

# NWF Health Network Policy & Procedure

---

**Series:** 700: Provider Network & Licensing

**Policy Name:** Monitoring of Subcontracted Services

**Policy Number:** 713

**Origination Date:** 03/09/2009

**Revised:** Board Meeting of 02/27/2025

**Regulations:** Section 402.7305, F.S., Department of Children and Families; Procurement of Contractual Services; Contract Mgmt.  
Section 215.97 F.S., Department of Children and Families; Florida Single Audit Act  
Chapter 10.650, Rules of the State of Florida, Office of the Auditor General, Florida Single Audit Act Audits – Nonprofit and For-Profit Organizations  
Title 2, Part 200, CFR – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards

**Referenced Documents:** NWFHN Standard Contract, Attachment II

---

## Policy

NWF Health Network (NWFHN), conducts on-going and periodic administrative, programmatic and fiscal monitoring of all subcontracted services to manage risk by ensuring that subcontractors perform and comply with all contract terms and conditions, licensing requirements, applicable state statutes and administrative codes, federal rules and regulations, and NWFHN policies.

The goals and objectives of the NWFHN monitoring process are to manage risk, support efficient and effective performance and timely delivery, and document compliance with all applicable federal, state, local and NWFHN regulatory requirements.

In addition to the goals and objectives listed above the NWFHN monitoring process also ensures that all funds expended are authorized by agreement, directly related to services rendered, and are documented and accounted for in accordance with applicable laws, rules, and regulations.

## Procedures

### A. General Monitoring Procedures.

1. Each subcontract issued by NWFHN will be monitored periodically subject to the terms of this procedure.
2. New subcontractors will be monitored within the first fiscal year following the start of their subcontracts.
3. In addition to the periodic monitoring, subcontractors currently under contract with NWFHN will also be monitored at a frequency determined by utilization of the NWFHN Risk Assessment Tool.
4. The subcontractors monitoring schedules are based upon the results obtained from the risk assessment and will be developed within the first ninety (90) business days of the fiscal year.
5. All NWFHN monitoring will be coordinated so that a minimum number of on-site visits are required.
6. Limited administrative monitoring will be considered for accredited providers.

# NWF Health Network Policy & Procedure

---

7. NWFHN may impose specific sub award conditions, per 2 CFR 200.331, upon a provider, if appropriate, as follows:
    - a. Require payments as reimbursements rather than advance payments;
    - b. Withhold authority to proceed to the next phase until receipt of evidence of acceptable performance within a given period of performance;
    - c. Require additional, more detailed financial reports;
    - d. Require additional project monitoring;
    - e. Require the provider obtain technical or management assistance; or
    - f. Establish additional prior approvals.
  8. NWFHN must notify the provider as to:
    - a. The nature of the additional requirements;
    - b. The reasons why the additional requirements are being imposed;
    - c. The nature of the action needed to remove the additional requirement, if applicable;
    - d. The time allowed for completing the actions, if applicable; and
    - e. The method for requesting reconsideration of the additional requirements imposed.
  9. NWFHN must promptly remove any special conditions placed upon the provider once the conditions that prompted them have been corrected.
- B. Risk Assessment.**
1. The NWFHN Contract Monitoring Supervisor is responsible for conducting the risk assessment, which is utilized primarily to mitigate risk by determining the frequency of the subcontracts monitored each year.
  2. Risk assessment allows NWFHN to apply pre-established criteria to all subcontracts in order to:
    - a. Standardize decision-making regarding the scope of the subcontracts' monitoring to be performed;
    - b. Project the amount of resources necessary to properly monitor each subcontract; and
    - c. Ensure that the ranking level of each subcontractor is accomplished fairly and objectively.
- C. Risk Assessment Tool.**
1. The tool used by NWFHN to determine the level of risk for subcontracts monitoring contains factors which are weighted and scored to mitigate risk.
  2. Numeric values are assigned to each item and multiplied by the weighted values assigned to the factors.
    - a. The resulting individual factor scores are then totaled to determine the subcontract score.
    - b. The total subcontract score will rank the subcontract in the low-, medium-, or high-risk categories.
    - c. Numeric values may be changed by NWFHN so long as the same numeric values are used to assess all subcontracts within the same time period.

