

Children's Board of Hillsborough County

<b>Procedure Name:</b> Provider Improvement Plan	<b>Category:</b> Program Support
<b>Effective Date:</b> October 1, 2011	<b>Revision Date:</b> October 1, 2011; May 28, 2013; September 17, 2015; July 9, 2016; May 26, 2017; January 10, 2018; June 1, 2021; July 1, 2022; August 18, 2025

**Purpose:**

To ensure that Children's Board of Hillsborough County (CBHC) funding is used in the most effective manner, funded agencies (known as "Providers") demonstrate adherence to performance, fiscal/ASO requirements, and administrative responsibilities. When necessary, strategies are developed through a Letter or Provider Improvement Plan (PIP) for additional monitoring, refer to Section 17 in the General Terms and Conditions.

**Quality Assurance Letter:** May be sent to the Provider prior to a PIP being recommended. It is sent when CBHC staff requested information, but Provider has not responded or when there is a matter that can be resolved within forty-five days.

- Contract/Program Manager (CM/PM) informs the CBHC Supervisor or Director, as agreed they will draft a written notice with deadline date(s) for meeting specific action(s).
- The letter may include potential next steps if the expectation(s) are not met.
- Letter is filed electronically in FY folder.
- Providers who complete the actions will be advised in writing by CM/PM.
- Providers who do not complete actions outlined:  
Staff communicate with the Supervisor or Director and based on agreed upon follow-up, the CM/PM will contact the Provider in writing and include the next steps with deadline dates (as applicable), or Provider may be placed on a PIP (Level based on circumstances).

**LEVEL 1**

**Contract Issue** – Provider has not successfully addressed or completed a contractual obligation and requires a longer timeframe for monitoring and technical assistance from CBHC.

Contract Issues may include:

- difficulty in achieving service levels or program outcomes;
- services not being implemented at the level specified in the contract;
- excessive staff attrition or position vacancies;
- excessive unspent funds or other fiscal issues;
- inaccurate use of measurement tools or submission of data;
- not submitting documentation per General Terms and Conditions by deadlines; and/or
- other contractual or performance concerns.

a. **Plan Development** – Staff meet with the Director. The CM/PM will call Provider to notify them and schedule a meeting. The meeting facilitator (determined by group) completes the PIP form and date of meeting goes next to "Contract Issue". The form is reviewed by CBHC and Provider for final feedback. Once finalized, the form is sent within 7 business days to be signed first by the Provider's authorized official listed in Attachment (5) and then by a CBHC Director.

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- b. **Monitoring** – CM/PM will follow up on progress with other CBHC assigned staff/Director and separately with Provider based on dates outlined in the plan.
- c. **Documentation** - A signed PIP form will be placed in the hard copy contract file and Fiscal Year (FY) electronic folder.
- d. **Notifications** - CBHC Director will notify the CBHC Executive Director and Senior staff.
- e. **Extension** – An extension request must be pre-approved by the CBHC Director, and changes made on the form and re-evaluated by the amended date(s).
- f. **Plan Result:**
  - If the Contract Issue is resolved, the Provider will be notified in writing by the CBHC Director. A signed result PIP will be sent to the Provider and placed in a contract folder.
  - If the Contract Issue is not resolved by the deadline date(s), plan may be extended, or the Provider may be placed on a (Level 2) PIP.

**LEVEL 2**

**Performance Improvement** – Provider did not successfully address Quality Assurance Letter, Level 1 PIP, or presented a concern that requires notifying the Provider and CBHC Board Chair.

Performance Improvement may include:

- multiple inaccuracies identified by a data integrity check or fiscal site visit;
  - inability to support the level of services;
  - continued excessive attrition of staff; and/or
  - unresolved contractual or performance concern(s).
- a. **Plan Development** – Follow steps from Level 1. In addition, the plan and any potential remedies will also be shared with the Provider Board Chair.
  - b. **Monitoring** – Progress under the PIP will be monitored at specified interim dates.
  - c. **Documentation** - A signed PIP form will be placed in the hard copy contract file and FY electronic folder.
  - d. **Notification** – CBHC Director will notify the CBHC Executive Director, Senior staff, CBHC Executive Board and the Provider's Board Chair.
  - e. **Extension** – Provider request for an extension, must be pre-approved by the CBHC Executive Director or designee, and changes must be documented on the PIP Form and re-evaluated by the amended date(s).
  - f. **Plan Result:**
    - PIP is successfully completed - the CBHC Executive Board, Provider and Provider Board Chair will be notified in writing by the CBHC Director. A signed result PIP will be sent to the Provider and placed in the contract folder.

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- PIP is not resolved (including any extension) - Provider may be placed on a (Level 3) "Program of Concern".

### **LEVEL 3**

**Program of Concern** - Provider did not successfully complete one or all the action items in the (Level 1) or (Level 2) PIP, demonstrates new contract violations, and/or has presented a more serious concern that requires notifying the Provider and CBHC Board Chair.

Programs of Concern may include:

- Failure to address concerns previously identified;
- Strategies implemented did not achieve service levels or outcome performance; and/or
- Misuse of CBHC funds or repeated lack of fiscal accountability.

a. **Plan Development** – The CBHC Executive Director or designee and the Provider's authorized official and Board Chair will meet to discuss issues requiring corrective actions and deadlines. In addition, CBHC will advise the Provider of any, remedies to be imposed if the Provider does not satisfactorily comply with the PIP by specified date(s). The PIP will be drafted with the Provider, reviewed by CBHC staff and sent to the Provider to sign first within 3 business days of meeting.

b. **Monitoring** – Final PIP is signed by the Provider authorized official and Board Chair as listed in Attachment (5) of the Provider Agreement and the CBHC Executive Director or designee.

c. **Documentation** – A signed PIP form will be placed in the hard copy contract file and FY electronic folder.

d. **Notifications** – CBHC Director will notify the CBHC Executive Director, Senior Staff, the CBHC Executive Board and the Provider's Board Chair.

e. **Extensions** – May not be applicable on a (Level 3) PIP.

f. **Plan Result:**

- When the PIP is successfully completed, the CBHC Executive Board, Provider and Provider Board Chair will be notified in writing by the CBHC Director. A signed result PIP will be sent to the Provider and placed in the contract folder.
- If the PIP is not resolved, the appropriate remedies will be determined by the Executive Director and the most senior CBHC Board Officer available.

g. **Notification of noncompliance or violation of Agreement:**

- Delivered by certified mail with return receipt to the Provider's authorized official and to the Provider's Board Chair by the CBHC Executive Director.
- Suspension of payment will be reported to an officer of the CBHC Board.
- Reimbursement may resume after the Provider has met such conditions as the Executive Director and an Officer of the CBHC Board have approved.
- Notice of resuming payment action will be reported at the next Board meeting.
- If a contract is terminated refer to General Terms and Conditions – Section 18 and the CM/PM completes a Contract Closure Checklist.