Screening and Referral in Child Welfare for Effective Mental Health and Trauma Support Lessons Learned from Early Adopter Counties





California Screening, Assessment, and Treatment



CHILDREN & FAMILIES

Agenda

- Overview: Screening and Referral
- Approaches to Screening Implementation
- Implementation of Standardized Screening in Tulare County Child Welfare Services
- The Mental Health Referral Process
- Conclusion & Discussion

How well do you think the screening and referral process is working in your county to help kids in child welfare get mental health services when they need them?

Text a **CODE** to **37607**





Really well!

It Could Be Better

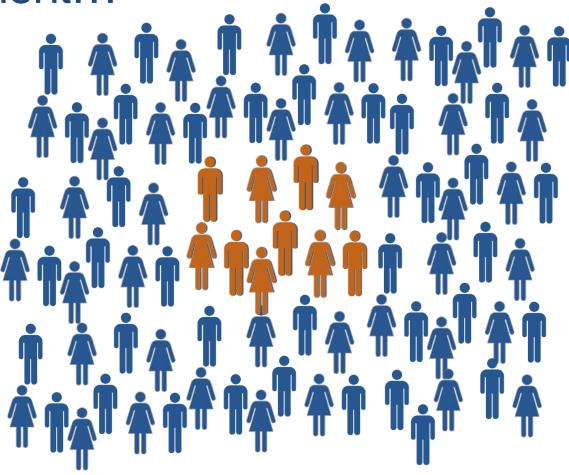
It's Not Going Very Well At All Right Now



Live Audience Polling

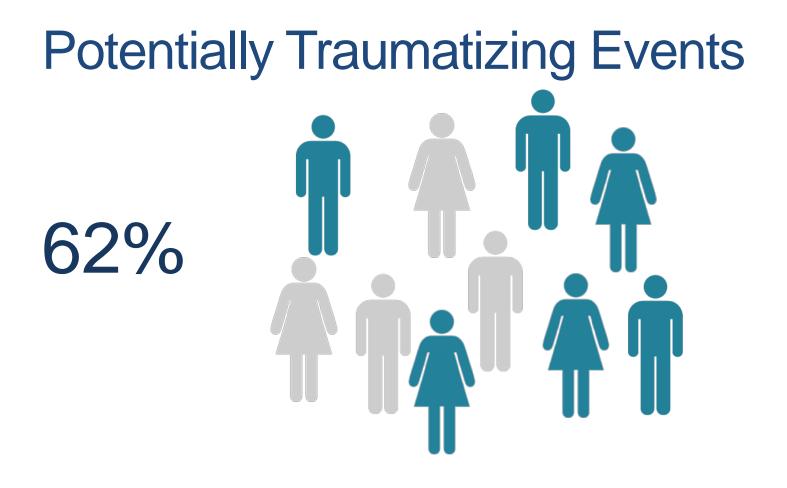
WHAT IS SCREENING?

Among kids involved in CW there are some who need to be referred to MH treatment...



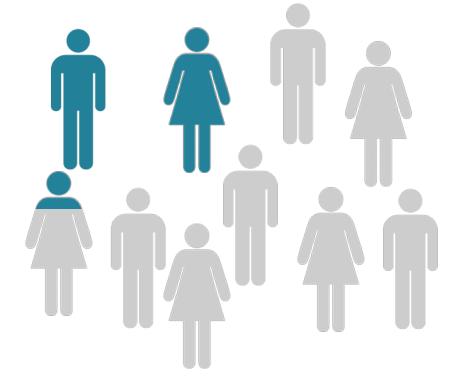
WHY IS SCREENING SO IMPORTANT IN CWS?

Out of 10 Youth in the US...



McLaughlin, K. A., Koenen, K. C., Hill, E. D., Petukhova, M., Sampson, N. A., Zaslavsky, A. M., & Kessler, R. C. (2013). Trauma exposure and posttraumatic stress disorder in a national sample of adolescents. *Journal of the American Academy of Child & Adolescent Psychiatry*, *52*, 815-830.

