



### Special points of interest:

- > PIP Monitored case reviews began July 2017
- > All Key Activities for Safety have been completed or are ongoing
- > First PIP reporting period shows improved performance in several areas
- > Creating a better statewide CQI Plan

# Florida CQI Story

## Florida's First PIP Progress Report has been Submitted

Florida's first Program Improvement Plan (PIP) report, due January 30, 2018 to the Children's Bureau, was submitted on time. The first report is comprised of the progress made July–December 2017 (the first two (2) quarters of the PIP). The PIP has three (3) Goals: Safety, Permanency and Well-being with eight (8) strategies and 34 key activities. The first goal includes

two (2) strategies around protecting children from abuse and neglect, maintaining children in their own homes if possible, and providing services to prevent removal from the home. The first strategy and associated key activities have been completed (or are ongoing). These include activities around strengthening Florida's practice model. The second strategy, improving families' ability to provide for their own children's needs through quality family assessments, family engagement, and providing appropriate supports to address identified needs, remains in progress.

The second goal in the PIP is to improve permanency, around three (3) strategies including implementing practice initiatives

to improve permanency and stability; ensure continuity of family relationships and connections for children are preserved, and improving the accuracy and timeliness of entering information into the statewide child welfare information system, the Florida Safe Families Network (FSFN).

The third goal to improve the well-being of families and children has three (3) strategies to improve quality assessments, family engagement, and appropriate supports for identified needs; assure that children receive appropriate services to meet educational needs; and assure appropriate services to meet physical, dental, and mental health needs

### Florida's PIP

**FLORIDA**  
**CHILD WELFARE SYSTEM**  
PROGRAM IMPROVEMENT PLAN (PIP)

## Regional PIPs

Each region created a PIP including stakeholders from the Community-based Care Lead Agencies, Case Management Agencies, Foster Parent representatives, Guardian ad Litem representatives, Tribes, and others. The regional PIPs were used to create the statewide PIP which was approved. Each region is required to submit updates to the regional PIPs on a quarterly

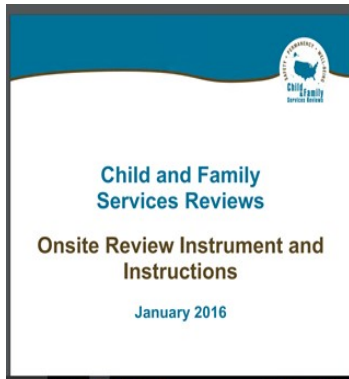
basis which began on October 15, 2017. The regions are convening their workgroups to review progress and update key activities as needed. Several local initiatives were included in the statewide PIP such as the Rapid Family Engagement Program, Rapid Permanency Reviews, and Permanency Round Tables. In addition, several regions were also working on an improved

home-visit form to help guide case managers to conduct a more qualitative visit with children and families as well as provide prompts to ensure the sufficiency of information to be collected at the visits to improve overall performance.

Information from the regional updates is reflected in Florida's PIP progress report.

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Reviews are conducted in a 'Side-by-Side' style by pairing a Quality Management professional, the DCF Region and one from the local CBC

## PIP Monitored Case Reviews

During the first PIP reporting period, 83 cases were reviewed through a DCF—CBC partnership. Review teams were created by pairing a DCF Quality Management Professional with a Quality Management Professional from the CBC. The team reviews the file, prepares interview questions for case participants, conducts the interviews, and rates the case. The cases are rated within the Child and Family Services (CFSR) portal

in the Children's Bureau's On-line Management System (OMS). The CBC Quality Management Director or Manager conducts a quality assurance review of the completed instrument and submits to the Office of Child Welfare (OCW) for a secondary oversight review. The secondary oversight reviews are conducted by the Quality Assurance team within OCW's Continuous Quality Improvement division. The Children's Bureau conducts a final oversight review on a sample of the PIP monitored cases re-

viewed.

