

**Florida Child and Family Services Review Round 3
Program Improvement Plan—Progress Report**

State/Territory: Florida

Reporting Period Date or Range: Quarter 5 (July, 2018 – September, 2018) and Quarter 6 (October, 2018 – December, 2018)

PIP Effective Date: July 1, 2017

End of PIP Implementation Period: June 30, 2019

End of Non-Overlapping Year: June 30, 2020

Part One: Strategies/Interventions and Key Activities Report

Goal 1: Children are first and foremost protected from abuse and neglect; safely maintained in their homes, if possible and appropriate; and provided services to protect and prevent removal from their homes.				Applicable CFSR Outcomes or Systemic Factors: Safety 1 & 2; Permanency 1 & 2; Well-Being 1 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: Strengthen and enhance Florida’s child welfare practice model				Applicable CFSR Item: 1		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/18)	Prior Progress	Most Recent Status (12/31/18)	Most Recent Progress and evidence of completion
1. Strengthen accountability for commencement of investigations and proper case documentation.	Ginger Griffeth	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 7/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The metrics have been completed for the key indicator report and dashboard which is displayed in a public interfacing website.	<input checked="" type="checkbox"/> Completed 7/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	-
1.1. Utilizing the Monthly Key Indicator Report located on Florida’s Center for Child Welfare web site, initiate operational monitoring to ensure compliance with state policy on diligent attempts to make face-to-face contact with alleged child victims of an investigation.	Ginger Griffeth	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Metric is included in monthly Key Indicator reports, new public dashboard developed, posted and presented in monthly executive leadership performance convening.	<input checked="" type="checkbox"/> Completed 7/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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1.2. Deploy metrics (outcomes and drivers) in a public-facing dashboard environment by 6/30/2017.	Keith Perlman	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	http://www.dcf.state.fl.us/programs/childwelfare/dashboard/index.shtml A memorandum was issued by the DCF Deputy Secretary on May 12, 2017 announcing the public facing dashboard.	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2.1. Develop dashboard build schedule that includes design sessions, requirements, Extract Transform Load (ETL) builds, and completion date.	Keith Perlman	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The dashboard build schedule was established in 5/2017 and included activities to be accomplished between 5/2017 and 10/2017.	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2.2. Establish Statewide Outcomes Workgroup.	Keith Perlman	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 8/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The ROA outcome measures workgroup was originally convened in 8/2016. Workgroup members met four times in 2016 and once in 2017. Members included representatives from the Department, CBC lead agencies, community providers, and Florida Institute for Child Welfare.	<input checked="" type="checkbox"/> Completed 08/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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1.2.3. Finalize outcome validation methodology.	James Cheatham	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The outcome validation methodology was finalized in 5/17.	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2.4. Validate 5 Results-Oriented Accountability (ROA) outcome measures utilizing validation methodology selected.	James Cheatman /Ying Chung	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The Florida State University Child Welfare institute has the lead for the ROA Safety Construct Model Validation testing. The initial validation for the safety outcome measures was completed 5/2017.	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
2. Implement amended operating procedure, CFOP 170-5, Child Protective Investigations, which strengthens statewide guidance related to diligent attempts to make face-to-face contact with alleged child victims of an investigation.	John Harper	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	09/15/2017 Policy issued and distributed. http://centerforchildwelfare.fmhi.usf.edu/DeptOperatingProcedures.shtml	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
2.1. Inform Regions and Community-based Care lead agencies (CBCs) of operating procedure and practice changes for implementation.	Traci Leavine	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	09/15/2017 Policy issued, distributed and implemented via e-mail memorandum.	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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				http://centerforchildwelfare.fmhi.usf.edu/DeptOperatingProcedures.shtml		
2.2. Gauge implementation through Florida CQI reviews and Rapid Safety Feedback reviews of children under age 4.	Mark Shults	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>83 PIP monitored and 459 FI CQI cases were completed in the OMS system during Q1 and Q2. 84 PIP monitored and approximately 460 FI CQI cases were completed in the OMS system during Q3 and Q4.</p> <p>There were approximately 924 CPI Rapid Safety Feedback cases reviewed during Q3 and Q4. There were 404 case management Rapid Safety feedback cases reviewed during Q3 and Q4.</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>80 PIP monitored and approximately 428 FI CQI cases were completed in the OMS system during Quarter 5 and 6.</p> <p>There were approximately 1,245 CPI Rapid Safety Feedback cases reviewed during Q5 and Q6. There were 393 case management Rapid Safety feedback cases reviewed during Q5 and Q6.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>
2.3. Provide quarterly feedback to management (Department leadership, Sheriffs' leadership where conducting child protection investigations, OCW specialists, child welfare professionals) on findings to inform practice changes or training as needed.	Mark Shults	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Meetings to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP were held with DCF leadership on 11/15/17, 2/13/18, and 5/8/18.</p> <p>PIP monitored case review data was shared QA staff, PIP leads, sheriffs and the Children's</p>	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A meeting to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP was held with DCF leadership on 7/10/2018 and 11/13/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 8/7/2018 and</p>

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				<p>Bureau at the statewide QA manager's meeting held 6/14/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 6/14/17, 8/28/17, 1/23/18 and 4/24/18.</p>		11/13/2018 (call due to statewide travel restrictions). There is a standing agenda item for DCF CQI staff and regional staff to update the task force on PIP progress and findings for PIP monitored and Florida CQI cases.

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Strategy B: Improve families’ ability to provide for their own and their children’s needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
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1. Further develop child welfare professionals’ skills, knowledge and abilities relating to safety planning, safety plan management and family assessments through “back-to-basics” in-service training of the Child Welfare Practice Model.	MaryAnn White	Quarter 6 October – December, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	See progress updates below.	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Back to basics training curriculum has been developed and the train the trainer was conducted. The training curriculum is posted on the Florida Center website for access by the CBC agencies and DCF/Sheriff CPI staff who have responsibility for ongoing training of their respective staff. OCW training staff remains available for any needed technical assistance. The OCW, CBC agencies and regions continue to contract directly with ACTION for in-service training and technical assistance as well.</p> <p>A Child Protection Summit was held 9/5/18 – 9/7/18. One of the workshops presented training on in-home safety planning and conditions for return that must exist for children to safely return home.</p>

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						Regions/CBC agencies continue to offer Practice Model Support Sessions. An example of topics includes: Safety Planning, Child Placement Agreements, Caregiver Protective Capacities, Conditions for Return, Reunification, and Supervisor Consults.
1.1. Train child welfare professionals statewide on core practice elements ("back-to-basics") to reinforce the components of the practice model which include family engagement, safety planning and management, and quality assessments, as well as results from the Rapid Safety Feedback and Fidelity reviews.	MaryAnn White	Quarter 5 July – September, 2018	<input checked="" type="checkbox"/> Completed 09/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Back to basics training curriculum has been developed and the train the trainer conducted.	<input checked="" type="checkbox"/> Completed 09/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Back to basics training curriculum has been developed and the train the trainer was conducted. The training curriculum is posted on the Florida Center website for access by the CBC agencies and DCF/Sheriff CPI staff who have responsibility for ongoing training of their respective staff. OCW training staff remains available for any needed technical assistance. The OCW, CBC agencies and regions continue to contract directly with ACTION for in-service training and technical assistance as well.

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						A Child Protection Summit was held 9/5/18 – 9/7/18. One of the workshops presented training on in-home safety planning and conditions for return that must exist for children to safety return home.
1.1.1. Contract with national experts, ACTION for Child Protection, to develop “back-to-basics” in-service curriculum.	MaryAnn White	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 02/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The ACTION contract was executed in 12/2014 and amended 12/2016. http://centerforchildwelfare.fmhi.usf.edu/ActionBooster.shtml	<input checked="" type="checkbox"/> Completed 02/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.1.2. Provide training on the “back-to-basics” in-service curriculum for trainers statewide. ACTION for Child Protection will conduct the train-the-trainer session for the state’s trainers who will provide the in-service training as necessary.	MaryAnn White	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 03/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	“Back to Basics” training information link is: http://centerforchildwelfare.fmhi.usf.edu/ActionBooster.shtml Sign in Sheet for 3/7/17 in-service training is available.	<input checked="" type="checkbox"/> Completed 03/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2. Continue to implement the practice model within the Community Based Care (CBC) lead agencies and case management organizations.	Traci Leavine	Quarter 5 July – September, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	As of 12/29/17 and 6/18/18, 76.1% and 83% of ongoing cases utilized the practice model. Ongoing implementation is reported through the key indicator report (page 31).	<input checked="" type="checkbox"/> Completed 09/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	As of 12/13/18, 84% of ongoing cases utilized the practice model. Ongoing implementation is reported

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				http://www.centerforchildwelfare.org/ChildWelfareKeyIndicators.shtml		through the key indicator report (page 34). http://www.centerforchildwelfare.org/ChildWelfareKeyIndicators.shtml
1.2.1. Track implementation progress throughout case management agencies. Progress will be tracked using FSN reports and CQI, rapid safety feedback, and fidelity reviews.	Mark Shults	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 08/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	83 PIP monitored and 459 FI CQI cases were completed in the OMS system during Q1 and Q2. 84 PIP monitored and approximately 460 FI CQI cases were completed in the OMS system during Q3 and Q4. There were approximately 924 CPI Rapid Safety Feedback cases reviewed during Q3 and Q4. There were 404 case management Rapid Safety feedback cases reviewed during Q3 and Q4. Fidelity Reviews were completed by ACTION on 8/2017 and 1/25/18. Reports are posted at: http://centerforchildwelfare.fmhi.usf.edu/FidelityReviews.shtml	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	80 PIP monitored and approximately 428 FI CQI cases were completed in the OMS system during Quarter 5 and 6. There were approximately 1,245 CPI Rapid Safety Feedback cases reviewed during Q5 and Q6. There were 393 case management Rapid Safety feedback cases reviewed during Q5 and Q6. 100 Fidelity Reviews to assess demonstration of the safety practice model constructs by CPI CCSPEs were completed by ACTION during the month of 11/2018. Reports are posted at:

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						http://centerforchildwelfare.fmhi.usf.edu/FidelityReviews.shtml The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website. http://centerforchildwelfare.fmhi.usf.edu/
1.2.2. Provide technical assistance as needed.	Maryann White	Quarter 1 and ongoing July, 2017 and ongoing	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	No specific technical assistance has been requested from the OCW; however, all ACTION training information including trainer and participant guides are posted for statewide accessibility at: http://centerforchildwelfare.fmhi.usf.edu/ActionBooster.shtml Many of the CBC agencies and regions have contracted directly with ACTION for in-service training and technical assistance.	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The OCW, CBC agencies and regions continue to contract directly with ACTION for in-service training and technical assistance. During Q5 and Q6 ACTION provided training or consultation for regions/OCW/CBC agencies on 70 occasions.
1.3. Conduct semi-annual practice (safety) model fidelity reviews for	Mark Shults	Quarter 1 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017	Reviews for both investigations and case management were completed 11/2016,	<input checked="" type="checkbox"/> Completed 12/2018	Reviews for investigations which focus on children 0-3

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both investigations and case management to understand practice trends and provide technical assistance.		July, 2017 and ongoing	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	6/2017, 12/2017 and 6/2018. The reports were received from ACTION in 2/2017, 8/2017, 1/2018, 6/2018. http://centerforchildwelfare.fmhi.usf.edu/FidelityReviews.shtml	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	ages/high risk were completed during the 11/2018. The report was received from ACTION on 12/4/2018. Reviews for ongoing case management were completed during PIP Q6 and the report was received on 1/10/2019. http://centerforchildwelfare.fmhi.usf.edu/FidelityReviews.shtml
1.3.1. Contract with national experts, ACTION for Child Protection, to conduct fidelity reviews.	Mark Shults	Quarter 1 July - September, 2017	<input checked="" type="checkbox"/> Completed 12/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The ACTION contract was amended 12/2016 to conduct fidelity reviews.	<input checked="" type="checkbox"/> Completed 12/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.3.2 Develop schedule and begin fidelity reviews.	Mark Shults	Quarter 1 July - September, 2017	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The Fidelity reviews schedule was developed and is specified in the Windows into Practice which is posted at the Florida Center for Child Welfare. http://centerforchildwelfare.fmhi.usf.edu/WindowsIntoPractice.shtml	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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1.3.3. Share results of the fidelity reviews at a statewide and regional level and implement one practice recommendation specific to family time (engagement).	Mark Shults/ Sadaf Zenhendhel	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Fidelity review reports are sent to all regions and CBC agencies so all levels of child welfare professionals are aware of results and can adjust practice accordingly. The reports are also discussed at quarterly QA manager's meetings and are posted at:</p> <p>http://centerforchildwelfare.fmhi.usf.edu/FidelityReviews.shtml</p> <p>A dashboard which displays data related to fidelity to the practice model pertaining to structured decision making and safety planning is available at https://tableau.dcf.state.fl.us/</p> <p>The OCW is currently facilitating a CBC workgroup to establish Critical Child Safety Practice Experts (CCSPE) who will serve as Safety Model mentors for case management staff at each CBC in the state. Workgroup meetings were held October 3 -4 and November 13 – 14, 2017. Workgroup goals: Develop master level Child Welfare Professionals; Develop Training and Assessment; and Determine training and other supports needed for Supervisors to develop their</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Fidelity review reports are sent to all regions and CBC agencies so all levels of child welfare professionals are aware of results and can adjust practice accordingly. The reports are also discussed at quarterly QA manager's meetings and are posted at:</p> <p>http://centerforchildwelfare.fmhi.usf.edu/FidelityReviews.shtml</p> <p>A dashboard which displays data related to fidelity to the practice model pertaining to structured decision making and safety planning is available at https://tableau.dcf.state.fl.us/</p> <p>A QA manger's meeting was held September 20 -21, 2018. Performance information for PIP monitored cases, FI CQI cases, Rapid Safety Feedback</p>