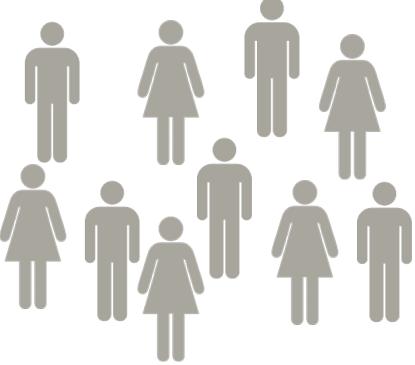
Significant Mental Health Need



22%

Merikangas, K. R., He, J. P., Burstein, M., Swanson, S. A., Avenevoli, S., Cui, L., ... & Swendsen, J. (2010). Lifetime prevalence of mental disorders in US adolescents: results from the National Comorbidity Survey Replication– Adolescent Supplement (NCS-A). *Journal of the American Academy of Child & Adolescent Psychiatry*, *49*, 980-989.

Out of 10 Young People in <u>Child</u> <u>Welfare</u>...





US Department of Health and Human Services. (2013). Child Maltreatment 2012.

Significant Mental Health Need



Burns, B. J., Phillips, S. D., Wagner, H. R., Barth, R. P., Kolko, D. J., Campbell, Y., & Landsverk, J. (2004). Mental health need and access to mental health services by youths involved with child welfare: A national survey. *Journal of the American Academy of Child & Adolescent Psychiatry*, *43*, 960-970.

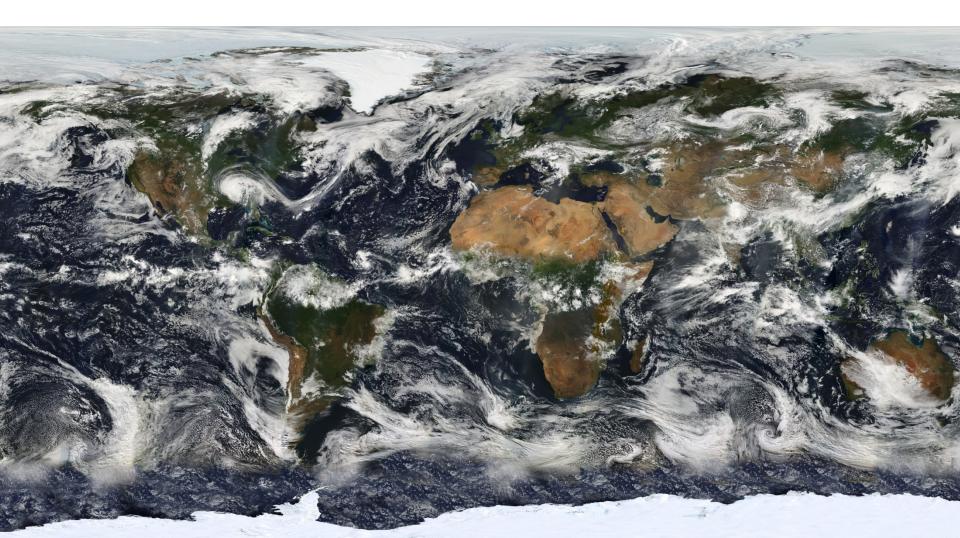
[*based on children and youth investigated by CW, not open cases]

48%

PURPOSES OF SCREENING IN CWS

- Katie A Requirement
- Federal Mandate
- Real Reason
 - CW system has the <u>capacity to enhance well-being</u> in a meaningful way

SURVEYING AN EVER CHANING LANDSCAPE





MAIN SCREENING APPROACHES TO IDENTIFY MENTAL HEALTH NEEDS IN CWS

NO USE OF SCREENING



- AKA The Eyeball Test or "Needs-Based Screening"
- No standardized tools used in screening process OR tools used after referral decision already determined.

