



**Special points of interest:**

- > Florida Achieves Another PIP Target
- > All but two Key Activities remain to be completed
- > Progress toward outcomes as slowed
- > OCW Dashboards have a new look and function
- > Federal Corner

# Florida CQI Story

## Florida Achieves Another PIP Target!

Florida’s Program Improvement Plan (PIP) semi-annual report to the Children’s Bureau was submitted on January 30, 2019. Florida has achieved its PIP target for Child and Family Services Review (CFSR) item 14, the frequency and quality of case worker visits with children. As of the end of December 2018, the state has achieved four (4) of its ten (10) PIP targets. In addition to item 14, PIP targets are met for item 15, frequency and quality of caseworker visits with parents, item 2, services to prevent removal of children from their homes or re-entry into foster care, and item 5, timeliness of establishing permanency goals.

Nearly all of the key activities in the PIP are complete with two quarters remaining in the origi-

nal two-year PIP period. The PIP has three (3) main goals around child safety, permanency, and child well-being. Goal 1 related to safety includes two (2) strategies; to strengthen and enhance the state’s practice model and to improve families’ ability to provide for their own children’s needs through quality family assessments, family engagement, and appropriate supports to address identified needs. All of the key activities for Goal 1 are complete.

Goal 2, related to child permanency is comprised of three (3) strategies: Implement practice initiatives that will improve the permanency and stability of children’s living situations, implement practice initiatives that will help ensure the continuity of family relationships and connec-

tions is preserved for children, and the state’s child welfare information system will have accurate and timely data that supports child well-being. All key activities complete.

Goal 3, Child Well-Being is comprised of three (3) strategies: Implement practice initiatives that will improve families’ capacity to provide for their children’s needs through quality family assessments, family engagement, and appropriate supports to address identified needs, implement practice initiatives to assure children receive appropriate services to meet educational needs, and implement practice initiatives to assure children receive adequate services to meeting their physical, dental, and mental health needs. All but two key activities finished.

## Regional PIPs

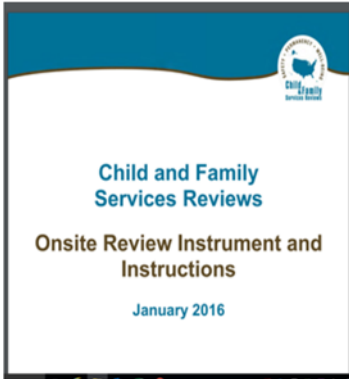
Each region continues to work on its local PIP to improve practice in the field. While just as with the statewide PIP, most of the key activities are complete, the local teams continue to meet to review, update, and change key activities in areas in which performance has not yet met established targets. Statewide, the department increased its target on the quantitative measure of

children seen within 24 hours of receiving a report of abuse, abandonment, or neglect for Child Protective Investigators from 85% to 90% to help achieve the PIP target for item 1 of the CFSR, timeliness of seeing children in investigations. Item 1 was a relative strength for the state during the actual Child and Family Service Review conducted in 2016, since the PIP target is

above 90%, the state must meet and sustain performance for two additional PIP measurement periods. Although the required performance for the PIP during one PIP period was met for the state, performance has not been sustained and has declined.

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PIP Monitored case Reviews are conducted in a 'Side-by-Side' style by pairing Quality Management professionals the DCF Region and the local CBC



## PIP Monitored Case Review Findings

The PIP monitored case reviews are conducted by a team comprised of a department regional Quality Assurance Specialist and a Community-based Care (CBC) Quality Assurance Specialist. The reviews mirror the federal CFSR process in that case participants are interviewed to obtain a more well-rounded view of practice in the field. The findings from the most recent PIP measurement period, July–December

2018 show a decline in a few areas, particularly seeing children timely in investigations, frequency and quality of case worker visits with parents, assessment of needs and provision of services for parents, and including children and parents in case planning.

The reasons for lower ratings for timely seeing children in investigations include circumstances in which children were not seen at case commencement and diligent daily efforts were

not made to see the children.

It is not a surprise that as the frequency and quality of case worker visits with parents declined, so did the ability to accurately assess for their needs, and include parents in case planning.

Florida has made steady improvement in item 3, risk assessment and safety concerns; however, has not yet reached the CFSR baseline or PIP target.