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				<p>skills and abilities within the practice model. ACTION provided CCSPE training on May 8th and 9th, 2018 where 8 CBC agency staff/trainers participated in the training.</p> <p>An area of focus identified to assist with family engagement is enhanced training for all supervisors regarding Supervisory Reviews and how to determine if quality contacts are occurring that can be used to guide their staff.</p>		<p>and Fidelity reviews was presented.</p> <p>A case management CCSPE workgroup meeting was held September 13 and 14, 2018. The intent of the Case Management Safety Practice Expert (CMSPE) process is to develop Child Welfare Professionals within the CBC's who have the skillsets and competencies to ensure proficiency and fidelity within the model. The training and expectations for these professionals is being designed to encourage consistency within the selection of candidates and the process that they complete while allowing flexibility for CBC's to utilize them in a way that supports their agency's needs.</p> <p>The case management CCSPE process is fully developed and implementation with the first</p>

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						group of participants is in process. The guidelines for local agency proficiency processes have also been developed and shared with CBC agencies.
2. Conduct black belt project to identify root causes of maltreatment in out-of-home care and identify recommendation(s) for statewide implementation.	James Weaver	Quarter 5 July - September, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	See below	<input checked="" type="checkbox"/> Completed 09/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The Black Belt project to identify root causes of maltreatment in out-of-home care was completed during Q1. (see sub-key activities below). Interventions have been implemented to address root causes.
2.1. Convene project work team. Project work team members include representatives from OCW program office, Community-based Care lead agencies, Regions, and other stakeholders.	James Weaver	Quarter 1 July - September, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A work team was convened where a root cause analysis was completed which identified verified root causes and recommended countermeasures.	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
2.2. Analyze data and identify root causes.	James Weaver	Quarter 1 July - September, 2017	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The root causes identified for maltreatment in out-of-home care were: Relatives/Non-relatives not appropriately trained concerning court order visitation rules; parents not actually trained concerning court orders limiting access to children; and trained Department personnel aren't making	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 1: Children are first and foremost protected from abuse and neglect; safely maintained in their homes, if possible and appropriate; and provided services to protect and prevent removal from their homes.				Applicable CFSR Outcomes or Systemic Factors: Safety 1 & 2; Permanency 1 & 2; Well-Being 1 & 3; Systemic Factors: Service Array and Resource Development		
Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				proper assessments of relative/non-relative's ability to care for children.		
2.3. Development and implement intervention(s) based on the recommendations (improvement phase).	James Weaver	Quarter 1 4 July – September, 2017 April – June, 2018	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Florida Institute for Child Welfare (FICW) conducted a research review of proposed interventions and provided feedback on 12/1/17.</p> <p>There are several activities underway to address the performance gap for abuse in care. First is a change in 65C-29.002 FL Administrative Code. This change would allow the hotline to accept calls on open services cases where there is no new allegation of abuse or neglect as foster care referrals. This would include issues such as placement disruptions, and failure to comply with the conditions of voluntary or court-ordered case plans. Currently, and in the past these reports are being accepted as new child abuse investigations and have been negatively impacting Florida's abuse in care performance.</p> <p>The Northwest Region Command Center Pilot is addressing this same issue where abuse reports are being generated on open services cases due to safety plan failure, placement disruptions, and</p>	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				<p>failure to comply with case plans. These reasons for new reports on cases when received in any of the 10 counties in the pilot region are diverted from being sent to the field for investigation. Instead, case managers are contacted and offered assistance with safety planning and addressing the reported issues. In the first six months of this pilot 177 investigations have been diverted from traditional investigation and possible coding as abuse in foster care.</p> <p>The Foster Care Investigations Pilot is a pilot program in six counties in the Central and Suncoast Regions. This pilot seeks to improve the experiences of foster parents when a report of maltreatment by a foster parent is received, while strengthening the collaboration of DCF and system partners in the assessment of reports about foster parents, and creating a collaborative, well-coordinated process for assessing the child welfare system's support and management of a foster home that is a focus of an abuse report. Through this pilot a "Licensed Foster Home Assessment" is completed</p>		

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Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				to review the adequacy of placement matching, the number of children in the home and any waivers granted, the sufficiency of caregiver contacts and system's response to caregiver concerns, and the adequacy of caregiver training and ongoing support.		
2.4 Follow-through for a 12-month period to ensure interventions address the root causes and modify as necessary. The follow-through involves ongoing analysis by the project work team, as well as Florida CQI reviews. (Control phase - the control phase will demonstrate results from the improvement phase over a twelve month period after counter measures are implemented)	James Weaver	Quarter 5 and ongoing July – September, 2018 and ongoing	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Florida statewide performance in Q1 of SFY 18-19 has met the federal standard. Current performance is at 8.19 rate of abuse per 100,000 days in foster care. The change in 65C-29.002 FL Administrative Code reported on during Q4 reporting was implemented on 8/23/18. This should help to reduce the identified problem of investigations that do not include new allegations of abuse, neglect, or abandonment being erroneously verified for abuse. Pilot programs are also underway in 16 counties that (at least in part) aim to

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Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
						reduce this issue. These 16 counties correspond to six CBCs. These six CBCs all either met the federal target in the most recent quarter (5 of the 6) or improved significantly in this measure while not meeting the target (1 CBC). These two pilot programs were detailed in Q4 PIP progress report.
3. Conduct black belt project to identify root causes of re-entry into out-of-home care and identify recommendation(s) for statewide implementation.	James Weaver	Quarter 5 July - September, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 09/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The Black Belt project to identify root causes of re-entry into out-of-home care was completed during Q1. (see sub-key activities below). Interventions have been implemented to address root causes.
3.1. Convene project work team. Project work team members include representatives from OCW program office, Community-based Care lead agencies, Regions, and other stakeholders.	James Weaver	Quarter 1 July - September, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A work team was convened where a root cause analysis was completed which identified verified root causes and recommended countermeasures.	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 1: Children are first and foremost protected from abuse and neglect; safely maintained in their homes, if possible and appropriate; and provided services to protect and prevent removal from their homes.				Applicable CFSR Outcomes or Systemic Factors: Safety 1 & 2; Permanency 1 & 2; Well-Being 1 & 3; Systemic Factors: Service Array and Resource Development		
Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
3.2. Analyze data and identify root causes.	James Weaver	Quarter 1 July - September, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The root causes were identified for children who re-enter foster care after permanency.	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
3.3 Development and implement intervention(s) based on the recommendations (improvement phase).	James Weaver	Quarter 4 July – September, 2017 April – June, 2018	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Florida Institute for Child Welfare (FICW) conducted a research review of proposed interventions and provided feedback on 12/7/17.</p> <p>There are several activities under way in Florida which may impact children re-entering care. The first are Post-Reunification Staffings being held by four counties in the Northwest Region. These permanency-style staffings take place one and five months after reunification. These staffings were developed in order to ensure that concerted efforts to achieve successful permanency outcomes for a child continues following reunification to help prevent reentry.</p> <p>Further research on re-entry after the initial black belt project showed that children in Florida who go home in less</p>	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				<p>than 180 days are more than 1.5 times more likely to re-enter care (15% overall re-entry) than children who exit care between days 180 and 365. The vast majority of these children are exiting via reunification. A pilot program is currently being developed to place special attention on this population of children exiting to reunification in under 180 days to ensure that appropriate services are being put into place to support the family and prevent re-entry. Several areas have expressed an interest in participating in this pilot.</p> <p>The DCF Secretary's priority of effort on adequate array of resources also helps address the re-entry problem through building local arrays of services to meet the needs of children in the child welfare system. The goal is to have an available array of services in each circuit to fully meet parental needs for behavioral health treatment and parenting interventions. Activities have been underway to identify gaps and begin the process of building our service array.</p>		

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Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
3.4. Follow-through for a 12-month period to ensure interventions address the root causes and modify as necessary. The follow-through involves ongoing analysis by the project work team, as well as Florida CQI reviews. (Control phase- twelve months after counter measures are implemented the control phase will demonstrate results from the improvement phase.)	James Weaver	Quarter 5 and ongoing July - September, 2018 and ongoing	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 09/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Florida statewide performance has remained fairly stable for this measure and continues to not meet the federal target. Activities reported on during Q4 PIP reporting remain ongoing. Due to the significant time lag for data on this measure, not enough time has passed to be able to ascertain if current efforts are making a positive impact. Further data analysis is being conducted.
4. Implement CFOP 170-7, Develop and Manage Safety Plans, related to development and management of safety plans to further guide child welfare professionals on safety management.	John Harper	Quarter 1 July - September, 2017	<input checked="" type="checkbox"/> Completed 04/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	04/17/2017 CFOP 170-7 was published and disseminated for implementation to all regions, sheriff's and CBC agencies. Effective 3/15/2018 CFOP 170-7 was updated based on identified practice efficiencies and disseminated for implementation regarding development of Present Danger Safety Plans, Safety Plans when there is intimate partner violence and Implementing Reunification and Post Placement Supervision.	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
4.1. Publish new operating procedure on Florida's Center for Child Welfare Practice.	James Cheatham	Quarter 1 July - September, 2017	<input checked="" type="checkbox"/> Completed 04/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	CFOP 170-7 is posted and available on the Florida Center for Child Welfare website: http://centerforchildwelfare.fmhi.usf.edu/DeptOperatingProcedures.shtml Updated CFOP 170-7 is posted and available on the Florida Center for Child Welfare website: http://centerforchildwelfare.fmhi.usf.edu/DeptOperatingProcedures.shtml	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
4.2. Inform Regions and CBCs of operating procedure and practice changes for implementation.	Traci Leavine	Quarter 1 July - September, 2017	<input checked="" type="checkbox"/> Completed 04/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A memorandum from the Assistant Secretary for the Office of Child Welfare was issued via email on 04/17/2017 deploying CFOP 170-7 to all regions, sheriff's and CBC agencies. A memorandum from the Assistant Secretary for the Office of Child Welfare was issued via email on 03/6/2018 deploying updated CFOP 170-7 to all regions, sheriff's and CBC agencies.	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
4.3. Gauge practice improvement through Florida CQI reviews and Rapid Safety Feedback reviews of children under age 4.	Mark Shults	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	83 PIP monitored and 459 FI CQI cases were completed in the OMS system during Q1 and Q2. 84 PIP monitored and approximately 460 FI CQI cases were completed in the OMS system during Q3 and Q4.	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	80 PIP monitored and approximately 428 FI CQI cases were completed in the OMS system during Quarter 5 and 6.

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Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				<p>There were approximately 924 CPI Rapid Safety Feedback cases reviewed during Q3 and Q4. There were 404 case management Rapid Safety feedback cases reviewed during Q3 and Q4.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>		<p>There were approximately 1,245 CPI Rapid Safety Feedback cases reviewed during Q5 and Q6. There were 393 case management Rapid Safety feedback cases reviewed during Q5 and Q6.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>
4.4. Provide quarterly feedback to management (Department leadership, Sheriffs' leadership where conducting investigations, CBC leadership, OCW specialists,	Mark Shults	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Meetings to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP	<input checked="" type="checkbox"/> Completed /2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A meeting to share the state's performance results for Florida's PIP monitored/Florida CQI cases</p>

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Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
child welfare professionals) on findings to inform practice changes or training as needed.				<p>were held with DCF leadership on 11/15/17, 2/13/18, and 5/8/18.</p> <p>PIP monitored case review data was shared QA staff, PIP leads, sheriffs and the Children's Bureau at the statewide QA manager's meeting held 6/14/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 6/ 14/17, 8/28/17, 1/23/18 and 4/24/18.</p> <p>A semi-annual newsletter was published on 2/28/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml </p>		<p>and progress on the Key Activities in the PIP was held with DCF leadership on 7/10/2018 and 11/13/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 8/7/2018 and 11/13/2018 (call held due to statewide travel restrictions). There is a standing agenda item for DCF CQI staff and regional staff to update the task force on PIP progress and findings for PIP monitored and Florida CQI cases.</p>
5. Continue to support implementation of Safe Babies Court Teams at the 18 sites throughout the state and track select parallel data elements of the Safe Babies Court to Florida's PIP measures for comparison and possible replication.	Pat Franklin/ Carrie Toy	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A legislative budget request for FY 18/19 has been submitted by the Guardian ad Litem's office for another 3 year pilot funding to further support and enhance implementation of Safe Babies Court. There are companion bills in the house (1351) and senate (1442).	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	There was an Early Childhood Court cross sites meeting in North Carolina the week of 8/27. The Office of Court Improvement arranged for Florida to send 90 representatives, including courts, DCF, CBCs, and CLS.