Performance on the first level quality assurance reviews is monitored and technical assistance provided to CBCs through the secondary and final oversight process, monthly conference calls with Quality Assurance Managers, and at the quarterly Quality Assurance Managers face-to-face meetings to ensure inter-rater reliability and fidelity to the CFSR Instrument.

## Performance from the First PIP Progress Period

The first PIP report period included the combined performance of the case reviews conducted in the first and second quarters of the PIP, July 1, 2017—December 31, 2017.

Florida's performance showed improvement from the CFSR baseline in 2016 for three (3) of the ten (10) items with a specific PIP target to achieve..

Florida improved from the baseline on the timely establishment of permanency goals, the achievement of permanency goals, and involving children and families in case planning; however the PIP targets have not yet been reached.

The next PIP Progress Period will be Quarters 2 and 3, October 1 2017—March 31, 2018.

Case review information shows that continued improvement on family engagement is required to impact multiple items throughout the review process.

CFSR Item	Item Description	CFSR Baseline	PIP Target	Q1 Performance N=40	Q2 Performance N=43	First PIP Period Performance N=83
1	Investigations: child victims seen timely	91.50%	91.60%	86.96%	84.62%	85.71%
2	Services to prevent entry or re-entry into foster care	76.50%	85.80%	77.78%	73.68%	75.68%
3	Risk assessment and safety concerns	71.30%	77.70%	70%	58.14%	63.86%
4	Placement Stability	81.80%	88.50%	68%	87.5%	78.95%
5	Permanency Goal Established Timely	74.50%	82.10%	68%	87.5%	78.95%
6	Permanency Goal Achieved Timely	67.30%	75.40%	68%	68.75%	68.42%
7	Siblings Placed Together	85%	NA	77.78%	83.33%	80.56%
8	Child visits with Family	69%	NA	66.67%	66.67%	66.67%
9	Preserving the Child's Connections	82%	NA	72%	78.13%	75.44%
10	Placement with Relatives	72%	NA	80%	78.13%	78.95%
11	Promote and/or maintain positive relationships with parent	60%	NA	54.17%	64.29%	59.62%
12	Assessment of needs and services provided for children, parents, and foster parents	51.30%	58.40%	47.50%	53.49%	50.60%
12A	Assessments and Services for Children	88	NA	92.50%	81.40%	86.75%
12B	Assessment and Services for Parents	55%	NA	48.72%	58.97%	53.85%
12C	Assessment and Services for Foster Parents	80%	NA	83.33%	93.55%	89.09%
13	Children and Parents involved in Case Planning	63.60%	70.70%	57.80%	78.57%	68.29%
14	Caseworker Visits with Child	72.50%	78.90%	67.50%	60.47%	63.86%
15	Caseworker Visits with Parents	43.50%	51.10%	36.84%	42.11%	39.47%
16	Child's Educational Needs	92%	NA	76%	88.89%	82.69%
17	Child's Physical Health and Dental Needs	85%	NA	71.43%	87.88%	80.33%
18	Child's Mental Health Needs	72%	NA	63.16%	76.92%	71.11%
Above Baseline CFSR				5	8	6
Above PIP Target				0	3	0
Below Baseline				16	10	15



## Florida CQI Reviews

In addition to the PIP Monitored case reviews, each Community-based Care Lead Agency conducts Florida Continuous Quality Improvement (CQI) Reviews that utilize the CFSR instrument and are documented in the Children's Bureau's OMS. The Children's Bureau created a Florida CQI section within the OMS for the state to use for its ongoing reviews. While the number of cases to be reviewed varies depending on the size of the CBC, state-wide a significant number

of cases are reviewed. While the Florida CQI reviews use the CFSR instrument, case participants are interviewed on a small sample of the cases. Many of these more in-depth reviews have been replaced by the PIP Monitored cases. The findings from the Florida CQI cases are similar to the findings from the CFSR and the PIP monitored cases; however, slightly better in most instances. The scoring from the Florida CQI is not used in measuring the performance on Flori-

da's PIP. There is currently no secondary oversight by DCW on the Florida CQI reviews and there seems to be fairly good inter-rater reliability. To improve fidelity to the CFSR On-Site Review Instrument, DCW is working on a plan to provide more technical assistance and oversight for the lead agencies to mirror the CFSR and PIP monitored case process. And ensure the tool is completed accurately.