## Performance from the Most Recent PIP Progress Period

The PIP reporting periods are six-month periods of overlapping quarters. The most recent PIP measurement period consists of quarters 1 and 2 of 2018/2019 (July–December 2018)

Florida achieved four (4) of its ten (10) PIP targets: Services to prevent entry or re-entry into foster care, permanency goal established timely, frequency and quality of case worker visits with children and frequency and quality of case worker visits with parent. Items with targets less than 90% have to be met once. Items with targets greater than 90% must be met and sustained for two (2) additional PIP Measurement Periods. Item one, Seeing children timely during investigations, was met once; however, was not sustained.

Florida's performance has declined in several items, including two (2) that have been considered achieved. The local teams have met to review, update, and revise their local PIPs to improve in areas not yet reaching PIP targets.

CFSR Item	Item Description	CFSR Baseline	PIP Target	Trend	PIP Period 1		PIP Period 2		PIP Period 3		PIP Period 4		PIP Period 5	
					Performance N=83	Performance N=87	Performance N=84	Performance N=80	Performance N=80	Performance N=80	Performance N=80			
1	Investigations; child victims seen timely	91.50%	91.60%		85.71%	87.50%	91.67%	90.57%	78.85%					
2	Services to prevent entry or re-entry into foster care	76.50%	85.80%		75.68%	75.68%	86.11%	86.11%	89.19%					
3	Risk assessment and safety concerns	71.30%	77.70%		63.86%	63.22%	70.24%	68.75%	71.25%					
4	Placement Stability	81.80%	88.50%		78.95%	85.96%	83.64%	74.55%	72.73%					
5	Permanency Goal Established Timely	74.50%	82.10%		78.95%	85.96%	78.18%	76.36%	81.62%					
6	Permanency Goal Achieved Timely	67.30%	75.40%		68.42%	70.18%	61.82%	60%	55%					
7	Siblings Placed Together	85%	NA		80.56%	85.29%	85.37%	74.42%	60.98%					
8	Child visits with Family	69%	NA		66.67%	66.67%	63.04%	64.72%	59.57%					
9	Preserving the Child's Connections	82%	NA		75.44%	84.21%	78.18%	74.55%	76.36%					
10	Placement with Relatives	72%	NA		78.95%	84.21%	92.78%	85.45%	76.36%					
11	Promote and/or maintain positive relationships with parent	60%	NA		59.62%	68.18%	63.41%	50%	47%					
12	Assessment of needs and services provided for children, parents, and foster parents	51.30%	58.40%		50.80%	57.47%	53.57%	41.25%	41.25%					
12A	Assessments and Services for Children	88	NA		86.75%	81.62%	86.9%	87.5%	83.8%					
12B	Assessment and Services for Parents	55%	NA		53.85%	61.33%	56.16%	49.84%	43.06%					
12C	Assessment and Services for Foster Parents	80%	NA		89.09%	92.59%	82.35%	77.36%	72.55%					
13	Children and Parents Involved in Case Planning	63.60%	70.70%		68.29%	70.24%	61.73%	59.74%	52.63%					
14	Caseworker Visits with Child	72.50%	78.90%		63.86%	66.67%	72.82%	75%	80%					
15	Caseworker Visits with Parents	43.50%	51.10%		39.47%	48.0%	55.41%	46.58%	38.89%					
16	Child's Educational Needs	92%	NA		82.69%	87.5%	82.0%	76.6%	77.3%					
17	Child's Physical Health and Dental Needs	85%	NA		80.33%	84.62%	84.38%	80%	74%					
18	Child's Mental Health Needs	72%	NA		71.11%	72.92%	59.57%	58.14%	65.12%					
Above Baseline CFSR					5	12	9	5	2					
Above PIP Target					0	1	3	1	2					
Below Baseline					36	8	9	15	17					

Notes:  
 The Children's Bureau will withhold funds for not achieving negotiated PIP Targets.  
 PIP Periods are rolling quarters: Q1-Q2=Period 1; Q2-Q3=Period 2; Q3-Q4=Period 3, etc.  
 The general expectation is that states achieve 95% (PIP target are negotiated lower).