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Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				<p>Office of Court Improvement (OCI) staff coordinated a statewide ECC All-Sites meeting, which took place August 15–16, 2017 in Fort Lauderdale. Teams from each of the 18 ECC sites participated, totaling more than 150 people. Smaller teams attended the national ZERO TO THREE Cross-Sites meeting, which was held at the same venue August 16–18, 2017.</p> <p>Neither senate (1442) or house (1351) bills passed for another 3 year pilot; however, the Office of Court Administration along with the Dependency Court Improvement panel, which includes DCF, continue to oversee Early Childhood Court (ECC) implementation throughout the state. The panel has finalized ECC standards, which are included in the OSCA PIP. There are now 21 Early Childhood Court sites in Florida.</p> <p>An outcome analysis was completed that supports the effectiveness of Early Childhood Court in achieving earlier permanency outcomes through enhanced engagement and support of</p>		<p>There were presentations at the September 2018 Child Protection Summit by 2 ECC Judges and ECC staff on the following topics:</p> <ul style="list-style-type: none"> Healing ECC Families: Integrating Evidence-Based Interventions for Optimal Outcomes Caregiver Engagement in Court: Listening, Sharing & Acting <p>In Circuit 5 An early childhood community coordinator was selected and funded by local Court Administration.</p> <p>The OSCA ECC is collaborating with the Quality Parenting Initiative (QPI) to update the judicial bench book regarding concurrent case planning and co-parenting.</p>

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Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.				Applicable CFSR Items: 2, 3, 5, 11, 12, 13, 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				families. A webinar providing analysis results is posted at the Florida Center website. http://centervideo.forest.usf.edu/video/center/outcmsanlys/start.html There will be presentations at the September 2018 Child Protection Summit by 2 ECC Judges and ECC staff on the following topics: <ul style="list-style-type: none"> • Healing ECC Families: Integrating Evidence-Based Interventions for Optimal Outcomes • Caregiver Engagement in Court: Listening, Sharing & Acting 		
6. Request legislative appropriation to enhance availability of safety management services statewide.	Traci Leavine	Quarter 1 July - September, 2017	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	During FY 17/18 DCF received a non-recurring appropriation from the legislature to support safety management services. A request for recurring funding for FY 18/19 was submitted; however, this request is not moving forward.	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)		
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
1. Increase the availability of quality placement settings for children in out-of-home care, with a focus on homes for sibling groups.	Valery Dambreville	Quarter 4 April – June, 2018	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The Florida CFSR was initiated in 4/2016. Florida had approximately 4,986 licensed foster homes at that time. There has been a steady increase in licensed foster homes and as of 6/2018 there are 5,390 homes, which is a net increase of 404 homes.</p> <p>A portion of the increase in foster homes includes additional capacity of homes to accommodate sibling groups. Most agencies have increased capacity of homes for sibling groups. One particular agency now has a total of 98 homes for sibling groups and one region has seen 193 newly licensed foster homes who are capable of taking sibling groups.</p> <p>The Department in collaboration with the Florida Coalition for Children (FCC) and Florida Institute for Child Welfare (FICW) convened a workgroup of 26 stakeholders to develop a Quality Standards Assessment for integration into the group home licensing process. The assessment process includes feedback from service providers, youth, and DCF licensing specialists. Two small pilots have been completed; effective</p>	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)		
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				4/2018 Florida initiated a statewide group care quality standard pilot which will continue for 1 year. Following the statewide pilot, FICW will complete a 2 year validation period in all regions across the state to assess for tool validity and reliability.		
1.1. Continue statewide foster home recruitment and retention efforts.	Valery Dambreville	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 07/2017 & 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The OCW developed a data dashboard which displays the capacity of licensed foster homes statewide, by region and CBC. It includes the number of new and closed homes, children in foster care by placement type and children in group care ages 0-5 and 6-12.</p> <p>The Secretary established a Priority of Effort (POE) project: Department and Community-Based Care Lead Agencies will increase the availability and access to appropriate, quality placement services to meet the unique needs of children served in out-of-home care. During Q1</p> <ul style="list-style-type: none"> - A Quality Enhancement Efforts Subgroup was formed to work with the Florida Institute of Child Welfare (FICW) to finalize a survey to assess practices around recruitment, retention, licensing, 	<input checked="" type="checkbox"/> Completed 9/2018 & 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A Foster home estimator tool was tested by a CBC agency in the Northeast, Northwest and SunCoast Region. A conference call occurred on August 22 nd to review feedback on the initial round of testing. Testers found the tool as potentially helpful; however, it requires data and other estimates not currently tracked although the information can be researched. The State of Arizona has revised their tool and the Florida workgroup has received a copy of their tool to review. The placement planning team also met in person 8/28/2018 with an agenda of discussing the QPI Assessment, the estimating tool, and data inventory.

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children’s living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
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				<p>placement, and assessing quality of foster homes.</p> <ul style="list-style-type: none"> - The survey was administered and FICW began their analysis. - Another subgroup, Measures of Foster Home Quality Subgroup, convened and compiled a matrix of quality expectations. - FICW has been conducting national research. - OCW staff met with Casey Family Programs for technical assistance <p>More detail on the POE is located at: http://apps.dcf.state.fl.us/profiles/poe.asp?path=FY 2017-18/Monthly/Q1 - July thru September</p> <p>In addition, the Department has a strategic initiative in collaboration with the Florida Children’s Coalition (FCC) which addresses Adequate Array of Placement Resources. An initial deliverable was to increase foster care board rates for specialized populations such as teens. This was completed in 12/2017 and is included in the Governor’s budget for the current legislative session.</p>		<p>Work is underway to finalize the tool and reporting resources for implementation by the circuits.</p> <p>The Florida Youth Leadership Academy (FYLA) under the direction of Florida DCF OCW Leadership Program and Connected by 25, is a statewide mentorship and leadership program for youth involved in the child welfare system. The 18 FYLA mentees that make up the Class of 2018 were paired with an adult mentor who works in the child welfare system. Throughout the program year, FYLA youth and their mentors meet regularly in their local areas to focus on specific learning objectives, including networking, public speaking, resume-building, and interviewing skills. The 2018 cohort of mentees chose to develop a Public Service Announcement to help recruit qualitative foster</p>

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				<p>Each CBC is responsible for developing an annual foster parent recruitment and retention plan which is monitored by the DCF regional licensing director. Targeted recruitment of foster homes for sibling groups is an area addressed in the agency plans. Some CBC agencies conduct their own recruitment strategies, while others sub-contract with separate agencies to specifically recruit homes for large sibling groups. Examples of recruitment strategies include: distribution of materials at community events, speaking engagements including faith based forums, school meetings, and media campaigns, etc.</p> <p>In January and February 2018, Casey Family Programs conducted a Latent Class Analysis using 2 years of data representing all CBC agencies. A workgroup (which includes representatives from DCF, CBC agencies, GAL, State Foster Parent Association and community stakeholders) held meetings on March 7, April 18, May 21, and June 13, 2018. Casey has presented the latent class analysis findings to the workgroup. The group discussed</p>		homes for teenagers. They brainstormed their ideas with the support of a woman in Tallahassee who presents workshops on coaching with professional storytelling. From there, the mentees came up with exactly what they wanted to share on screen, then worked directly with Family First who had extra funds to pay All Pro Dads to film the entire PSA and develop a strategic marketing plan for FYLA. The initial showing of the PSA was held on 9/7/2018 at the Child Protection Summit and since that time has been posted on numerous social media websites by CBC licensing staff. By the end of January 2019 All Pro Dads is expected to kick off their marketing campaign where the PSA or the content will be shown on television, radio and billboards.

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				<p>findings and implications based on the data. Casey and the workgroup finalized the development of 15 clusters based on characteristics of children in the child welfare system. A placement continuum is being designed to meet the unique needs of children served in foster care as defined by the clusters.</p> <p>The Florida institute for Child Welfare (FICW) and Casey Family Programs have shared research and literature reviews on numerous child welfare issues as well as an extensive catalog of evidence-based and promising practices. FICW is currently working on their catalog by obtaining cost and implementation time of evidence-based programs. The updated catalog was shared with the workgroup at the April 18th meeting.</p> <p>The University of South Florida (USF) was brought on board to help develop and evaluate a Capacity and Gap Analysis tool. The Capacity and Gap Analysis tool will be used to assess current treatment and well-being services for children including the placement continuum.</p>		See key activity 1.2 for regional/CBC specific recruitment efforts.

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				<p>The Placement in Out-of-Home Care data webpage which includes a foster home status dashboard is published at the following site:</p> <p>http://www.dcf.state.fl.us/programs/childwelfare/placement.shtml</p> <p>The new displays include:</p> <ol style="list-style-type: none"> 1. The Foster Home Status dashboard which provides information on total, new, and ended licensed foster homes each month. 2. The Children in Group Care dashboard that provides the number and percent of children in group homes and residential treatment centers each month 3. The Children in Out-of-Home Placement by Type dashboard provides a monthly count and percent of children in out-of-home care by placement type. 4. The Percent and Count of Foster Home Bed Capacity by License Type dashboard shows available traditional and therapeutic foster home bed capacity per CBC, Region or Circuit. 		

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1.2. Provide quarterly oversight on the effectiveness of regional recruitment and retention strategies and share successes by analyzing data and assessing foster home capacity, retention, and growth.	Valery Dambreville	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 07/2017 & 6/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The regional foster home recruitment and retention calls were held on 7/19/17, 1/23/18 and 4/24/18. The OCW facilitated the call where each region reported on the effectiveness of recruitment and retention strategies. The regions shared successes they experienced for replication in other areas of the state and four regions reported on topics such as the effectiveness of recruitment and retention strategies currently being utilized. The regions shared specialized recruitment strategies for medical foster homes, teens, siblings, and PRIDE foster parent training .</p> <p>The agenda is available for review. Foster home data was shared during the call and with the Secretary of the Department as this is a Priority of Effort (POE) for the Department.</p> <p>In addition, the Department has a strategic initiative in collaboration with the Florida Children’s Coalition (FCC) which addresses Adequate Array of Placement Resources where progress is reported quarterly. Statewide DCF/FCC calls were held on 3/23/2018 and</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The regional foster home recruitment and retention calls were held on 9/25/2018 and 12/18/2018. The OCW facilitated the calls where each region reported on the effectiveness of recruitment and retention strategies. Recruitment strategies that demonstrated the most interest/impact in fostering have been social media, faith based recruitment efforts, FIRP activities which focus on a core set of audience characteristics and organized/streamlined marketing, referral finder incentive for foster parents, attending local events and pot luck dinners for existing foster parents who invite others to attend.</p> <p>In addition, the Department has a strategic initiative in collaboration with the Florida Children’s Coalition (FCC) which addresses Adequate Array of Placement Resources</p>

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				6/27/18 that included representation from regions and CBC agencies. Discussion included: <ul style="list-style-type: none"> Information regarding the training for caregivers on notice of court hearings and their right to be heard. Information on the passing of the Guardianship Assistance Program, the mandates set forth in the legislation, the five level board rate structure and additional licensing staff to complete homestudies on relative/non-relative caregivers. 		where progress is reported quarterly. Statewide DCF/FCC calls were held on 9/13/2018, 10/11/2018, and 11/8/18 that included representation from regions and CBC agencies. Effective retention strategies include CBC leadership contacting foster families to prevent/determine the reason for leaving, offering support and encourage foster parents to remain in a different capacity such as a respite home, exit interviews by DCF regional licensing staff, providing timely support services, appreciation/recognition events, foster parent support groups, QPI, increased education on trauma, foster parent mentoring program and quarterly advisory meetings.