NO USE OF SCREENING



<u>Strengths</u>

 Least resources and time needed (only upfront)

NO USE OF SCREENING

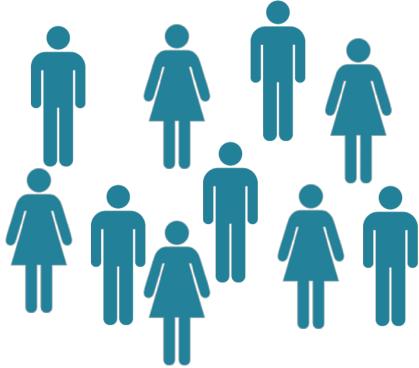
<u>Concerns</u>

 Referrals heavily impacted by bias, memory, and judgment

No direct report from client/families

 Strong evidence this approach is ineffective

Out of 10 Young People in Child Welfare with Mental Health Needs....



Mental Health Services



Horwitz, S. M., Hurlburt, M. S., Goldhaber-Fiebert, J. D., Heneghan, A. M., Zhang, J., Rolls-Reutz, J., ... & Stein, R. E. (2012). Mental health services use by children investigated by child welfare agencies. *Pediatrics*, *130*, 861-869.

2 ASSESSMENT INFORMATION CONSOLIDATED BY WORKERS

• Tools used to standardize process and document worker perceptions during assessment process, later used to make referrals.

• E.g., CANS, MHST, SDM

2 ASSESSMENT INFORMATION CONSOLIDATED BY WORKERS



Strengths

- Easy access to respondents (workers)
- Can reduce errors caused by memory or inconsistency between workers (not always)
- Sometimes includes collateral information

2 ASSESSMENT INFORMATION CONSOLIDATED BY WORKERS

<u>Concerns</u>

- Heavily relies on perceptions, judgment, and training (for accuracy and consistency)
- Often influenced by bias
- Does not include direct report from client/family
- Typically not an evidence-informed approach to screening.

INFORMATION FROM THE SOURCE

Building a Better Cockpit





 Evidence-informed tool(s) completed by caregivers, youth, and others in the assessment process to inform referral decision making.

B

REFERRAL DECISIONS INFORMED BY EVIDENCE-INFORMED MEAUSREMENT

Strengths

- Direct feedback from the youth/family
- Evidence-informed (tool & information source)
- Eliminate dependence on memory, bias, judgment alone
- Reduce inconsistency between workers
- Can include collateral information



REFERRAL DECISIONS INFORMED BY EVIDENCE-INFORMED MEAUSREMENT TOOLS



<u>Concerns</u>

- Can require more upfront resources and time
- Implementation needs to be thoughtful
- Training and ongoing oversight needed to ensure appropriate use



Schoenwald, S. K., Garland, A. F., Chapman, J. E., Frazier, S. L., Sheidow, A. J., & Southam-Gerow, M. A. (2011). Toward the effective and efficient measurement of implementation fidelity. *Administration and Policy in Mental Health and Mental Health Services Research*, *38*(1), 32-43.

What's under the umbrella? Mental Health & Trauma Needs

General Mental Health Screening Tools

ASQ:SE-2: Ages and Stages Questionnaire: Social-Emotional

Ages Covered: 1-72 months Languages Available: English, Spanish Administration Time/# Items: 10-15 minutes/30 items Filled Out By: Caregiver Cost: \$275 Inro Kit (http://www.brookespublishing.com/resource-center/screening-andassessment/asq/asq-se-2/)

PSC-17: Pediatric Symptom Checklist

Ages Covered: 4-18+ Languages Available: English, Spanish, Chinese, Vietnamese Administration Time/# Items: 5 minutes/ 17 items Filled Out By: Child/Youth, Caregiver Cost: None

SDQ: Strengths and Difficulties Questionnaire

Ages Covered: 2-17+ Languages Available: English, Spanish, Arabic, Chinese, Farsi, French, German, etc. Administration Time/# Items: 5 minutes/25 items Filled Out By: Child/Youth, Caregiver Cost: None

Trauma Screening Tools

ASC-Kids: Acute Stress Checklist for Children

Ages Covered: 8-17+ Languages Available: English and Spanish Administration Time/# Items: 10 minutes/29 items Filled Out By: Child/Youth Cost: None