# NWF Health Network Policy & Procedure

---

- d. Subcontracts falling into the high-risk category will be monitored along with contracts executed in the prior fiscal year and those with outstanding Corrective Action Plans (CAPs).

## D. Administrative Monitoring.

1. Formal notification of the impending monitoring visit is provided to the subcontractor at least ten (10) business days in advance of the monitoring visit.
  - a. The NWFHN Contract Monitoring Supervisor will notify the subcontractor's leadership team and lead staff person of the upcoming monitoring visit.
  - b. The formal written notification will be sent electronically (e-mail) to the subcontractor which will confirm the review date(s) and time(s), outline the monitoring process to be used based on the analysis of the risk assessment and a list of the written documentation needed for review during the visit.
2. NWFHN's monitoring team assignments will assure that monitors have no recent (within two years) employment with the subcontractor to be monitored.
3. Prior to the monitoring visit, the NWFHN monitoring team will review the agency's contract file and data requirements, if applicable in order to prepare for the monitoring and confirm that the required administrative documents are up to date .
4. A logistics call/meeting may occur with the subcontractor to prepare the provider for the review and answer any technical or logistical questions.
5. NWFHN provides the subcontractor with the sample(s) of files to be reviewed and the associated monitoring tools prior to the review.
6. Monitoring may be conducted virtually or on-site based on subcontractor capacity.
  - a. Virtual monitoring occurs utilizing a HIPAA compliant online platform.
7. The NWFHN monitoring team will meet with the subcontractor's staff for an entrance conference at the initiation of the monitoring review. Subcontractor's staff should include members of the senior management team and may include representation from the Board of Directors. The purpose, scope and monitoring schedule will be reviewed.
8. NWFHN monitors will utilize the subcontract-specific monitoring tool specified by subcontract type for review of the administrative subcontract requirements. In addition, NWFHN monitors will review any other applicable reports (i.e., licensing reports) pertaining to the subcontract for the period under review.
  - a. These tools are developed by the NWFHN Contract Monitoring Team in coordination with programmatic specialists and Contract Managers, as needed.
  - b. Tools are developed based on subcontractor contracts, DCF Guidance Documents, CFOPs, Florida Statutes and Administrative Codes.
  - c. Tools are reviewed annually in coordination with programmatic specialists and Contract Managers and are revised as needed due to changes in governing authorities, Guidance Documents or contract amendments.
9. NWFHN monitoring team members meets at the end of the monitoring to review notes and conclusions, in preparation for an Exit Conference.

# NWF Health Network Policy & Procedure

---

10. The subcontractor will be given an opportunity to provide additional information to clarify or support their position during the monitoring.
11. During the exit conference, the NWFHN monitoring team will present preliminary results to senior management as a result of the monitoring visit.
12. Within thirty (30) business days of the exit conference, the NWFHN Contract Monitoring Supervisor will send the Monitoring Report and to the subcontractor via confirmed email in order to expedite receipt. Copies of all monitoring reports will be kept in the subcontractor's monitoring file.
  - a. Reports may identify observations, recommendations or findings as a result of the monitoring visit. Observations and recommendations are situations that do not require corrective action by regulation but are suggestions made by the NWFHN monitoring team that will help to improve the subcontractor's performance. No written response is required from the subcontractor in reference to any observations or recommendations suggested by NWFHN monitoring team.
  - b. Findings are supported by local, state, or federal regulations, or by the terms and conditions of the subcontract and are mandated to be corrected by an identified deadline. If findings are noted, they will be clearly outlined in the monitoring report along with specific deadlines for a written response and required corrective action.

## E. Programmatic Monitoring.

1. Programmatic monitoring of subcontractors may be conducted in conjunction with Administrative Monitoring or scheduled periodically throughout the fiscal year.
2. Programmatic Monitoring utilizes the same process as defined in Section D. Administrative Monitoring above.
3. NWFHN monitors will utilize program-specific monitoring tools specified by contract/subcontract type for review of the programmatic requirements. In addition, NWFHN monitors may review any other applicable reports (e.g., licensing reports, qualitative review reports, process data/reports) pertaining to the subcontract for the period under review.