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1.3. Facilitate, through regularly scheduled conference calls, collaboration between CBCs and placement entities to improve recruitment strategies based on data analysis.	Valery Dambreville	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 07/2017 & 6/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The regional foster home recruitment and retention calls were held on 7/19/17, 1/23/18 and 4/24/18. The OCW facilitated the call where each region reported on the effectiveness of recruitment and retention strategies. The regions shared successes they experienced for replication in other areas of the state and four regions reported on topics such as the effectiveness of recruitment and retention strategies currently being utilized. The regions shared specialized recruitment strategies for medical foster homes, teens, siblings, and PRIDE foster parent training .</p> <p>Statewide DCF/FCC calls were held on 3/23/2018 and 6/27/18 that included representation from regions and CBC agencies. Discussion included:</p> <ul style="list-style-type: none"> • Information regarding the training for caregivers on notice of court hearings and their right to be heard. • Information on the passing of the Guardianship Assistance Program, the mandates set forth in the legislation, the five level board rate structure and additional licensing 	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The regional foster home recruitment and retention calls were held on 9/25/2018 and 12/18/2018.

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				staff to complete homestudies on relative/non-relative caregivers.		
2. Seek technical assistance from National Capacity Building Center for States on diligent recruitment of foster family homes, geo mapping and market segmentation, and implement at least one recommendation for improving recruitment of foster families.	Courtney Smith/ Valery Dambreville	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>As part of the DCF/FCC strategic initiative the Department is to explore a partnership with the National Resource Center – Capacity Building Center for technical assistance for Florida to improve foster parent retention and to identify national benchmarking of retention data.</p> <p>A statewide placement assessment workgroup and a placement capacity subgroup were established. Both are working with the National Center for Capacity Building to develop a standardized process for recruitment and retention as well as relative and non-relative capacity. An initial call was held on February 19, 2018 to identify research and data on foster parent retention and specifically benchmarking data of successful retention. A face to</p>	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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				<p>face meeting was held on March 7, 2018.</p> <p>The Department is also working with the National Capacity Building Center on Florida Intelligent Recruitment Program (FIRP) which is implemented through pilots at several CBC agencies in Florida.</p>		
3. Provide workshop for judiciary and court personnel focusing on timely establishment of appropriate permanency goals at Child Protection Summit.	Stephanie Zimmerman/ JoShonda Guerrier	Quarter 5 July – September, 2018	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A workshop was presented at the Child Protection Summit and made available to all attending judiciary, children’s legal services and court personnel on Wednesday August 30, 2017. The workshop focused on timely establishment, modification, and documentation of appropriate permanency goals tailored to the needs of the child. A review of the CFSR findings related to permanency I shed light on the importance of child welfare professionals, attorneys, and the courts continuously making concerted efforts to achieve the best form of permanency for each dependent child. Attendees received practical guidance on the best practices to properly document the appropriate permanency goal and to ensure caregivers are provided a meaningful opportunity to be heard on the child’s needs. A video of the	<input checked="" type="checkbox"/> Completed 09/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A workshop was presented at the Child Protection Summit and made available to all attending judiciary, children’s legal services and court personnel on Wednesday August 30, 2017. The workshop focused on timely establishment, modification, and documentation of appropriate permanency goals tailored to the needs of the child. A review of the CFSR findings related to permanency I shed light on the importance of child welfare professionals, attorneys, and the courts continuously making concerted efforts to achieve the best form of permanency for each dependent child.

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children’s living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
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				“Strengthening the Permanency Process: Lessons Learned from the CFSR” training is available through the Florida Center for Child Welfare. http://centerforchildwelfare.fmhi.usf.edu/2017CPSummit.shtml		Attendees received practical guidance on the best practices to properly document the appropriate permanency goal and to ensure caregivers are provided a meaningful opportunity to be heard on the child’s needs. A video of the “Strengthening the Permanency Process: Lessons Learned from the CFSR” training is available through the Florida Center for Child Welfare. http://centerforchildwelfare.fmhi.usf.edu/2017CPSummit.shtml
4. Collaborate with the Court Improvement Program on joint Continuous Quality Improvement (CQI).	Mark Shults/ Pat Franklin/ John Couch	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017 & 6/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Collaborative meetings between the Office of Court Administration and DCF OCW regarding PIP implementation were convened on July 19, 2017, October 19, 2017, November 14, 2017, January 16, 2018, February 20, 2018, March 20, 2018, April 19, 2018, and June 19, 2018. A call was held August 15, 2017 regarding LBR issues for next fiscal year. Collaborative meetings are scheduled to occur the 3 rd Tuesday of each month.	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Collaborative meetings between the Office of Court Administration and DCF OCW regarding PIP implementation were convened on August 21, 2018, September 18, 2018, October 16, 2018, November 20, 2018 and December 18, 2018. A Caregiver Notice Workshop was presented at the Summit,

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				<p>OSCA provided updated information from Judge Bristol regarding court PIP activities such as numerous partnership activities with DCF Children's Legal Services, and targeted judicial training. Court panel members coordinated 5 workshops on the following issues: trauma informed care, ECC, ineffective assistance of counsel, differentiated case management, and legislative/case law updates.</p> <p>In addition to Dependency Court Improvement Panel workshops on ECC the panel has approved the following workshops that will be presented by Judges, Attorneys, and JBS in September 2018 at the Dependency Summit:</p> <ul style="list-style-type: none"> • The ABCs of Medication Assisted Treatment and Recovery • Connecting the Dots...Opioid Use and Child Maltreatment • 2018 Developments in Dependency Case & Statutory Law <p>Agendas and minutes are available for review.</p>		<p>9/5-7/2018. The workshop presenters included a Judge, foster parent, and CLS.</p> <p>The department received substantial funding to assist with the Opioid crisis. Substance abuse/mental health is providing funds to Court Improvement for a full-time FTE (for two years) to assist the courts on Opioid cases.</p>

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4.1. Participate in Region IV CIP meeting in March 2017 regarding the CQI project.	Traci Leavine	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 03/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Office of Child Welfare staff attended the meeting on 03/22/2017.	<input checked="" type="checkbox"/> Completed 03/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
4.2. Convene the Statewide Dependency Court Improvement Panel's newly formed PIP workgroup to identify specific court-related strategies to positively influence relevant areas needing improvement, develop a court-related action plan and routinely monitor court-related activities.	John Couch	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017 & 6/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Calls were held April 28, 2017, September 28, 2017 and November 8, 2017 regarding the Dependency Court Improvement Panel PIP workgroup. The next workgroup call is scheduled January 24, 2018. There will be a quarterly face-to-face meeting during the first quarter of 2018 – date not yet determined. Of note is the Dependency Court Improvement Panel membership which includes Judges, magistrates, CLS, GAL, OCW, and Seminole Tribe. Information has been shared about the decline in performance specific to federal permanency outcomes and the impact from decline in discharges in a few areas of the state. This is a potential agenda item for the DCIP PIP panel 01/2018 conference call and a new opportunity to share data regarding permanency data, judicial timelines and the impact from the decline in discharges from out-of-home care has on permanency outcomes. Court panel	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The Dependency Court Improvement Panel held workshop planning calls on July 9, July 20 and August 9, 2018 related to presentations for judiciary on caregiver engagement in court and the Families First Prevention Services Act. The focus of the panel remains the opioid epidemic and Early Childhood Courts which provide extensive engagement of parents by the court.</p> <p>The Office of Court Administration provided a follow-up judicial webinar regarding caregiver opportunity to be heard in court.</p>

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				<p>members coordinated 5 workshops on the following issues: trauma informed care, ECC, ineffective assistance of counsel, differentiated case management, and legislative/case law updates.</p> <p>A Q4 panel meeting was held on 4/23/2018 which focused on the opioid crisis.</p>		
5. Conduct black belt project to identify root causes of placement instability and identify recommendation(s) for statewide implementation.	James Weaver	Quarter 6 October - December, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	See below	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The Black Belt project to identify root causes of placement instability was completed during FY 17/18 Q1. Interventions have been implemented to address root causes.</p> <p>Performance: 4.67 for Q1 SFY 18-19. This was a trend in the wrong direction. Performance had been stable for over a year in the 4.4 range.</p>
5.1. Convene project work team. Project work team members include representatives from OCW program office, Community-	Sadaf Zendeudel	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 04/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A work team was convened where a root cause analysis was completed which identified verified root causes and recommended countermeasures.	<input checked="" type="checkbox"/> Completed 04/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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based Care lead agencies, Regions, and other stakeholders.						
5.2. Analyze data and identify root causes.	James Weaver	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The root causes for placement instability were identified.	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
5.3. Develop and implement intervention(s) based on the recommendations (improvement phase).	James Weaver	Quarter 1-4 July – September, 2017 April – June, 2018	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Florida Institute for Child Welfare conducted a research review of proposed interventions and provided feedback on 12/6/17.</p> <p>The Department and 4 CBC agencies are piloting a “Licensed Foster Home Assessment” process to strengthen collaboration with system partners and improve the experiences of foster parents when a report of maltreatment is received on a foster home. This requires a well-coordinated process for assessing the child welfare systems support and management of a foster</p>	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)		
Strategy A: Implement practice initiatives that will improve the permanency and stability of children’s living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				<p>home that is the focus of a report. The Licensed Foster Home Assessment includes a review of the following:</p> <ul style="list-style-type: none"> • Adequacy of placement matching. • Number of children in the home and any waivers granted. • Sufficiency of caregiver contacts and system’s response to caregiver concerns. • Adequacy of caregiver training and ongoing support. <p>Additionally, the Department anticipates that this pilot will provide insight to root causes of placement instability and effective system responses.</p> <p>In reviewing the factors to be considered in determining placement of children in out-of-home care, the department recognized a need for stronger cultural competency training. The department, in partnership with the Florida Center for Cultural Competence, Inc., offered statewide, train-the-trainer sessions on March 21-22 and April 3-4, 2018. The training is the department’s initial effort to infuse educational supports into the workforce</p>		

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				to help in working with special population cases.		
5.4. Follow-through for a 12-month period to ensure interventions address the root causes and modify as necessary. The follow-through involves ongoing analysis by the project work team, as well as Florida CQI reviews. (Control phase. The control phase will demonstrate results from the improvement phase twelve months after counter measures are implemented.)	James Weaver	Quarter 4 6 and ongoing July – September, 2017 October – December, 2018 and ongoing	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The Department is working with Casey Family Programs to develop a model to identify characteristics of children who experience placement instability. We have had two meetings so far, with another scheduled in late January 2019. The goal is to identify characteristics of children who move in order to target interventions for these children.</p> <p>A Quality Parenting Initiative project is in full swing where foster parent abuse/neglect reports are being analyzed to gain insight into improvements needed.</p> <p>A capacity and gap analysis tool was developed by a workgroup to assess current CBC Lead Agency treatment and well-being services for children including the placement continuum.</p>

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children’s living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
						<p>Regions are working with the CBC lead agencies to develop placement plans; all plans should include targets that expand the availability of the various types of placement resources identified via the gap analysis.</p> <p>Cultural competency training was designed to heighten child welfare professional’s sensitively to diverse cultures and provide the skills needed to recognize and meet the needs of Florida’s diverse population. These trainings were completed to help child welfare staff better assess a child’s needs and determine early the best placement resource for the child.</p> <p>A new foster care licensing pre-service curriculum was developed to address how Collaboration and Partnership for Children, may help address placement stability. It includes</p>

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
						information about making foster placements successful, predictors of displacement, stages of disruption, and what to do when disruption occurs. It also includes information on how to help establish relationships and support co-parenting between foster parents and birth parents.
6. Implement newly developed statewide operating procedure related to Child Placement Agreements, CFOP 170-11, Chapter 4, requiring child welfare professionals to work together with caregivers for children with identified behavioral management needs. The new operating procedure also focuses on the need to keep siblings together. The process for developing operating procedures involves extensive collaboration – the workgroup for this specific operating procedure included CBC representation, child welfare professional supervisors, legal,	Courtney Smith	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Operating Procedure CFOP 170-11 was implemented in May, 2017 and is posted on the Florida Center website at: http://www.centerforchildwelfare.org/childPlacementAgreement.shtml	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
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foster parents, and other related stakeholders. This practice modification results from a pilot project conducted between 07/2016 through 12/2016 with five CBCs.						
6.1. Inform the regions and CBCs about the change in practice for implementation.	Courtney Smith	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	This operating procedure was disbursed to regions and CBC agencies for implementation on May 12, 2017. http://www.centerforchildwelfare.org/childPlacementAgreement.shtml	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
6.2 Conduct statewide webinar. The webinar participants learned about the policy changes and heard lessons resulting from the 5 pilot sites.	Courtney Smith	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The webinar conducted on 4/14/2017 is also posted on Florida's Center for Child Welfare. http://www.centerforchildwelfare.org/childPlacementAgreement.shtml	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
6.3. Assess practice using the Florida CQI reviews.	Mark Shults	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>PIP monitored and FI CQI cases were completed in the OMS system during Quarters 1, 2, 3 and 4.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>80 PIP monitored and approximately 428 FI CQI cases were completed in the OMS system during Quarter 5 and 6.</p> <p>There were approximately 1,245 CPI Rapid Safety Feedback cases reviewed during Q5 and Q6. There were 393 case management Rapid Safety feedback cases reviewed during Q5 and Q6.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu</p>
6.4. Provide quarterly feedback to management (Department leadership, CBC leadership, OCW specialists, child welfare professionals) on findings to inform practice changes or training as needed.	Mark Shults	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Meetings to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP were held with DCF leadership on 11/15/17, 2/13/18, and 5/8/18.</p>	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A meeting to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP was held with DCF leadership on 7/10/2018 and 11/13/18.</p>