CPSS: Child PTSD Symptom Scale

Ages Covered: 8-18+ Languages Available: English, Spanish, Korean, Russian Administration Time/# Items: 10 minutes/17 items Filled Out By: Child/Youth Cost: None

CRIES-8: Children's Revised Impact of Event Scale

Ages Covered: 8-18+ Languages Available: English, Spanish, Arabic, Chinese, Farsi, French, German, etc. Administration Time/# Items: 5 minutes/8 items Filled Out By: Child/Youth Cost: None

SCARED Brief Assessment of PTS Symptoms

Ages Covered: 3-18+ Languages Available: English, Spanish Administration Time/# Items: 5 minutes/4 items Filled Out By: Child/Youth, Caregiver (supplemental version for case workers and teachers available) Cost: None

Effectively & Efficiently Implemented

Schoenwald, S. K., Garland, A. F., Chapman, J. E., Frazier, S. L., Sheidow, A. J., & Southam-Gerow, M. A. (2011). Toward the effective and efficient measurement of implementation fidelity. *Administration and Policy in Mental Health and Mental Health Services Research*, *38*(1), 32-43.

Referral Process: Case Workers

- <u>Discuss</u> what was identified with the family.
- <u>Educate and collaborate</u> on what might help address needs.

<u>Create a plan with the child and family.</u>

 Promote continuity of care through collaboration with mental health providers.

 See the referral through and ensure the family was able to overcome any unexpected barriers.

Keep accurate documentation of the referral plan

Adapted from the Health Care Toolbox (<u>https://www.healthcaretoolbox.org/what-providers-can-do/when-and-how-to-refer-for-mental-health-care.html#Referral</u>)

ISN'T IT RISKY TO ASK KIDS AND FAMILIES ABOUT TRAUMA?

Distress from Asking about Trauma

- Telephone Survey
 - 2,012 youth
 - 10-17 years old
 - Experiences to 54 types of victimization
 - 4.6% reported any upset
 - 0.3% who would not participate again

 0.05% (n=1) said it was because of nature of the questions

Finkelhor, D., Vanderminden, J., Turner, H., Hamby, S., & Shattuck, A. (2014). Upset among youth in response to questions about exposure to violence, sexual assault and family maltreatment. *Child abuse & neglect*, *38*(2), 217-223.

Talking about Trauma

- Pros/Cons of Knowing and Not Knowing?
- "Validating to be asked" (Felitti on ACE Study)
- Training
 - Help staff effectively and confidently engage in conversations
 - General Tips:
 - Inform of purpose and what to expect
 - Have a plan resources
 - Understand common reactions to trauma
 - Empathy and Understanding
 - Check-in on Emotions/Distress

APPROACHES TO SCREENING IMPLEMENTATION

Work with CA Counties on Screening

- Initial work with Tulare County
- In 2013, Tulare began to use 2 standardized tools to screen for mental health and trauma needs in children in CW



Work with CA Counties on Screening (continued)

- Northern Region Screening Implementation Community (NRSIC)
 - Learning Community with 4 Northern Region counties
- Implementation of evidence-informed, standardized tools to screen for mental health and trauma needs of children involved with CW

Work with CA Counties on Screening (*continued*)

- Northern Region Screening Implementation Community (NRSIC)
- Examination of current practice
 - training staff on screening procedures
 - use of screening information including referrals to mental health
 - tracking screening information
 - quality assurance activities

Northern Region Screening Implementation Community (NRSIC) – Participating Counties

County	County Population*	Entries to Foster Care*
Del Norte	27,212	76
Humboldt	134,809	168
Yolo	207,590	149
Yuba	73,966	111

* 2014 statistics

Northern Region Screening Implementation Community (NRSIC)

• At the start of the Learning Community

-3 of the 4 counties were using the Mental Health Screening Tool, completed by CW staff, to identify mental health needs

-One county was using the Strengths and Difficulties Questionnaire (SDQ) and Ages and Stages Questionnaire (ASQ-3)/Ages and Stages Questionnaire - Social-Emotional (ASQ-SE) for younger children