## F. Fiscal Monitoring.

1. Independent Audit Reports. The subcontractor may be required to have a Federal and/or State Single Audit(s) performed annually by a qualified CPA firm under the rules and regulations established by reference as follows:
  - a. Federal Single Audit.
    - i. A Federal single audit will be required as dictated by Title 2, Part 200, CFR – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, ([http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200\\_main\\_02.tpl](http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl)).
    - ii. If a federal single audit is required in accordance with the relevant regulation, the subcontractor is required to submit an electronic copy of the Federal Single Audit completed to NWFHN's Contract Manager, within one hundred eighty (180) calendar days of its fiscal year end or within thirty (30) calendar days of subcontractor receipt, whichever is earlier. The subcontractor must also submit to NWFHN certification (electronically) that the Federal Single Audit was sent to the Federal Audit Clearinghouse.

# NWF Health Network Policy & Procedure

---

- iii. If a subcontractor has federal award expenditures in a fiscal year that are less than the dollar threshold established by Title 2, Part 200, CFR – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards then the subcontractor agrees to provide certification (electronically) to NWFHN's Contract Manager confirming that a Federal Single Audit was not required.
  - iv. NWFHN will issue a Management Decision Letter within six (6) months of the acceptance of the subcontractors report by the Federal Audit Clearinghouse, pursuant to Title 2, Part 200, CFR - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.
- b. State Single Audit**
- i. A State of Florida single audit will be required as dictated by Section 215.97, F.S., (<https://apps.fldfs.com/fsaa/statutes.aspx>) and Chapter 10.650, Rules of the State of Florida Office of the Auditor General, Florida Single Audit Act Audits – Nonprofit and For-Profit Organizations ([http://www.myflorida.com/audgen/pages/rules\\_nonprofit.htm](http://www.myflorida.com/audgen/pages/rules_nonprofit.htm)).
  - ii. If a state single audit is required in accordance with this regulation, the subcontractor is required to submit an electronic copy of the State Single Audit completed to NWFHN Contract Manager, within one hundred eighty (180) calendar days of their fiscal year end or within thirty (30) calendar days of subcontractor receipt, whichever is earlier. The subcontractor must also submit to NWFHN certification (electronically) that the State Single Audit was sent to the Auditor General.
  - iii. If a subcontractor has state financial assistance expenditures in a fiscal year that are less than the dollar threshold established by Section 215.97, F.S., Florida Single Audit Act, then the subcontractor agrees to provide certification (electronically) to NWFHN's Contract Manager confirming that a State Single Audit was not required in accordance with Section 215.97, F.S., and the State of Florida Rules of The Auditor General Chapter 10.650.
2. Budget to Actual Quarterly Reports. If applicable, the subcontractor is required to submit Revenue and Expense Reports reflecting their actual revenue/expenses on a quarterly basis to NWFHN Fiscal Analyst. These reports must be prepared on an accrual basis of accounting. These reports should be submitted to NWFHN along with supporting documentation from the subcontractors' general ledger accounting system, that reconciles to the Revenue and Expense Reports (for example: Profit and Loss Statement, Statement of Activities, Income Statement, Trial Balance, General Ledger, etc.). NWFHN tests trends based on revenues, expenses, direct and indirect rates that may result in subcontract amendments.
  3. NWFHN conducts cost benefit analyses during the review of the quarterly financials. These reviews provide the basis to ensure that no subcontractor is paid in excess of the competitive prevailing rates. NWFHN will document and maintain the review of the cost benefit analyses and all elements for analyzing whether the costs are allowable, reasonable and necessary.
  4. Desk and On-Site Reviews. Subcontracts are subject to additional fiscal monitoring in the form of desk and/or on-site reviews, which are conducted periodically throughout the fiscal year to ensure that subcontract funds distributed by NWFHN are properly accounted for and internal controls are established (via written policies and procedures) to insure that these expenditures are made in accordance with their contractual service agreements and are executed in compliance with all applicable laws, rules and regulations. NWFHN also verifies that these expenditures have supporting documentation that justifies their payments.

# NWF Health Network Policy & Procedure

---

- a. This area of fiscal monitoring focuses on the review of financial documentation which is traditionally completed by desk reviews but occasionally on-site reviews are completed when deemed necessary.
- b. NWFHN selection of financial documentation monitored varies from period to period based on prior year findings or changes in federal, state, and other applicable rules and regulations. Based on the subcontractors' policies and procedures, financial documentation reviewed will range from general ledgers, cash receipts and disbursement journals along with supporting documentation which may include bank reconciliations, purchase orders, invoices, cancelled checks, payroll records (which will include payroll journal and related taxes; i.e., Annual Form 990, Form UCT-6, Form 941, Form 944 etc.).