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				<p>PIP monitored case review data was shared QA staff, PIP leads, sheriffs and the Children's Bureau at the statewide QA manager's meeting held 6/14/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 6/ 14/17, 8/28/17, 1/23/18 and 4/24/18.</p> <p>A semi-annual newsletter was published on 2/28/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml .</p>		<p>PIP monitored case review data was shared QA staff, PIP leads, sheriffs and the Children's Bureau at the statewide QA manager's meeting held September 20, 2018.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 8/7/2018 and 11/13/2018. There is a standing agenda item for DCF CQI staff and regional staff to update the task force on PIP progress and findings for PIP monitored and Florida CQI cases.</p> <p>A semi-annual newsletter was published on 8/30/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at:</p>

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
						http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml
7. Strengthen the permanency hearing decision process.	Stephanie Zimmerman/ Children's Legal Services	Quarter 6 October – December, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Children's Legal Services convened a workgroup to complete this task that includes a representative of the GAL program and the Office of State Courts Administrator. Children's Legal Services also consulted with the Dependency Court Improvement Panel. The workgroup had meetings on July 24th, October 18th, and November 6th. The workgroup's accomplishments are reflected in the updates below.</p> <p>Children's Legal Services had redesigned its order templates and delivered training to all stakeholders to properly document the compelling reasons for the child's permanency goal and why it is in the child's best if a reunification goal is not changed for a child in out-of-home care for 12 months or longer. CLS has continued its QA process into Q4 to achieve 90% strength in this activity.</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	CLS Leadership implemented a redesigned permanency order template statewide in January 2018. CLS conducted a QA process to review the use of the templates in the 20 judicial circuits in February and March 2018. There has been substantial compliance with the expectations for documentation of the appropriate permanency goal.
7.1. Redesign Court Permanency Hearing Order Templates to include a required specific finding for a child remaining in out-of-home care at month 12 or at month 15 of 22 months. (Court	Children's Legal Services	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The CLS workgroup generated a statewide guide on proper documentation of the findings to support a child remaining in out of home care for longer than 12 months with a reunification goal. The	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
findings will document the child's best interest and compelling circumstances if the Primary Goal is not changed to Adoption.).				<p>workgroup also revised CLS's permanency order and judicial review order templates to ensure proper documentation. The guide and order templates were distributed to CLS leadership on December 7th. CLS will be completing its QA review in Q3 to ensure that the templates have been implemented.</p> <p>CLS Leadership implemented a redesigned permanency order template statewide in January 2018. CLS conducted a QA process to review the use of the templates in the 20 judicial circuits in February and March 2018. Although there was substantial compliance with the expectations for documentation of the appropriate permanency goal, the QA process will be continued for another quarter to achieve at least 90% strength on this activity.</p>		
7.1.1. Establish statewide workgroup to review and modify Court Permanency Hearing Order Templates.	Children's Legal Services	Quarter 1 July - September, 2017	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Children's Legal Services convened a workgroup to complete this task that includes a representative of the GAL program and the Office of State Courts Administrator. Children's Legal Services also consulted with the Dependency Court Improvement Panel. The	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				workgroup had meetings on July 24th, October 18th, and November 6th. The workgroup's accomplishments are reflected in the updates below.		
7.1.2. Create and distribute templates to all 20 Judicial Circuits based on the recommendations of the workgroup.	Children's Legal Services	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The CLS workgroup generated a statewide guide on proper documentation of the findings to support a child remaining in out of home care for longer than 12 months with a reunification goal. The workgroup also revised CLS's permanency order and judicial review order templates to ensure proper documentation. The guide and order templates were distributed to CLS leadership on December 7th for implementation statewide.	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
7.1.3. Establish a Quality Assurance Process to sample and check Permanency Review Orders for conformance.	Children's Legal Services	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	CLS Leadership will be incorporating permanency review orders in its monthly QA process. Each month, CLS state leadership, the Regional Directors, the Managing Attorneys, and the Supervising attorneys pull samples of orders to ensure compliance with the law and best practices. Permanency orders will be incorporated into this process. On December 7, 2017 the CLS Deputy Director notified CLS leadership of this	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				process and provided formal guidance of how to evaluate the permanency order language.		
7.1.4. Provide quarterly feedback on findings to workgroup and Children's Legal Services Management to revise templates, practice or training as needed.	Children's Legal Services	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>On December 7, 2017, the CLS Deputy Directory notified CLS leadership of the QA process for monthly review of permanency orders, as well as provided formal guidance of how to evaluate the permanency order language, to enable Q3 feedback to the field.</p> <p>CLS conducted a QA process to review the use of the redesigned permanency order template in the 20 judicial circuits in February and March 2018. The QA process will be continued for another quarter to achieve at least 90% strength on this activity.</p>	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
7.2. Collaborate with the Office of the State Court Administrator to design and schedule training for judges and attorneys that reinforces the knowledge that must be documented and compelling reasons in a child's best interest to not go forward with either reunification or termination of parental rights when a child has been in out-of-	Children's Legal Services	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	On June 5, 2017, the Office of State Court Administrator and CLS met to design and schedule training for the judiciary and attorneys on these matters. The live training was conducted on August 30, 2017 at the Child Protection Summit. The training was recorded and subsequently made available through the Center for Child Welfare to all judiciary and attorneys who could not attend the live event.	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
home care for 12 months or 15 of the last 22 months.						
7.2.1. Establish training format and methods for delivering training statewide.	Children's Legal Services	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	On June 5, 2017, the Office of State Court Administrator and CLS met to design and schedule training for the judiciary and attorneys on these matters. The live training was conducted on August 30, 2017 at the Child Protection Summit. The training was recorded and subsequently made available through the Center for Child Welfare to all judiciary and attorneys who could not attend the live event. OSCA emailed the judiciary regarding the training being posted to ensure they have access to review. CLS emailed all CLS attorneys to ensure review.	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
7.2.2. Deliver training to Judiciary and to CLS Attorneys.	Children's Legal Services	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The live training was conducted on August 30, 2017 at the Child Protection Summit. The training was recorded and subsequently made available through the Center for Child Welfare to all judiciary and attorneys who could not attend the live event.	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children’s living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
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				<p>Additional ongoing activities include: on December 7, the CLS Deputy Director emailed CLS Leadership a link to the training video and required that tracking forms be used to monitor delivery of the training. At the time of this report, 12 of the 20 circuits submitted completion forms. It is anticipated that the remaining 8 circuits will complete the training in early Q3. Also on December 7, the CLS Deputy Director emailed a link to the training video to the Dependency Court Improvement Panel PIP workgroup.</p> <p>On January 9, 2018, the Office of State Court Administrator forwarded the training to all Florida dependency judges.</p>		
8. Ensure that caregivers receive actual notice and a meaningful opportunity to be heard at all court hearings involving a child in their care.	Children’s Legal Services	Quarter 6 October – December, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The live training that was conducted on August 30, 2017 at the Child Protection Summit addressed this subject. The training was recorded and subsequently made available through the Center for Child Welfare to all judiciary and attorneys who could not attend the live event. The CLS workgroup also revised all in-house order templates to ensure that caregiver input is requested. OSCA	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Trainings regarding caregiver notice and opportunity to be heard have been completed with staff and caregivers through different forums including 2 annual summits, internet, foster parent association meetings and during visits. A court order template was developed for

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children’s living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				<p>has revised the dependency bench book to prompt the judiciary to seek caregiver input. CLS formed a technology task force that is exploring methods to automate the caregiver notice process.</p> <p>Children’s Legal Services has redesigned its order templates and delivered training to all stakeholders to ensure caregivers are noticed of hearings and afforded an opportunity to be heard, which is demonstrated through documentation in court orders. CLS has continued its QA review process of court orders into Q4 to achieve 90% strength in this activity.</p> <p>The Technology Task Force developed a memorandum outlining recommendations for ensuring caregiver notice, as well as drafted a caregiver notice tip sheet for posting in offices and distribution to caregivers. On May 30, 2018 the memorandum was issued by the Assistant Secretaries for Child Welfare and Operations communicating guidance to ensure that caregivers are notified of court hearings and their right to be heard.</p>		<p>documentation in court orders of notice and appearance.</p> <p>In addition, a memorandum outlining recommendations for ensuring caregiver notice and a caregiver notice tip sheet was drafted for posting in offices and distribution to caregivers.</p> <p>Based on Children’s Legal Services QA reviews at minimum 90% of the state is utilizing the revised court order templates. The feedback is positive, and no further revisions or trainings are necessary at this time.</p>

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)		
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				<p>QPI, DCF OCW, DCF Children's Legal Services and a foster parent collaborated to develop a webinar regarding caregivers opportunity to be heard in court proceedings. The webinar was presented live on June 14, 2018 and addressed the importance of the inclusion of caregivers in legal proceedings to support positive outcomes for children. Information included how caregivers are a cornerstone of our child welfare system-their insight, perspective, and feedback is critical to the entire child welfare team's ability to make informed decisions about children and families. The webinar is posted on the Just in Time training website for future viewing as well.</p> <p>http://centervideo.forest.usf.edu/qpi/courtinfoharnng/start.html</p>		
8.1. Redesign all Court Order Templates to include a required specific court finding that all caregivers did or did not receive actual notice and a meaningful opportunity to be heard.	Children's Legal Services	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The CLS workgroup generated a statewide guide caregiver notice and input at hearing. The workgroup also revised all of CLS's orders to reflect caregivers receiving notice and an opportunity to be heard. The guide and order templates were distributed to CLS leadership on December 7th. CLS will	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				<p>be completing its QA review in Q3 to ensure that the templates have been implemented.</p> <p>In January 2018, CLS Leadership implemented language in its orders to document caregiver notice and the opportunity to be heard. CLS conducted a QA process to ensure the language was being incorporated in court orders in the 20 judicial circuits in February and March 2018. Although there was substantial compliance with the expectations for documentation of caregiver participation, the QA process will be continued for another quarter to achieve at least 90% strength on this activity.</p>		
8.1.1. Establish Statewide workgroup to review and modify all Court Order Templates.	Children's Legal Services	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Children's Legal Services convened a workgroup to complete this task that includes a representative of the GAL program and the Office of State Courts Administrator. Children's Legal Services also consulted with the Dependency Court Improvement Panel. The workgroup had meetings on July 24th, October 18th, and November 6th.	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
8.1.2. Create and distribute templates to all 20 Judicial	Children's Legal Services	Quarter 2	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	The CLS workgroup generated a statewide guide on proper caregiver notice and input. The workgroup also	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
Circuits based on the workgroup's recommendations.		October – December, 2017	<input type="checkbox"/> No longer applicable	revised CLS's order templates to ensure proper documentation. The guide and order templates were distributed to CLS leadership on December 7th for implementation statewide.	<input checked="" type="checkbox"/> No longer applicable	
8.1.3. Establish a Quality Assurance Process to sample and check applicable Court Orders for compliance.	Children's Legal Services	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	CLS Leadership will be incorporating caregiver notice in its monthly QA review of court orders. Each month, CLS state leadership, the Regional Directors, the Managing Attorneys, and the Supervising attorneys pull samples of orders to ensure compliance with the law and best practices. On December 7, 2017 the CLS Deputy Director notified CLS leadership of this process and provided formal guidance of how to evaluate the permanency order language.	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
8.1.4. Provide quarterly feedback on revised templates and provide training as needed.	Children's Legal Services	Quarter 3 and ongoing January, 2018 and ongoing	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>On December 7, 2017, the CLS Deputy Directory notified CLS leadership of the QA process for monthly review of orders to incorporate caregiver notice, as well as provided formal guidance of how to evaluate the order language, to enable Q3 feedback to the field.</p> <p>CLS conducted a QA process to ensure the caregiver notice and participation language was being incorporated in court orders in the 20 judicial circuits in</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Based on Children's Legal Services QA reviews at minimum 90% of the state is utilizing the revised court order templates. The feedback is positive, and no further revisions or trainings are necessary at this time.

