

**CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES**

P.O. Box 419064, Rancho Cordova, CA 95741-9064



November 18, 2002

LCSA Letter: 02-41

ALL IV-D DIRECTORS

**SUBJECT: QUALITY ASSURANCE AND PERFORMANCE IMPROVEMENT PLAN REQUIREMENTS**

Reason for this Transmittal

- State Law or Regulation Change
- Federal Law or Regulation Change
- Court Order or Settlement Change
- Clarification requested by One or More Counties
- Initiated by DCSS

As part of the ongoing effort to improve performance in California's child support program, annual performance targets are established for each local child support agency (LCSA) beginning in Federal Fiscal Year (FFY) 2003. The Quality Assurance and Performance Improvement (QAPI) program provides the vehicle by which LCSAs will identify and implement actions to address program performance issues and bring about the improvement needed to meet established performance targets.

Development of the annual QAPI plan is a critical step in each LCSA's effort to achieve performance targets. The plan will serve as a blueprint for the county's quality assurance program by identifying a structure and process through which the local agency can implement needed program changes and realize performance improvements. As discussed in the QAPI manual, each LCSA shall develop an annual QAPI plan that: 1) describes its QAPI function, including detailed structure and operating processes; 2) incorporates its annual strategic plan, including performance goals and objectives; and 3) identifies detailed strategies and action plans to meet performance targets.

This letter serves as general guidance for each LCSA's use in the preparation of its FFY 2003 QAPI plan. Each plan must address all of the points discussed below.

LOCAL QAPI STRUCTURE AND PROCESSES

The plan should provide a description of the organizational structure which the LCSA has established to implement its QAPI program. This should include identification of those staff that are designated as responsible for implementing the LCSA's quality assurance activities. Information should also be included discussing the processes



which will be used by the LCSA to identify problem areas within the local child support program and the manner in which those areas will be addressed by the QAPI staff.

### PERFORMANCE TARGETS

The plan should identify the local performance targets for FFY 2003. This includes those established through discussion with your LCSA Regional Administrator, as well as any additional county-specific targets you may wish to establish for your program.

### ACTION PLAN

The plan should identify an action plan which the LCSA will implement to achieve the performance targets. This should include the following components:

- ❖ Problem Statement  
A description of the program areas where performance improvement is needed in order to meet performance targets.
- ❖ Analysis  
A review of available data and a discussion of the areas of the local program which are contributing to identified performance issues. The analysis should also address the root causes of the problem and identify actions which will address the problem. These actions must be measurable, achievable and time-limited (including a beginning and end date, as well as milestones by which expected performance results will be achieved). In addition, the analysis should address any barriers which may exist and the manner in which they will be addressed.
- ❖ Workplan  
A description of the specific actions the LCSA will take to ensure that the targets are achieved during FFY 2003. This includes an implementation plan with timelines (indicating specific actions to be taken, which staff will be involved in those actions, and when they will be completed).
- ❖ Expected Outcomes  
A discussion of the expected outcome of each action.
- ❖ Evaluation of Results  
A discussion of the means by which the LCSA will determine the effectiveness of the solution (i.e., whether the LCSA's actions are achieving the desired result).

For each performance issue identified, a separate action plan should be prepared. Also, it is recognized that, at the time the county's QAPI plan is developed, action plans addressing performance targets may already be in progress. The plan should address

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these, as well as action plans yet to be implemented for known problems and possible solutions. In addition, the plan should address problems for which the county has not determined possible solutions, and the action to be taken involves efforts to discover and/or develop solutions. To assist in the preparation of your QAPI plan, a sample action plan has been attached for your reference.