## Florida CQI Story Dashboards Update

Regional and CBC staff members have completed user acceptance testing for the CQI Story dashboards. The tester identified revisions will be reviewed and updates made accordingly. The plan is to have all of the revisions made and workbooks fully documented by March 19, 2018. The CQI dashboards will initially be published on the DCF intranet and will be available to DCF and

CBC Lead Agencies. The Quality Assurance team is working on four dashboards:

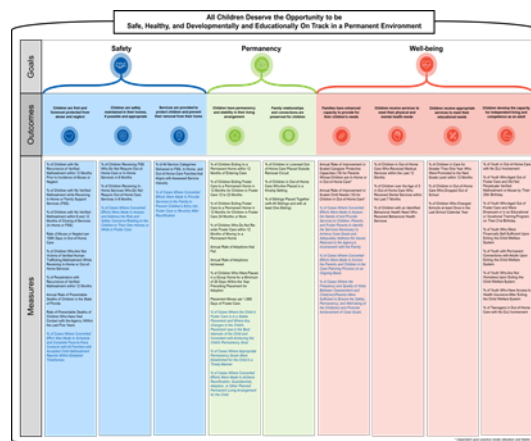
- CPI Rapid Safety Feedback Reviews to replace the existing dashboard to also show performance over time
- Case Management Rapid Safety Feedback reviews
- Florida CQI, CFSR, and PIP reviews that display the state's performance toward PIP targets
- Fidelity reviews that show the state's progress on fidelity to its practice model for safety assessments as well as risk assessments

## Florida's CQI Story dashboard moving closer to finalization

## Pulling it all Together

Florida measures close to 400 individual quantitative and qualitative metrics from multiple sources. Examples of quantitative measures include: federal indicators, contract measures, scorecards, key indicator reports, and legislative report measures. Qualitative measures include the CFSR, Florida CQI reviews, PIP monitored case reviews, and Rapid Safety Feedback Reviews for Child Protective Investigations and Case Management. In addition, DCF conducts Contract Oversight Reviews

of each CBC and Financial Viability Reviews. The goal of the CQI team is to pull all of this together to create one statewide CQI plan. Performance related to the various reports will be reviewed by a governance team who will prioritize five (5) or so areas requiring improvement that will be included in the annual CQI plans created by the regional DCF offices and each CBC Lead Agency. This will also be used to create the Results Oriented Accountability annual legislative report.



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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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## Results Oriented Accountability (ROA)

Three areas identified for improvement have begun working around the Cycle of Accountability. These include abuse in out-of-home care, re-entry into foster care after a prior reunification, and placement stability of children in out-of-home care. The Six Sigma improvement process was used for each measure to define the problem, measure performance, analyze the data for root causes of undesired performance, and develop recommendations for improvement interventions. The results of the analysis has been presented to the Florida Institute for

Child Welfare at Florida State University to assist with re-searching evidence-based and/or best practice interventions that can be used to improve performance. The next step is to select an intervention for each measure and work with the Florida Institute for Child Welfare to develop a pilot program and evaluation plan for the pilot sites.

The ROA technical advisory committee continues to meet and has been working to finalize the algorithms to be used to calculate performance in the

outcome measures, identified and approved by the committee, as well as DCF leadership. As part of the Pulling it all Together work, the technical advisory committee will be repurposed and updated to become the governance team to review performance and prioritize five (5) or so areas for statewide improvement that will then drive the regional and CBC Continuous Quality Improvement Plans as well as Priorities of Effort, and Florida Coalition for Children (FCC) Strategic Alignment Plan.