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				February and March 2018. The QA process will be continued for another quarter to achieve at least 90% strength on this activity.		
8.2. Reinforce judges, attorneys, foster parents, and child welfare professionals' knowledge of required notice to caregivers and a meaningful opportunity to be heard for all hearings involving a child in their care.	Children's Legal Services	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The live training that was conducted on August 30, 2017 at that Child Protection Summit reinforced this message. The training was recorded and subsequently made available through the Center for Child Welfare to all judiciary and attorneys who could not attend the live event.</p> <p>CLS received confirmation that all attorneys within CLS viewed the required training. OSCA confirmed the training was made available and promoted as required viewing for the judiciary. Department regional leads implemented training plans to ensure viewing by child welfare professionals.</p>	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
8.2.1. Establish training format and methods for delivering training statewide.	Children's Legal Services	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	On June 5, 2017, the Office of State Court Administrator and CLS met to design and schedule training for the judiciary and attorneys on these matters. The live training was conducted on August 30, 2017 at the Child Protection Summit. The training was recorded and subsequently made available through the Center for Child	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				Welfare to all judiciary and attorneys who could not attend the live event. OSCA will email the judiciary once the training is posted to ensure they have access to review.		
8.2.2. Design training curriculum through collaboration with the Office of Child Welfare, Children's Legal Services, and the Office of the State Court Administrator.	Children's Legal Services	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	On June 5, 2017, the Office of State Court Administrator and CLS met to design and schedule training for the judiciary and attorneys on these matters. The live training was conducted on August 30, 2017 at the Child Protection Summit. The training was recorded and subsequently made available through the Center for Child Welfare to all judiciary and attorneys who could not attend the live event. OSCA will email the judiciary once the training is posted to ensure they have access to review.	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
8.2.3. Schedule and deliver training to Judiciary, Case Managers, foster parents, and to CLS Attorneys.	Children's Legal Services	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The live training was conducted on August 30, 2017 at the Child Protection Summit. The training was recorded and subsequently made available through the Center for Child Welfare to all judiciary and attorneys who could not attend the live event.</p> <p>On December 7, the CLS Deputy Director emailed CLS Leadership a link to the training video and required that</p>	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children’s living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				<p>tracking forms be used to monitor delivery of the training. At the time of this report, 12 of the 20 circuits submitted completion forms. It is anticipated that the remaining 8 circuits will complete the training in early Q3. Also on December 7, the CLS Deputy Director emailed a link to the training video to the Dependency Court Improvement Panel PIP workgroup.</p> <p>On January 8, 2018, the OCW Training Unit emailed DCF contract managers and PIP leads to (1) notify them about the posting of the training, (2) clarify that the populations to be trained are licensing staff, case management staff, adoption staff, independent living staff, CPI staff, caregivers, foster parents, group home staff, and leadership, and (3) require the leads to submit a plan by February 9, 2018, regarding how the training will be distributed, completed, and integrated in practice.</p> <p>On January 9, 2018, the Office of State Court Administrator forwarded the training to all Florida dependency judges.</p>		

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				CLS received confirmation that all attorneys within CLS viewed the required training. OSCA confirmed the training was made available and promoted as required viewing for the judiciary. Department regional leads implemented training plans to ensure viewing by child welfare professionals.		
8.3. Review and modify, if necessary, written material and the process for advising caregiver's of their rights.	Children's Legal Services	Quarter 7 January – March, 2019	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>CLS has formed a statewide workgroup to address this task.</p> <p>The Technology Task Force developed a memorandum outlining recommendations for ensuring caregiver notice, as well as drafted a caregiver notice tip sheet for posting in offices and distribution to caregivers. On May 30, 2018 the memorandum was issued by the Assistant Secretaries for Child Welfare and Operations communicating guidance to ensure that caregivers are notified of court hearings and their right to be heard.</p>	<input checked="" type="checkbox"/> Completed 05/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Based on Children's Legal Services QA reviews at minimum 90% of the state is utilizing the revised court order templates. The feedback is positive, and no further revisions or trainings are necessary at this time.
8.3.1. Convene statewide workgroup to review written material and the process advising out-of-home caregivers of their rights.	Children's Legal Services	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	CLS formed a statewide workgroup that had its first meeting on June 1, 2017. The group is exploring automated methods to provide notification.	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
8.3.2. Based on the workgroup's recommendations, modify process and update written materials as necessary.	Children's Legal Services	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The CLS workgroup is conducting regular meetings and will develop recommendations. The group had meetings on June 1, July 14th, October 6th, November 3rd, and December 15, 2017. The next meeting is on January 19, 2018. The workgroup has identified strategies for improving caregiver notice. The workgroup will continue to work in Q3 on modifying the process and updating other written materials, if necessary.	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
8.3.3. Distribute to Regions and CBCs for implementation.	Children's Legal Services	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 05/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Once the CLS workgroup finalizes the strategies to promote caregiver notice, they will be distributed to the regions.</p> <p>The Technology Task Force developed a memorandum outlining recommendations for ensuring caregiver notice, as well as drafted a caregiver notice tip sheet for posting in offices and distribution to caregivers. On May 30, 2018 the memorandum was issued by the Assistant Secretaries for Child Welfare and Operations communicating guidance to ensure that caregivers are notified of court hearings and their right to be heard.</p>	<input checked="" type="checkbox"/> Completed 05/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
8.3.4. Gauge practice improvement through Florida CQI reviews and PIP monitored cases (including case participant interviews).	Mark Shults	Quarter 6 October – December, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>83 PIP monitored and 459 FI CQI cases were completed in the OMS system during Q1 and Q2. 84 PIP monitored and approximately 460 FI CQI cases were completed in the OMS system during Q3 and Q4.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>80 PIP monitored and approximately 428 FI CQI cases were completed in the OMS system during Quarter 5 and 6.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>
8.3.5. Provide quarterly feedback to management (Department leadership, CBC leadership, OCW specialists, child welfare professionals) on findings to inform practice changes or training as needed.	Mark Shults	Quarter 7 January – March, 2019	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Meetings to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP were held with DCF leadership on 11/15/17, 2/13/18, and 5/8/18.</p> <p>PIP monitored case review data was shared QA staff, PIP leads, sheriffs and the Children's Bureau at the statewide QA manager's meeting held 6/14/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were</p>	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A meeting to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP was held with DCF leadership on 7/10/2018 and 11/13/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 8/7/2018 and 11/13/2018 (Call held due to statewide</p>

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				<p>held on 6/ 14/17, 8/28/17, 1/23/18 and 4/24/18.</p> <p>A semi-annual newsletter was published on 2/28/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml</p>		<p>travel restrictions). There is a standing agenda item for DCF CQI staff and regional staff to update the task force on PIP progress and findings for PIP monitored and Florida CQI cases.</p> <p>A semi-annual newsletter was published on 8/30/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml</p>
9. Conduct statewide training on cultural competency in recruitment based on amendment to Chapter 65C-13, F.A.C., Adoptions, which addresses cultural competency and recruitment components.	Courtney Smith	Quarter 6 October – December, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Amendments to F.A.C 65C-13 were effective 3/6/2018.</p> <p>Cultural competency train-the-trainer two day workshops were held in Tampa (March 28-29, 2018) and Daytona (April 3-4, 2018). Each agency sent one trainer to the workshop. The goal was to educate Child Welfare Trainers so they could in turn teach their respective Child Welfare Professional staff</p>

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children’s living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
						<p>how important it is that they are aware of and understand the dynamics of cultural competence when working with Florida’s racially diverse population. This training was to help the Child Welfare Professional become accustomed to and understand different cultures, especially those they are most likely to be working with. Upon completion of the workshop, trainers then trained Child Welfare Professionals with the curriculum in their respective agencies.</p> <p>A DCF statewide licensing meeting was held on 1/24/2019. Cultural competency was an agenda item. A cultural competency “Tip Sheet” was disbursed and reviewed regarding diligent recruitment of potential foster and adoptive families. Efforts should reflect the ethnic and racial diversity</p>

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
						of children in the state for whom foster and adoptive homes are needed.
9.1 Update Adoption Competent Curriculum to include cultural competency component.	Courtney Smith	Quarter 6 October – December, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The Office of Child Welfare contracted with Gail Price-Wise, President of the Center for Cultural Competence, Inc., to conduct three Train-the-Trainer workshops on Cultural Competence.
10. Implement local practice initiatives, such as Rapid Family Engagement, to assist staff with immediate engagement of parents to discuss conditions for return and start case planning process.	Traci Leavine/Ginger Griffeth CBCs/ Operations	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	CBC agencies initiated local practices during the PIP report period. Examples: <ul style="list-style-type: none"> Family Engagement program which consists of a meeting within 5-7 business days of shelter to immediately engage the parents, discuss conditions for return and begin case planning process. Expansion of Family Team Meetings. Learning Circles focusing on information collection, assessment, critical thinking, safety/planning, selecting safety monitors, and conditions for return. Treatment Specialty Court that focuses on dependent children with mental health and behavioral issues. 	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	The Children's Bureau has awarded a 5 year grant in the amount of \$8,610,000. to CBC of Central Florida. The Strong Foundations project grant goal is to develop, implement and evaluate strategies that focus on better adoption and permanency outcomes by improving basic social work, legal, and judicial practice in order to eliminate systemic barriers to: adoption, preventing re-entry into foster care, and other forms of permanency. The project specifically seeks to reduce the number of children who transition to adolescence

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Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				<ul style="list-style-type: none"> Parent contact sheets that assist case management with guiding meaningful discussion. Increased permanency staffings which include parents. Grandparent support groups. Kevin Campbell Family Finding practice model. <p>CBC agencies continue to implement local practices. During the PIP report period, examples of local practices include,</p> <ul style="list-style-type: none"> Family Engagement program which consists of a meeting within 5-7 business days of shelter to immediately engage the parents, discuss conditions for return and begin case planning process. ChildNet Palm Beach: Family Meeting staffings began in Quarter 3 with the deployment of a newly developed Family Meeting Staffing form. In addition, key staff participated in a discussion/training on the practice model with ACTION hosted by DCF on 3/22/18. Expansion of Family Team Meetings. Learning Circles focusing on information collection, assessment, 		while in foster care or re-enter foster care as teenagers. The benefit of this project will be a replicable model to improve permanency and positive outcomes for children in licensed care before they enter the critical adolescent years.

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)		
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				critical thinking, safety/planning, selecting safety monitors, and conditions for return. <ul style="list-style-type: none"> • Treatment Specialty Court that focuses on dependent children with mental health and behavioral issues. • Parent contact sheets that assist case management with guiding meaningful discussion. • Increased permanency staffings which emphasize inclusion of parents. • Grandparent support groups. • Kevin Campbell Family Finding 		
10.1. Train staff on Permanency Review Rapid Response.	Courtney Smith	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Casey has worked with DCF state office, CBCs and regional leaders to plan and implement Rapid Permanency Reviews (RPRs). DCF along with Casey has committed to lead the spread of RPRs statewide after receiving coaching in four Circuits (1, 5, 7 and 9), all of which will be developing RPR plans. The OCW Permanency staff have been trained on this model and have initiated training for CBC agencies. Casey facilitated a 1 ½ day Rapid Permanency Response planning meeting in Pensacola	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)		
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				(Circuit 1). The agenda for planning and training for this site is available.		
10.2. Assess practice using the Florida CQI reviews.	Mark Shults	Quarter 2 and ongoing October, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 12/2017 & 6/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>PIP monitored and FI CQI cases were completed in the OMS system during Quarter 1 and 2.</p> <p>83 PIP monitored and 459 FI CQI cases were completed in the OMS system during Q1 and Q2. 84 PIP monitored and approximately 460 FI CQI cases were completed in the OMS system during Q3 and Q4.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>80 PIP monitored and approximately 428 FI CQI cases were completed in the OMS system during Quarter 5 and 6.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>
10.3. Provide quarterly feedback to management on findings to inform practice changes or training as needed.	Mark Shults	Quarter 3 and ongoing	<input checked="" type="checkbox"/> Completed 12/2017 & 6/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Meetings to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP were held with DCF leadership on 11/15/17, 2/13/18, and 5/8/18.</p> <p>PIP monitored case review data was shared QA staff, PIP leads, sheriffs and</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A meeting to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP was held with DCF leadership on 7/10/2018 and 11/13/18.</p>

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)		
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35		
Key Activity	Lead	Target Completion Date	Prior Progress	Prior Report Status (6/30/2018)	Most Recent Progress and evidence of completion	Most Recent Status (12/31/2018)
				<p>the Children's Bureau at the statewide QA manager's meeting held 6/14/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 6/ 14/17, 8/28/17, 1/23/18 and 4/24/18.</p> <p>A semi-annual newsletter was published on 2/28/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml</p>		<p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 8/7/2018 and 11/13/2018 (Call held due to statewide travel restrictions). There is a standing agenda item for DCF CQI staff and regional staff to update the task force on PIP progress and findings for PIP monitored and Florida CQI cases.</p> <p>A semi-annual newsletter was published on 8/30/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml</p>