-None of the counties were using a tool to specifically screen for trauma

 All counties were interested in adopting a trauma screening tool and looking at aspects of their screening processes

Northern Region Screening Implementation Community (NRSIC) - Approach

- Informed by Implementation Science principles
- Conceptual framework
 - Exploration, Preparation, Implementation, Sustainment (EPIS) model
 - Organizing framework that considers stages of implementation for evidence-based practices and activities associated with each stage
- Utilized materials from the California Evidence-Based Clearinghouse "Implementation Guide"

Available at <u>www.cebc4cw.org</u>



Selecting and Implementing Evidence-Based Practices:

A Guide for Child and Family Serving Systems

Cambria Walsh Jennifer Rolls Reutz

Rhonda Williams

April 2015



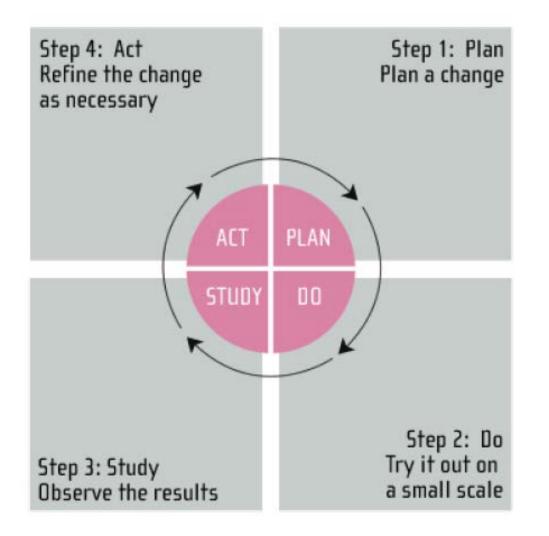
EPIS Phases of Implementation EXPLORATION PREPARATION

Source: Aarons, G.A., Hurlburt, M., & Horwitz, S.M. (2011). Advancing a conceptual model of implementation in public service sectors. *Administration and Policy in Mental Health and Mental Health Services Research, 38*(1), 4-23.

NRSIC: Key Areas Addressed in "Preparation" and "Implementation"

- Tool selection
 - Menu of evidence-informed screening tools for trauma and mental health needs
 - Stakeholder review of tools
 - Small scale tests of tool(s)

PDSA: Plan-Do-Study-Act



Plan hunch, theory & predict

Do small scale

Study to learn

Act adopt, adapt, abandon

PDSA Cycle Worksheet

Goal Being Addressed: What are we	
trying to accomplish?	
Desired Outcome: What data will tell us a	
change is an improvement?	
Strategy: What change can we test that	
will result in improvement?	
PDSA Title:	
PLAN: What are we going to do? (What is	
the change being tested?)	
Who is going to do it?	
When will it be done?	
Hypothesis (What do we expect will happen?):	
DO: What happened? (briefly)	
STUDY: Did what we expect to happen actually happen? What was different than	
what we expected? What did we learn?	
ACT: What learnings will we apply to our	
next text cycle? What will our next PDSA	
be?	

NRSIC: Key Areas Addressed in "Preparation" and "Implementation" (*continued*)

- Staffing and training
 - Staffing plan for administering the screening tools
 - Training that will be required
 - Initial training for existing staff
 - Periodic retraining
 - Training for new staff
 - Developed general staff training slides on conducting screening



Staffing Plan

An important part of preparing for implementation is to review the staffing plan for the screening program. Below are questions to consider as the plan for staffing the program is being created:

- Which staff will administer the screening? Caseworkers (ER, on-going, etc.), MH providers, clerical staff, etc.
 - Does the screening measure you have selected require any specific qualification? Master's level, licensed, etc.?
- Are there any specific staffing needs to be considered? On call, 24-hour coverage, evening coverage, weekend coverage, etc.?
- Are the staff already in place in the agency that will deliver the program, or will they need to be hired?
 - If using existing staff (e.g. caseworkers), how different is this from their current work? May
 need to do additional work to ensure transition goes smoothly and workers are on board
 with, as well as part of, the changes.
 - If staff is to be hired (e.g. setting up screening coordinator position), job descriptions will need to be created.
- Are there any union issues to consider regarding staff?
- Timeline for staff need to get staff in place in time to complete training before services begin. Allow plenty of time for hiring new staff and plan for what they will do before starting training - do they need to be oriented to the agency, the community, etc.?