5. Fiscal monitoring notification letters are submitted to subcontractors with an initial request submission of the documentation to be reviewed. The subcontractors are given fourteen (14) business days from the date of notification to submit the documentation requested. Once all documentation requested is received from the subcontractors it is reviewed by NWFHN fiscal staff and final approval is rendered by the CFO or designee. Any findings and or recommendations are submitted to the subcontractors and they are required to submit responses within thirty (30) business days from the date of notification of these findings and or recommendations. After the responses are received from the subcontractors and resolutions are agreed upon by both parties any corrective action plans will be submitted to the subcontractor and executed in a timely manner. If necessary, NWFHN will test for compliance any prior fiscal year findings during the next fiscal year monitoring cycle or within six months after acceptance of the subcontractor's fiscal Corrective Action Plan.

## G. Programmatic/Administrative **Corrective Actions**

1. NWFHN's Monitoring Team will be responsible for obtaining the corrective action plan from the subcontractor, if required. The subcontractor will be required to submit a plan within thirty (30) business days from the time of notification, addressing each finding identified and including steps and time frames anticipated for each corrective action.
2. If a response is not received by the deadline, an informal written communication or telephone call will be made to the subcontractor to request a response. Documentation of this communication will be maintained by the monitoring team..
3. If a response is not received as a result of the informal follow-up, an email will be sent to the agency informing them of the consequences for continued lack of response. Sanctions may be recommended to NWFHN senior management for approval that may include:
  - a. Imposing probationary status;
  - b. Restriction of payment requests;
  - c. Disallowance of certain expenses;
  - d. Requiring repayment to NWFHN;
  - e. Suspending participation in future funding programs;
  - f. Cancellation of the contract;
  - g. Initiation of legal action;
  - h. Other appropriate action in response to the findings.

The subcontractor will be notified in writing by certified mail of any sanctions to be imposed. The letter will be signed by a member of the NWFHN Senior Management Team.

# NWF Health Network Policy & Procedure

---

4. The NWFHN Monitoring Team will review and approve and/or disapprove the corrective action plan after receipt in consultation with the Circuit Administrator, program specialists, Quality Team, Training Team, Contract Managers, and Data Administration, as appropriate.
5. NWFHN's Contract Monitoring Supervisor will notify the subcontractor of the sufficiency of the proposed CAP within thirty (30) business days of receipt.
  - a. If no imminent danger exists, a follow-up CAP Review will be conducted at the next regularly scheduled monitoring visit, or sooner if deemed necessary by the Contract Monitoring team.
  - b. If disapproved for any reason, the reason(s) for disapproval will be listed and further action required from the subcontractor will be outlined.
  - c. If there is imminent danger to a client and the corrective action plan is approved, NWFHN will complete a follow-up CAP Review within thirty (30) business days to ensure compliance with all necessary corrections.
6. NWFHN Monitoring Team may conduct follow-up visit(s) at its discretion to observe the status of the subcontractor's actions/progress in implementing approved CAP tasks..
7. Should NWFHN determine that progress on a finding included in a Provider's Corrective Action Plan is insufficient, the following process may be implemented.
  - a. An Internal Leadership group consisting of representation from the Quality, Contracts, Monitoring, Programs, Operations, Data and Finance departments will confer, review the items of concern and develop recommendations for resolving the Corrective Action Plan.
  - b. Formal notification regarding the insufficiency of progress will be developed and issued to the Provider, followed by a meeting with all parties to discuss, answer questions and set a timeline for ongoing reviews of progress and meetings to discuss the status.
  - c. Regular reviews will be completed by appropriate departments according to the agreed upon timeline.
  - d. Results of these reviews will be shared with the Internal Leadership group and included in discussion during regular progress review meetings with the Provider.
  - e. Corrective Action Plans may be closed out by NWFHN upon successful demonstration of progress and sustainment
  - f. Should improvement of Corrective Action Plan items continue to be insufficient, NWFHN may take further action as defined by contract. *[Standard Contract, Attachment II, Administrative Language, Section 1.B and 1.C.]*