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)		
Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
1. Evaluate implementation of the May 2016 issuance of CFOP 170-9, Family Assessment and Case Planning, to guide family engagement regarding family functioning assessments and case planning throughout the life of the case. The process for developing operating procedures involves extensive collaboration – the workgroup for this specific operating procedure included CBC representation, child welfare professionals and supervisors, legal, and other related stakeholders.	Traci Leavine	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The implementation of CFOP 170-9 is being assessed ongoing through FI CQI case reviews, PIP monitored case reviews and fidelity reviews. Feedback is provided to all levels of administration through dashboard data and PowerPoint presentations.	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.1. Conduct statewide webinar on CFOP 170-9. The webinar participants learned about engagement of families throughout the life of the case with a focus on engagement during assessment and case planning. The webinar conducted on 9/15/2016 is also posted and available on Florida’s Center for Child Welfare.	Traci Leavine	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 09/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The webinar is posted on the Florida Center website for ongoing training/implementation purposes. http://www.centerforchildwelfare.org/VideoTrainingTopic.shtml	<input checked="" type="checkbox"/> Completed 09/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2. Gauge implementation through Florida CQI reviews (and	Mark Shults	Quarter 1 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017	83 PIP monitored and 459 FI CQI cases were completed in the OMS system	<input checked="" type="checkbox"/> Completed 03/2018	

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
PIP monitored cases) and Rapid Safety Feedback reviews.		July, 2017 and ongoing	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>during Q1 and Q2. 84 PIP monitored and approximately 460 FI CQI cases were completed in the OMS system during Q3 and Q4.</p> <p>There were approximately 924 CPI Rapid Safety Feedback cases reviewed during Q3 and Q4. There were 404 case management Rapid Safety feedback cases reviewed during Q3 and Q4.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>80 PIP monitored and approximately 428 FI CQI cases were completed in the OMS system during Quarter 5 and 6.</p> <p>There were approximately 1,245 CPI Rapid Safety Feedback cases reviewed during Q5 and Q6. There were 393 case management Rapid Safety feedback cases reviewed during Q5 and Q6.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>
1.3. Provide quarterly feedback to management (Department leadership, CBC leadership, OCW specialists, child welfare professionals) on findings to inform practice changes or training as needed.	Mark Shults	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>on the Key Activities in the PIP were held with DCF leadership on 11/15/17, 2/13/18, and 5/8/18.</p> <p>PIP monitored case review data was shared QA staff, PIP leads, sheriffs and the Children's Bureau at the statewide QA manager's meeting held 6/14/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A meeting to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP was held with DCF leadership on 7/10/2018 and 11/13/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 8/7/2018</p>

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				<p>steering committee - PIP Oversight were held on 6/ 14/17, 8/28/17, 1/23/18 and 4/24/18.</p> <p>A semi-annual newsletter was published on 2/28/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml</p>		<p>and 11/13/2018 (Call held due to statewide travel restrictions). There is a standing agenda item for DCF CQI staff and regional staff to update the task force on PIP progress and findings for PIP monitored and Florida CQI cases.</p> <p>A semi-annual newsletter was published on 8/30/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml</p>
2. Implement improved and/or expanded kinship search processes or procedures so that more children and sibling groups are placed quickly with relatives, as appropriate.	Val Dambreville	Quarter 4 6 April – June, 2018 October - December, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>See below</p> <p>The CBC agencies report having some type of Family Finding specialist/initiative.</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The DCF Secretary has established a performance indicator of placing 65% of initial foster care placements with relative/non-relatives. Currently, approximately 53.7% of children being sheltered are initially placed in relative/non-relative placements, while approximately 56% of foster children are placed in relative/non-relative placements ongoing.</p> <p>To support relative/non-relative placement efforts the OCW has submitted a legislative budget</p>

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
						<p>request to obtain funding for staff training and expansion of the family finding model. This will assist with placements as well as identifying relatives with whom children can develop a meaningful and enduring connection who will support them throughout their life.</p> <p>In addition, the OCW applied for an ACF kinship navigator grant and has been awarded \$863,073. These funds will be used to complete a statewide inventory of existing kinship navigator programs to determine whether they are aligned with federal regulations, expand or enhance current kinship navigator services, and provide funding for the final evaluation of an existing kinship navigator program to become evidence based. Kinship services will include: support groups, statewide training, collaborative meetings, system navigation, family support plans and assessments.</p>
2.1. Research evidence-based and best practices for family finding.	Courtney Smith	Quarter 2	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	The OCW has researched evidence based practices in other states, had calls with the Agency for Children and Families and	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
		October – December, 2017	<input type="checkbox"/> No longer applicable	received documents on GAP. This information informed 2018 legislative requests related to kinship search and family finding.	<input checked="" type="checkbox"/> No longer applicable	
2.2. Determine capacity for expanding family finding resources, for example, staff, or automated techniques.	CBCs/Regions	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Based on the research conducted by the OCW, the Department submitted a legislative Budget Request to improve and expand kinship search and networking. There is also a Senate Bill (SB590/HB1435) in process which would legislate specific criteria for family finding beginning with the shelter hearing and continuing throughout the investigation and service provision. It includes funding for a relative caregiver navigator program.</p> <p>HB 1435 effective 7/1/2018 makes a number of changes designed to improve the use and support of relative and nonrelative caregivers for children removed from their homes due to abuse or neglect.</p> <p>The new law requires the Department, in collaboration with sheriffs' offices that conduct child protective investigations and Community-based Care lead agencies, to develop a statewide family-</p>	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				finding program subject to available resources, provides strategies to engage relatives and fictive kin, requires the court to request that parents' consent to providing access to additional records; and subject to available resources, authorizes the Community-based Care lead agencies to establish kinship navigator programs to provide assistance to relatives and nonrelatives who are caring for children in out-of-home care to help them navigate the services and benefits available.		
2.3. Modify and implement state operating procedure regarding conducting diligent searches for potential relative placements.	CBCs/Regions	Quarter 2 6 July – September, 2018 October - December, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	See below, in process	<input checked="" type="checkbox"/> Completed 11/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Operating procedure 170-1 Chapter 14 has been developed which included statewide input from regions and CBC agencies. The operating procedure was published on 10/31/2018. A memorandum was issued by the Assistant Secretary for Child Welfare implementing the policy effective 11/1/2018.
2.3.1. Establish statewide workgroup. workgroup to include representation of child welfare professionals and stakeholders.	CBCs/Regions	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Workgroup established and meetings convened. Workgroup made up of representatives from CBC agencies, case management organizations, and the Department.	<input checked="" type="checkbox"/> Completed 05/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
2.3.2. Develop draft changes to operating procedure based on the workgroup's recommendations and distribute for statewide input.	CBCs/Regions	Quarter 1 4 July – September, 2017 April – June, 2018	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Initial draft of CFOP was developed by a workgroup in 8/2017. Prior to statewide distribution for input the workgroup is awaiting 2018 legislative direction which if passed, will require policy modification.</p> <p>Draft CFOP 170-1, Chapter 14 was completed and distributed by the OCW for statewide input.</p>	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
2.3.3. Incorporate statewide input and publish modified operating procedure.	CBCs/Regions	Quarter 2 5 October – December, 2017 July - September, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 10/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Feedback was received from regions and CBC agencies which was incorporated into the operating procedure where applicable. The operating procedure was published on 10/31/2018.
2.3.4. Inform the Regions and CBCs for implementation through statewide memorandum and statewide webinar.	Courtney Smith	Quarter 2 5 October – December, 2017 July - September, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 11/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A statewide memorandum for CFOP 170-1 by the Assistant Secretary for Child Welfare was distributed for implementation on November 1, 2018. The webinar for implementation was held on December 13, 2018 .

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
2.3.5. Assess practice improvement using the Florida CQI reviews.	Mark Shults	Quarter 4 6 and ongoing April – June, 2018 October - December, 2018 and ongoing	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>80 PIP monitored and approximately 428 FI CQI cases were completed in the OMS system during Quarter 5 and 6.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>
2.3.6 Provide quarterly feedback to management (Department leadership, CBC leadership, OCW specialists, child welfare professionals) on findings to inform practice changes or training as needed.	Mark Shults	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Meetings to share the state’s performance results for Florida’s PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP were held with DCF leadership on 11/15/17, 2/13/18, and 5/8/18.</p> <p>PIP monitored case review data was shared QA staff, PIP leads, sheriffs and the Children’s Bureau at the statewide QA manager’s meeting held 6/14/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 6/ 14/17, 8/28/17, 1/23/18 and 4/24/18.</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A meeting to share the state’s performance results for Florida’s PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP was held with DCF leadership on 7/10/2018 and 11/13/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 8/7/2018 and 11/13/2018 (Call held due to statewide travel restrictions). There is a standing agenda item for DCF CQI staff and regional staff to update the task force on PIP progress and findings for PIP monitored and Florida CQI cases.</p>

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				A semi-annual newsletter was published on 2/28/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml		A semi-annual newsletter was published on 8/30/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml
3. Conduct Just In Time training/technical assistance on maintaining a child's connections at quarterly Quality Parenting Initiative (QPI) statewide meeting with foster parents, relatives, non-relatives, child welfare professionals and providers.	Valery Dambreville	Quarter 4 April – June, 2018	<input checked="" type="checkbox"/> Completed 05/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	QPI staff in collaboration with a Casey consultant developed a webinar training for caregivers on permanency which includes information on the importance of children maintaining their connections. The webinar was presented on 5/31/18 and can be viewed by all caregivers on the Just in Time training website. http://centervideo.forest.usf.edu/video/qpi/florida/relentlesspursuit/start.html	<input checked="" type="checkbox"/> Completed 05/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
3.1. Publish QPI meeting and training schedule on QPI website.	Carol Schauffer	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	QPI trainings are provided at the QPI - Just in Time website which can be accessed from the homepage of the Florida Center website. http://centerforchildwelfare.fmhi.usf.edu/	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
4. Expand capacity for Permanency Roundtables	Courtney Smith	Quarter 4 and ongoing	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule	Permanency Roundtables (PRTs) continue to be facilitated by 13 of the	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule	The Rapid Permanency Reviews (RPR) implementation process for

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)		
Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
including Youth Centered Permanency Roundtable model. Florida has 12 CBCs conducting Permanency Roundtables with plans to train and involve additional sites.		April, 2018 and ongoing	<input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>21 FL CBCs. The statewide quarterly PRT work group meetings were held February 22, and June 14, 2018 where Casey attended to provide technical assistance. A Casey Consultant who is a permanency advocate resource is available to the CBC agencies for assistance in improving and sustaining PRTs. Casey has provided technical assistance advising the state to merge the quarterly meetings for PRTs and Rapid Permanency Reviews. Rapid Permanency Reviews look at systemic local, regional and state barriers for children in foster care 2+ years.</p> <p>Casey provided train the trainer sessions on Rapid Permanency reviews on June 20 – 22, 2018 with 4 CBC agencies (some who have been conducting PRTs and some new agencies). Implementation will begin and continue through PIP Q5.</p>	<input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Kids Central, Inc., Eckerd Connects Pasco & Pinellas County and Eckerd Connects Hillsborough was re-evaluated to determine each agencies readiness. Eckerd Connects Pasco & Pinellas County updated their implementation timeline to conduct an orientation of their key stakeholders followed by a training for RPR reviewers in January 2019. The reviews for Eckerd Connects Pasco & Pinellas are scheduled for February 2019. While Kids Central, Inc completed the first steps of the implementation process, it was later determined that due to significant changes in staff, additional training regarding adoptions in general needs to occur prior to implementing RPRs at this agency. As a result of Eckerd Connects Hillsborough involvement in several initiatives, it was determined that this agency does not have the capacity to implement RPRs at this time. Lastly, Our Kids continues to be in the follow up stage of their RPR review findings, holding of Cadence of Accountability meetings and

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
						<p>providing quarterly RPR progress report.</p> <p>Youth Centered Roundtable (YRT) Training were held on November 7, 2018 to assist with agencies who are interested in incorporating YRTs in their service area. Representatives from Family Support Services of North Florida, Family First Network, Kids Central and Brevard Family Services were among the agencies present at the training. Youth Centered Roundtables builds on the permanency round tables model that helps establish permanent connections for foster children but allows the children to be included in the process.</p>
4.1. Continue partnership with Casey Family Programs on the Permanency Roundtable Project.	Courtney Smith	Quarter 1 and ongoing July, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 06/2017 & 3/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The partnership agreement between the Department and Casey Family programs is in place. The work Plan and Quarterly Progress Reports are available.</p> <p>Permanency Roundtables (PRTs) continue to be facilitated by 13 of the 21 FL CBCs. The statewide quarterly PRT work group meetings were held February</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The Department and CBC agencies continue to partner with Casey Family Programs on Permanency Roundtables, Rapid Permanency Reviews and Youth Centered Permanency Roundtable models. Collaborative trainings and</p>

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				<p>22, and June 14, 2018 where Casey attended to provide technical assistance. Jennifer Behnam, Casey Consultant is a permanency advocate resource the CBC agencies turn to for assistance in improving and sustaining PRTs. Casey has provided technical assistance advising the state to merge the quarterly meetings for PRTs and Rapid Permanency Reviews.</p> <p>Casey provided train the trainer sessions on Rapid Permanency reviews on June 20 – 22, 2018 with 3 CBC agencies (some who have been conducting PRTs and some new agencies). Implementation will begin and continue through PIP Q5.</p> <p>There are 5 CBC agencies that have been completing RPRs for at least a 6 month period of time. Each agency experienced a significant increase in achieving permanency when the children have been included in the review. (i.e. – CPC 30% vs. 66%; CBCCF 42% vs. 70%; FFN 52% vs. 74%; HFC 35% vs. 86%; and CNSWFL 35% vs. 74%)</p>		meetings have been held throughout Q5 and Q6.