Training & Coaching Considerations

There are several considerations that must be made regarding training and coaching for any new program:

- · What training is required for staff to implement the screening measures?
 - Who can provide the training, how long is it, where is it provided, how much will it cost, etc.?
- · Does staff need to be certified in order to administer the measure(s)?
 - o How is the certification maintained?
- Develop a training timeline to ensure that it is clear on what needs to be done and how long it will take.
- Clarify training requirements for supervisors and staff. At a minimum, supervisors should complete the standard staff training; ideally, they will receive some additional training.
- Will periodic booster trainings be provided? All staff or only those with concerns? What will the timing be?
- How will training be paid for? Does the funding source allow for an initial funding budget? Will it cover ongoing trainings?
- · What is the plan for training new staff when turnover occurs?
 - If possible, incorporate into existing training for new staff so that it becomes part of the routine.

NRSIC: Key Areas Addressed in "Preparation" and "Implementation" (*continued*)

- Administration and tracking issues
 - Scoring of the tool(s)
 - Entering information
 - CWS/CMS
 - Other?

NRSIC: Key Areas Addressed in "Preparation" and "Implementation" (*continued*)

- Administration and tracking issues (continued)
 - Capacity to track/monitor the information
 - Track completion of tools
 - Tools completed for all target cases?
 - Completed correctly/fully? (e.g., correct version(s), missing information)
 - Track results of the screening tools (e.g., scores)
 - Track what is done with the information
 - referrals to mental health and outcomes of referrals

Implementation of Standardized Screening in Tulare County Child Welfare Services



Tulare County Demographics

- Medium size county
 - Population 450,000
- Rural and agriculture
- Average 1050 out-of home CWS dependents
- CWS Demographics
 - ER/10 day- 46 social workers(sw)
 - Court Report Writers- 12 sw
 - Continuing- 64 sw



Screening in Tulare

- A look at 2013-2014 and the Katie A. Initiative
 - 1088 back screens completed
 - 560 referrals to mental health for an assessment
 - 510 received mental health services
 - 80 receiving *intensive* mental/behavioral health services

Screening and the Court Report Timeframes

- Incorporate screening into an already established process.
 - Court Report Timeframe- every 6 months
- First screen:
 - Initial assessment within 30-45 days of entry
 - Prior to case plan development
 - Include information into the Jurisdictional/Dispositional court report
- Subsequent screens:
 - As needed or every 6 months (30 days prior to the court hearing)

How to make the "sell"...

- Guided conversation during investigations
- Helps "explain" symptoms and behaviors
- Information for court report
- Proactive vs. reactive social work
- Guides the referral process
- Becoming a trauma informed system
- Consistent social work practice
- Youth, care provider and parent voice

Resource Parents

- Increase awareness about trauma and reactive behaviors in children
- Connection between presenting behaviors and prior trauma experiences
- Decreases the labeling of:
 - "out-Of-control" children
 - ADHD
 - RAD

Training

- Time training to implementation
- Train at the beginning of the month
 - "road show"
- Practice the screens during the training
 - Social workers and resource parents
- Child Welfare Trauma Training Toolkit-NCTSN

Barriers/Limitations

- Balance of not under estimating a new initiative and not making it more complicated than it is.
 - Initiative fatigue
- CWS Documentation in CWS/CMS database
- Technology with the scoring tool
- Not relying just on the tool for mental health referral decisions
- Creating autonomy and support around decisions

Sustainability

- Screens are attached to mental health referral packets.
- Information is used in court reports
- Screens are listed on transfer summary and case transfer check-off list
- Listed on court report review check-list
 - Tools are attached to the court report review guide and report is not signed off unless completed.
- Supervisors use the tool information as part of their consultation with social worker
 - "Ticket" to consult with supervisor

