardware asset that has value to the agency, requires ongoing maintenance and support, or creates potential risk (financial loss, data loss, or exposure) is assigned an asset tag.
 - b. Each asset tag features a unique identifier associated with the asset.
 - c. The unique identifier is tied to a record in a central inventory database. The record contains information about the specific device, including its serial number, model number, license information, and physical location, as well as any staff and cost centers associated with the asset.
 - d. The inventory is reviewed periodically for accuracy under the direction of the Director of Technology or the Chief Analytics Officer.
3. Software management
 - a. Only approved, appropriately licensed software may be installed or executed on agency devices. The IT support team maintains a list of approved software. Approved software is software which has been determined to be compatible with other deployed systems, poses minimal risk, and is aligned with ACH's technology strategy.
 - a. Periodic assessment of compliance with license agreements will be conducted under the direction of the Director of Technology or the Chief Analytics Officer.

- b. An accurate inventory of software assets including license information, product information, the business functions of the software, the users of the software, associated cost centers, and costs associated with the license will be maintained.
 - c. No less frequently than annually, the Director of Technology or designee shall conduct an audit of software license distribution to verify that all software used by the agency is appropriately licensed and approved.
- 4. Maintenance, replacement, and protection of assets
 - a. Assets will be replaced on a regular cycle according to each asset's functional lifespan.
 - b. Activity on workstations is logged and monitored for suspicious activity.
 - c. All hardware assets are equipped with endpoint protection, including up-to-date virus and malware protection.
 - d. Equipment is up-to-date with current security patches and appropriate vulnerability fixes. Routine security checks will be conducted under the direction of the Director of Technology or the Chief Analytics Officer.
 - e. Printers are secured, requiring an access code to print.
 - f. All staff are trained on their responsibilities for safeguarding assets. Responsibilities include keeping assets under their direct physical control whenever possible, or physically securing the assets (by means of a lock).
 - g. ACH takes reasonable steps to protect and safeguard systems and equipment from damage due to power fluctuations, water damage, dust, extreme temperature change and other environmental factors, as well as against threats from malicious software and intrusions.
 - h. ACH's networks and systems are monitored 24 hours a day, 7 days a week. The IT support team is alerted when problems are detected, and they work outside regular work hours to restore critical systems.
- 5. Personal devices
 - a. Personal devices must meet hardware and software standards designated by the IT department before company data can be stored on the device.
 - b. Personal devices that store or have access to company data must be secured with a locking screen, passcode requirement and encryption.
 - c. Upon employee termination, company data will be wiped from the device.
 - d. Use of personal devices is not allowed in a secure data facility. (Devices must be powered off.)
- 6. Management of employee changes
 - a. When there is a change related to employment such as a new hire, termination, promotion or transfer, the individual's supervisor is responsible for notifying the support desk by completing and submitting a checklist at least 2 weeks prior to the planned change, when possible.
 - b. The support desk maintains the checklist(s) related to employment changes, and ensures the checklist(s) remain up-to-date with current business needs and reflect a comprehensive list of information needed to effectively communicate and coordinate across departments as it relates to the employment change. Examples of items on the checklist include furniture required, physical location, equipment needed, phone extension, software needed, network access permissions, user accounts, etc.
 - c. Upon termination, employees are required to return all devices, assets, keycards, keys, and badges assigned to them. Access to email and other accounts is promptly suspended by the IT support team.
 - d. At time of transfer or other job change, employees relinquish any previously held assets or access rights unless they are required in the new role.

7. Change process for software systems
 - a. The ACH IT team administers certain software tools, such as Netsmart's MyEvolv software, an electronic health record system.
 - b. Users may request changes to the software with the approval of a director-level staff or chief. Changes include requests related to forms, reports, workflows, menus, accessibility, or other system elements. Where possible and where congruent with strategy, the IT support team will accommodate requests, operating under the philosophy of continuous quality improvement with the goal to gain business efficiencies through effective use of technology.

10.02 Shared Information and Communication			
Domain	Communication, ACH Human Resources Management		
Effective	July 01, 2014	Revision Dates	01-2018
Documents			
Reference	Foster Care Redesign Region 3b Operations Manual, Employee Participating in Legal Proceedings , COA NET 5.01		

Purpose:

To provide standard methods of communication in order to reduce human error and create an environment of efficient and timely responses between DFPS, OCOK, clients and the Network Providers.

Policy:

Providing information to legal entities to support well-informed decisions for children and youth in care of ACH Child and Family Services is the responsibility of ACH Child and Family Services staff and contractors. ACH Child and Family Services employees and subcontractors will appear and testify in judicial proceedings, depositions, administrative hearings, and other legal proceedings when requested by TDFPS or by ACH Child and Family Services administration. The responsibility for participation will continue even after employment with ACH Child and Family Services ends in cases where youth served by the previous ACH Child and Family Services staff member require testimony or other involvement.

Procedure:

OCOK has established the following email boxes so that regardless of staff changes at OCOK for any reason, the contact information will always remain the same and accurate information is provided in order to support well-informed decisions and quality of care. Additionally, multiple OCOK staff can have access to the same e-mail box to ensure communication is monitored and responded to in a timely manner. This methodology will also prevent information/communication from getting lost in staff's email boxes. This information can also be found publicly on OCOK website at www.ourcommunity-ourkids.org and at the time of intake.

Finance Department	finance@oc-ok.org
Foster-Adopt and Kinship Inquiries	fosteradopt-inquiry@oc-ok.org
Grievances	ombudsman@oc-ok.org
Information Technology	support@oc-ok.org
Quality Improvement and Contracts	qualityandcontracts@oc-ok.org
Referral and Placements	intake@oc-ok.org
Incident Reporting	seriousincidents@oc-ok.org
Service Planning, Court Reports	caremanagement@oc-ok.org
Adoption Services	adoption@oc-ok.org
Daycare	daycare@oc-ok.org
PAL (Preparation for Adult Living)	palreferral@oc-ok.org
Psychiatric Hospitalizations	pyschhospitalization@oc-ok.org