## OCW Quality Assurance Assistance

The Office of Child Welfare (OCW) Quality Assurance team conducts a second level review of each PIP monitored case. The team works with the DCF and CBC Quality Assurance managers to ensure that all ratings are justified according to the instructions and guidance provided by the Children’s Bureau. In addition, the Children’s Bureau reviews a sample of the cases to ensure the OCW team reviews with fidelity. In order to further improve fidelity to the instrument, the DCF Headquarters Quality Assurance

team of the Office of Child Welfare continues to conduct a second level review of all of the Florida CQI cases from each CBC the quarter prior to the CBC’s on-site monitoring by the Contract Oversight Unit (COU). This information is provided to the COU team to include in the written report provided to the CBCs. The process can be intense as all of the cases reviewed so far have required updates by the CBC prior to being finalized by the OCW team. In most instances justifications for ratings must be strengthened;

however, some scoring has also changed including areas needing improvement to strengths as well as strengths to areas needing improvement. The OCW team has also seen errors in responding to applicability questions..

Recurring issues are not including fathers appropriately, or other children in the home that must be assessed for risk and safety concerns.

## Florida Dashboards

The Office of Child Welfare (OCW) introduced revised dashboards showing both quantitative and qualitative data for the first time. The home page has been updated to allow the user to hover over Child Welfare Measures to select a visualization or select Child Welfare Summary which shows the most recent performance at a glance across measures related to

Safety, Permanency, and Well-being. Hovering over the tile provides information about performance including a trendline for most of the measures. The measures can be filtered by timeframe, entity level, and category for display. Clicking on the tile will take the user to the actual dashboard for that measure (except qualitative at this time)



Florida’s Child Welfare Dashboards have been Updated!

## CQI Capacity Update

The department along with the Florida Coalition for Children (FCC), a group consisting of the CBC lead agencies and many service providers, created ongoing joint strategic initiatives. One of the strategic initiatives includes conducting an assessment of the state’s capacity to conduct CQI activities to improve performance on key indicators not meeting established benchmarks.

Families First Network agreed to pilot the CQI assessment after much re-

work resulting from the cognitive pilot and the Research and Evaluation and Quality Assurance Managers from the Department met with the pilot team to initiate the pilot in August of 2018. Families First Network (FFN) is the Community-based Care lead agency for the four (4) counties in Florida’s first Judicial Circuit. FFN is part of a larger organization, Lakeview Center in Pensacola which is part of Baptist Health.

The pilot was successful in that much was

learned about the language used in the assessment, the time for participants to complete the survey, the interconnection (or not) between survey items, and the amount of participant fatigue experienced indicated by a lower response rate toward the end of the survey.

The next steps include re-wording many of the survey items to more plain language, shortening based on interconnections, and conducting another pilot with a different CBC.

[http://  
www.myflfamilies.com/](http://www.myflfamilies.com/)

The mission of the Department of Children and Families is to work in partnership with local communities to protect the vulnerable, promote strong and economically self-sufficient families, and advance personal and family recovery and resiliency. Ch.20.19 F.S.

**Vision:**

We are a highly skilled workforce committed to empowering people with complex and varied needs to achieve the best outcomes for themselves and their families. In collaboration with community stakeholders, we will deliver world class and continuously improving service focused on providing the people we serve with the level and quality that we would demand and expect for our own families.

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## Federal Corner

The department and the FCC are working on a strategic initiative, path forward, with the Title IV-E waiver demonstration ending later this year. Florida is implementing the Title IV-E Guardianship Assistance Program (GAP). Relative and non-relative caregivers become licensed and receive greater financial support while providing an opportunity for the state to claim more federal funding. In addition, extended foster care provides additional opportunities for the state to claim federal funding. Florida is exploring other options such as Candidacy which could provide

funding for children at imminent risk of removal.

The state's next Child and Family Services Plan (CFSP) is due to the Children's Bureau at the end of June 2019. This the state's five-year strategic plan on how Florida will meet federal requirements and plan for improved performance. In construction of the plan, the state has conducted focus groups, interviews, and surveys with stakeholders to develop common goals for the next five (5) years. The strategic initiatives with the Florida Coalition for Children (FCC) are

embedded in the planning process. The department and FCC already have key joint initiatives to improve service array for children and parents in the child welfare system including placement array, strengthening the workforce and capacity to implement Florida's practice model and Continuous Quality Improvement, post-waiver strategies, and continued collaboration between the department and its partners and stakeholders.

Along with the CFSP, the final report on the progress made on the prior CFSP is due at the end

of June 2019.

For more information on Federal programs, please visit the Children's Bureau website:

<https://www.acf.hhs.gov/cb>