The Mental Health Referral Process



Example of Referral

TULARE COUNTY CHILD WELFARE SERVICES CHILDREN'S MENTAL HEALTH LETTER OF REFERRAL (LOR) ICC Eligibility Screening

Initial 🗌 🛛 Annual 🗌	Unscheduled 🗌	Date Opened to CWS: Date Social Worker Initiated referral:				
Social Worker:	Phone Number:		t Court Date:			
IDENTIFYING INFORMAT Client Referred: Client's Preferred Language		Date of Birth: Ethnicity	r.	S	SN:	
Address:	-			Phone#:		
Case Name (mother): Program Component:	ER FM FR Plan (IEP): Yes N		s 🗌 Volunta	ary Services	EFC	C/AB12
Name of minor's current su Approved to Participate in T Address:		lo 🗌		Phone#:		
Names of Biological Parent Approved to Participate in T Address:		lo 🗌		Phone#:		
MEDICAL/MENTAL HEALTH RIGHTS HELD BY (name): Phone #: Approved to participate in Treatment: Yes [] No [] Address: Yes [] No []						
SUBCLASS ELIGIBILITY CRITERIA: 1. Does the above mentioned child have full-scope Medi-Cal? Yes No 2. Is the above mentioned child already receiving or been referred to a mental health clinic? Yes No If yes, name of clinic: Name of assigned therapist: Yes No Parent/Child If yes, name of clinic worker would like to refer client: Yes No Parent/Child If yes, name of clinic worker would like to refer client: Declined Sectioned 3. Is the child currently receiving or being considered for any of the following services: Yes No						
If yes, select at least one of	of the following boxes:		Current receiving s		ng consid the serv	
Wraparound Intensive Therapeutic Fos	ter Care (ITEC)					
Specialized Care Rate due		eeds				
Therapeutic Behavioral Se	ervices					
Crisis Intervention					<u> </u>	
Placement in an RCL 10 c Psychotropic Medication	r above facility				<u> </u>	
Placement in a Psychiatric	: hospital (e.g., 5150)				<u> </u>	
4. Has the child had three of		nin 24 months due	o behavioral he	ealth concer	ns? Y	es 🗌 No 🗍
ATTACHMENTS:						
Consent for Treatment Release of Mental Health Records Records SDQ SCARED						
	DO NO		THIS LINE			
A. Child meets criteria for I	CC Subclass:	Yes	No	Pending		
B. Child referred to mental	health clinic?	•	res 🗌 🛛 No 🗌			
If yes, name of clinic:				Date refe	erred:	
Completed referral and attachments approved by Katie A. Coordinator:						
ICC Coordinator						_
Reviewers Name (Plea	se Print) Dat	e Sigr	ature			

Katie A. screen within the Mental Health Referral

SUBCLASS ELIGIBILITY CRITERIA:				
1. Does the above mentioned child have full-scope Medi-Cal?		Yes	No 🗌	
2. Is the above mentioned child already receiving or been referred to a r	mental health clinic	? Yes	No 🗌	
If yes, name of clinic: Name of assigned therapist:				
*If No, does social worker believe client would benefit from mental health	h treatment? Yes	No Pare	ent/Child 🗌	
If yes, name of clinic where social worker would like to refer client:		De	clined	
3. Is the child currently receiving or being considered for any of the follow	wing services:	Yes	·	
If yes, select at least one of the following boxes:	Currently receiving service	Being consider the service of the se		
Wraparound				
Intensive Therapeutic Foster Care (ITFC)				
Specialized Care Rate due to behavioral health needs				
Therapeutic Behavioral Services				
Crisis Intervention				
Placement in an RCL 10 or above facility				
Psychotropic Medication				
Placement in a Psychiatric hospital (e.g., 5150)				
4. Has the child had three or more placements within 24 months due to ATTACHMENTS :	behavioral health c	oncerns? Y	es 🗌 No 🗌	
Consent for Treatment Release of Mental Health Records	Request of Reco	rds 🗌 SDQ	SCARE	D

Referral Process

- CWS completes mental health packet
 - Mental Health Referral which includes Katie A. screen
 - SCARED and SDQ screens
 - Release of Information and Consent to Treat Forms
- Mental health packet is sent to one person in managed care that tracks all Katie A. referrals and sends to appropriate children's clinic.
- Mental Health completes assessment and mental health response form within two weeks of receiving the referral from CWS
- Schedules initial CFT meeting within 30 days of referral to mental health.