QAPI plans are to be submitted in three phases. The Department is asking all counties at or below 45 percent in the current collections performance measure to submit an FFY 2003 QAPI plan by January 15, 2003. Plans for counties at or below 50 percent in the current collections measure are due by February 18, 2003, and plans for the remaining counties are due by March 17, 2003. In the case of regionalized child support agencies, submittal dates are based on the current collections score of the county in the agency which has the lower score in this measure. For your convenience, a submittal schedule is attached. Plans should be submitted to Victor Rea, Chief, Quality Assurance Branch at the above address. As noted above, this letter is intended to serve as general guidance regarding the preparation of the QAPI plan; however, LCSAs may include any additional information or issues that are pertinent to county performance or the QAPI program. If you have any questions or need assistance in the preparation of the plan, please contact your Quality Assurance Analyst. For your convenience we have attached a copy of the 2003 county analyst assignment.

Sincerely,

PATRIC B. ASHBY  
Deputy Director  
Child Support Services Division

Attachments

## **QAPI PLAN SUBMITTAL SCHEDULE**

### ***PHASE I - COUNTY PLANS DUE BY JANUARY 15, 2003***

Fresno	Sierra/Nevada Regionalized Child Support Agency
Imperial	Tehama
Kern	Tulare
Los Angeles	Yuba
Riverside	
San Bernardino	
San Diego	

### ***PHASE II - COUNTY PLANS DUE BY FEBRUARY 18, 2003***

Alpine/Amador/Calaveras (Central Sierra Regionalized Child Support Agency)	San Joaquin
Butte	Santa Clara
Contra Costa	Santa Cruz/San Benito Regional Department of Child Support Services
Lake	Shasta
Mendocino	Stanislaus
Orange	Trinity
Sacramento	Ventura
	Yolo

### ***PHASE III - COUNTY PLANS DUE BY MARCH 17, 2003***

Alameda	Monterey
Colusa	Napa
Del Norte	Placer
El Dorado	Plumas
Glenn	San Francisco
Humboldt	San Luis Obispo
Inyo/Mono (Eastern Sierra Regionalized Child Support Agency)	San Mateo
Kings	Santa Barbara
Lassen	Siskiyou/Modoc Regionalized Child Support Agency
Madera	Solano
Marin	Sonoma
Mariposa	Sutter
Merced	Tuolumne

## Sample Action Plan

### Problem Statement:

**XXX** County is low in the “current collections” performance measure. To meet its 2003 performance target for this measure, the county must increase current support collections by **X** percent.

### Analysis:

Upon reviewing reports and other pertinent information, **XXX** County has confirmed that it has a significant number of current support orders in which the amount collected is either zero or substantially less than the amount ordered. In order to help meet its performance targets, the county will undertake a review of all support orders in this category for possible adjustment or set-aside. At the same time it will be determined if all appropriate locate and enforcement actions are being taken. There are an estimated **XXXX** cases involved.

### Workplan:

The implementation plan for reviewing and adjusting all targeted support orders is outlined as follows:

- \* Assign **X Family Support Officers, X Supervising Family Support Officer(s) and X Senior Management staff** to this project.
- \* Complete review, apply necessary adjustments and/or take appropriate locate or enforcement actions for the estimated **XXXX** cases with 25 percent to be completed each quarter.
- \* Review and evaluate the results of the case actions on a quarterly basis to measure the effect on performance targets and modify workplan as necessary.
- \* The Supervising Family Support Officer will monitor workplan activities to ensure completion of projected case reviews and resulting case actions. He/she will prepare monthly management reports that will be reviewed by designated senior management. Senior management will report the outcomes to the Director and will respond to the Supervising Family Support Officer.
- \* A designated Senior Manager will have direct responsibility for the project and will be available to the Supervising Family Support Officer as necessary.

### Expected Outcomes:

It is expected that approximately **XX** percent of all reviewed cases will result in adjusted orders and approximately **XX** will result in additional locate and/or enforcement actions. These actions should increase current support collections by **X** percent and enable the county to meet the targeted increase in collections on current support.

### Evaluation of Results:

The county will review, evaluate, and determine the effectiveness of the project on a quarterly basis. Collections on current support would be expected to improve incrementally as the project proceeds, until the target is achieved. If results are not realized, project goals and activities will be reevaluated and other actions taken as appropriate.

**CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES  
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