Mental Health Response Form



Cheryl L. Duerksen, Ph.D., Agency Director

HEALTH & HUMAN SERVICES AGENCY

MENTAL HEALTH DEPARTMENT • TIMOTHY D. DURICK, PSYD • DIRECTOR

TULARE COUNTY MENTAL HEALTH LETTER OF REFERRAL (LOR) **RESPONSE FORM**

CWS COMPLETE THIS SECTION:						
Client's Name:		DOB:		CWS Client ID:		
Assigned Tulare County Mental Health Clinic:				Clinic Contact Phone Number:		
MENTAL HEALTH COMPLETE THIS SECTION:						
Assigned Clinician / ICC Coordinator:						
Date LOR Received:						
Existing Client Next Schered	duled Appoint	ment:		_		
New Client Intake Ass	essment Date	e:				
AVATAR Client #						
Does consumer meet Medical Necessity? □Yes □No NOA Sent? □Yes □No						
Mental Health services offered:	Mental Health Services (MHS)	Medication Services (MEDS)	Case Management Services (CM)			
Check All Services Accepted:	MHS	MEDS	CM	(ICC/IHBS)		
Boxes not checked, must explain reason for decline:						

Clinic Representative Printed Name

Date

Clinic Representative Signature

MENTAL HEALTH: COMPLETED RESPONSE FORM WITHIN TWO WEEKS OF RECEIVING LOR PACKET TO: FAX: CWS Mental Health Liaison at (559) 687-6459

MHIM-1070E_Letter of Referral Response Form_11-25-13 5957 South Mooney Boulevard, Visalia, CA 93277-9394 • 559.624.7445

Coordination and Communication between Mental Health and CWS

- Coordinating continuing CFT Meetings
- Mental Health liaison position in CWS and Mental Health
 - Shared funding between CWS and Mental Health
 - CWS mental health position to have Avatar access
- Clinical Review Questions (CRQ) received from mental health 30 days prior to court hearing.
- Monthly Children System Improvement Committee

Clinical Review Questions

CLINICAL REVIEW QUESTIONS

Tulare County Medi-Cal Providers: Ple representative indicated below. Submit this form b requested.					
Mail, e-mail or FAX this form to Natalie	Bolin, CWS Liaison.				
Address: Child Welfare Services E-mail:NBolin@tularehhsa.org Fax:(559) 687-64					
26500 S. Mooney Blvd					
Visalia, CA 93277					
Name of Clinic:	Reporting Therapist:	Review Date:			
Client's Name: DOB:	Mother's Name:				
List Others Involved in Treatment:					
Date of Assessment: Date Treatment Initiated: Frequency of sessions:					
Number of session's client attended: Number of session's client missed or car	ncelled:				
Number of Conjoint or Family sessions s	cheduled: Attended:				
Target date for discharge: Reason for discharge:					
 At the time of the referral for servineglect? 	ices, what were the initial risk factor	rs related to abuse and/or			
2. What progress has been made in re	ducing the identified risk factors?				
 Provide a clinical impression of the below: 	client's current functioning and a DSM	1 IV Diagnosis if applicable			
Axis I:	Axis II:				
Axis III: Axis IV:					
Axis V:					
Current:	Past Year:				
Clinical Impression:					
4. List any other treatment issues or co	ncerns below.				

(Title)

Data Tracking

- CWS Screens documented in CWS/CMS
- The number of CWS referrals sent to mental health
- List of Katie A. dependents receiving services
- Clinical Review Questions
 - Report sent to each clinic monthly with due date

QUESTIONS & COMMENTS

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