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				The statewide PRT group is now reviewing cases previously reviewed at the local level, but remain challenging cases that warrant a subject matter expert perspective.		
4.2. Increase the number of sites utilizing the Permanency Roundtable and Youth Centered Permanency Roundtable models.	Courtney Smith	Quarter 3 and ongoing January, 2018 and ongoing	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Permanency Roundtables (PRTs) are now being facilitated by 13 of the 21 FL CBCs. The statewide quarterly PRT work group meetings continue to draw 20 – 30 participants and the DCF attorney and GAL attorney who co-facilitate the work group continue to be committed and engaged. Jennifer Behnam is a well-known and respected permanency advocate the CBCs turn to for assistance in improving and sustaining PRTs.</p> <p>A system wide training held on March 26 was facilitated by Casey Families on Casey Permanency Roundtables (PRT) with 64 attendees across the Brevard System of Care including CMA, CLS, GAL, BFP and CPI. Additional Skills Training was held on April 9; Brevard Family Partnership (BFP) PRT's commenced on April 10. There will be two teams and the population of focus is any youth with the goal of APPLA and children who have been in care in excess of 18 months. BFP</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The Department and CBC agencies continue to collaborate with Casey to expand the Youth Centered Permanency Roundtable model. In addition to the 4 agencies currently conducting Youth Centered Permanency Roundtables there are 4 additional CBC agencies that have stated an interest in being trained on the model (Kids Central, Eckerd Pinellas/Pasco, Brevard and Children's Network of SW Florida). A training was held on November 7, 2018.</p> <p>In addition, the Rapid Permanency Reviews (RPR) implementation process for Kids Central, Inc., Eckerd Connects Pasco & Pinellas County, Eckerd Connects Hillsborough and Our Kids continued during this quarter. Each lead agency identified individuals who would be key participants in the RPR</p>

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				CMA Family Allies is conducting weekly Out of Home Care Reviews for every child in out of home care led by the leadership team. Permanency outcomes have improved since implementation of this process.		<p>implementation process for the agency or region as well as timeframes surrounding full implementation in their area. Our Kids established orientation training for key stakeholders, identified the targeted population and conducted the actual reviews in August of 2018. Our Kids is currently in the follow up stage where they are drafting summary RPR review findings, holding Cadence of Accountability meetings and providing quarterly RPR progress reports. Kids Central, Inc., conducted an orientation of their key stakeholders in July of 2018 but are still in the initial phase of the implementation process. Both Eckerd locations (Pinellas/Pasco and Hillsborough) requested additional training in general surrounding the RPRs and these trainings were held in July and August 2018. These agencies also remain in the first steps of the RPR implementation process.</p> <p>The Department and CBC agencies continue to collaborate with Casey</p>

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
						to expand the Youth Centered Permanency Roundtable model. In addition to the 4 agencies currently conducting Youth Centered Permanency Roundtables there are 4 additional CBC agencies that have stated an interest in being trained on the model (Kids Central, Eckerd Pinellas/Pasco, Brevard and Children's Network of SW Florida). A training was held on November 7, 2018.
4.2.1 Train the Permanency and Well-Being specialists in the Office of Child Welfare on the Permanency Roundtable model and Youth Centered Permanency Roundtable models.	Courtney Smith	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 8/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Trainings on these models was provided on 8/15 & 16, 2017. Permanency Round Table Values Training of selected OCW specialist trainers was conducted by Casey Family Programs on 8/16/17. Agenda and learning objectives are available.	<input checked="" type="checkbox"/> Completed 08/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
4.2.2. Train child welfare professionals on the Permanency Roundtable and Youth Centered Permanency Roundtable models, as requested by the new sites.	Courtney Smith	Quarter 3 and ongoing January, 2018 and ongoing	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A Casey consultant has assisted the Communities Connected for Kids CBC (formerly Devereux) (Port St. Lucie) to prepare for Youth Centered Roundtables and facilitated 2 Roundtables for youth for whom the PRT process was completed and who had not yet achieved	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Joint trainings and project oversight meetings were held on July 19, 2018, July 24, 2018, July 30 – August 1, 2018, August 7, 2018, August 15, 2018, September 17, 2018 and September 26, 2018 to implement Rapid Permanency Reviews.

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Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				<p>permanency. She also facilitated a PRT Values Training Workshop. She is a well-known and respected permanency advocate the CBCs can turn to for assistance in improving and sustaining PRTs. The CBC of Central Florida is also utilizing the youth centered permanency roundtables.</p> <p>Training and technical assistance was provided by Casey for existing PRT sites February 22, and June 14, 2018.</p> <p>Casey provided train the trainer sessions on Rapid Permanency reviews on June 20 – 22, 2018 with 4 CBC agencies (some who have been conducting PRTs and some new agencies).</p> <p>There are 2 CBC agencies that have requested training on Youth Centered Round Tables. The training is tentatively scheduled for November 2018.</p>		
4.3. Implement Permanency Roundtable and Youth Centered Permanency Roundtable models in new sites.	CBCs	Quarter 4 and ongoing April, 2018 and ongoing	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Implementation has begun at two CBC agencies.</p> <p>Casey provided train the trainer sessions on Rapid Permanency reviews on June 20 – 22, 2018 with 4 CBC agencies (some</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Youth Centered Roundtable (YRT) Training was held on November 7, 2018 to assist agencies who are interested in incorporating YRTs in their service area. Representatives from Family Support Services of North Florida,

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)		
Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.				Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				who have been conducting PRTs and some new agencies).		<p>Family First Network, Kids Central and Brevard Family Services were among the agencies present at the training. Youth Centered Roundtables build on the permanency round table model that helps establish permanent connections for foster children but allows the children to be included in the process.</p> <p>CC Kids continues implementation of the roundtable models. Permanency Round Tables are held on a monthly basis. July: 6 follow up PRTs (12 children/6 Cases)/1 initial (1 Child) August: 3 initial PRTs (3 Children/3 Cases)/1 Youth Centered September: 7 follow up PRTs (13 Children/7 Cases)</p>

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Permanency 1; Systemic Factors: Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)		
Strategy C: The state’s child welfare information system, FSFN, will have accurate and timely data that supports child well-being.				Applicable CFSR Items: 4 and 19		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
1. Monitor compliance of accuracy and timely data entry in FSFN, focusing on placement and living arrangement.	Marks Shults	Quarter 4 April – June, 2018	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The monitoring has begun with the PIP and FI CQI cases reviewed 1/2018.</p> <p>Florida began capturing data related to the timeliness of updating placements in its child welfare information system on January 1, 2018. The findings from the reviews conducted January 1, 2018 – March 31, 2018 will be used as a baseline to gauge progress. Each region in the department presented countermeasures during the Quality Assurance Manager’s meeting held in June 2018 to improve performance in these areas. The meeting was attended by the Children’s Bureau. Three regions reported an additional staff member was hired to ensure timely entering of placement changes and two regions reported enhancing tracking and reporting to ensure placements are entered timely. Monitoring continues on a quarterly basis with reporting included at the Quality Assurance Managers’ meetings and with the quarterly compilation of the Florida CQI data for the Key Indicator reports.</p>	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.1. Develop a “basic data entry accuracy tool” for Department and CBC QA to use when reviewing cases.	Mark Shults	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The basic data entry tool was developed during Q1 and provided to all DCF and CBC QA managers for implementation beginning in January 2018	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Permanency 1; Systemic Factors: Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)		
Strategy C: The state's child welfare information system, FSFN, will have accurate and timely data that supports child well-being.				Applicable CFSR Items: 4 and 19		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
1.2. Incorporate into the CBC contract monitoring compliance of accuracy and timely data entry into FSFN with a focus on placement and living arrangement.	Alissa Cross	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Implementation of the basic data entry tool began 1/1/18. Tool disseminated to DCF and CBC QA Managers at the QA Managers' Meeting held 10/10 – 10/12/2017. The findings will be incorporated as part of annual contract oversight monitoring for each CBC agency.	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.3. Analyze review findings and implement countermeasures.	Alissa Cross	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Review findings are entered into an electronic data base for immediate access and analysis by the Contract compliance team.</p> <p>The review findings from the report period were analyzed and the CBC agencies are implementing countermeasures at CBC agencies who have been reviewed by Contract Oversight Unit during the quarter:</p> <p>Devereux: QM will request that Supervisors verify the correct placement during their supervisory reviews to make sure all placements are current. DCBC Systems Administrator will monitor the AFCARS weekly for errors.</p> <p>ChildNet Palm Beach Update 04/18: ChildNet Data department implemented</p>	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				Applicable CFSR Outcomes or Systemic Factors: Permanency 1; Systemic Factors: Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)		
Strategy C: The state’s child welfare information system, FSN, will have accurate and timely data that supports child well-being.				Applicable CFSR Items: 4 and 19		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				<p>and reinforced data entry guidelines for placement changes which are informally tracked by the Data Supervisor.</p> <p>Additionally the review data was shared at the June 2018 QA manager’s meeting.</p>		

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
1. Improve availability and access to the child welfare service array within each community.	Traci Leavine/ Celeste Putnam	Quarter 2 and ongoing October, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 12/2017 & 6/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The ongoing service array assessment process has initiated to gauge the expansion needs for additional safety management, family support, treatment and well-being services in each community. Next steps include: Completing profiles reflecting clusters of key parental characteristics Evidence/research based practices and programs responsive to service needs and the levels of care designated for each parent profile Estimate of the number of parents in need of services within each level of care. Methodology for a gap analysis and financial planning to be used by the Regions. Dissemination of the methodology to the Regions for implementation.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/CBC_ContractMonitoringReports.shtml</p> <p>The Department established an expert workgroup to complete this initiative. The workgroup has completed 17 interviews with Child Protective Investigators (CPIs) and managers throughout the state to determine what assistance the CPIs would like to receive during the investigation. It has been determined that the CPIs prefer a consultation from a subject matter expert rather than a formal assessment. In some parts of the state, behavioral health consultants with high levels of behavioral health expertise are out posted with the CPIs. The Behavioral Health Consultants provide immediate suggestions to</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A gap analysis was completed by each region that assessed CBC lead agency's treatment and well-being services for children including the placement continuum.</p> <p>A foster home estimator tool is currently being tested by several agencies. A conference call occurred on August 22nd to review feedback on the initial round of testing. Testers found the tool as potentially helpful but in need of further review. Specifically, the tool requires data and other estimates not currently tracked although the information can be researched. The State of Arizona has revised their tool and the Florida workgroup has received a copy of the tool for review. The placement planning team also met in person 8/28/2018 with an agenda of discussing the QPI Assessment, the estimating tool, and data inventory.</p> <p>The Child Welfare and Behavioral Health Service and Financial Tool final draft was completed. The tool includes protocols for financial</p>

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				<p>the CPI, may accompany them to meet the parents or meet with the parents independently to make recommendations. Therefore, in lieu of formal assessments during the investigation, the department is working to increase the number of behavioral health consultants out posted in the CPI units. However, formal assessments are necessary at the time of case transfer to assist the dependency case managers in developing the case plan and addressing the needs of the parents during the duration of the case. The department is now interviewing behavioral health providers to determine how the providers can complete assessments that look at both the behavioral health disorder and how the disorder may impact the caregiver protective capacities. It is expected this will be completed by September 30, 2018.</p> <p>With the assistance of the University of South Florida and Casey Family Foundation, the department has convened a group of experts to complete a detailed study of the service array for behavioral health and parenting services for parents. A statistical analysis known as a Latent Class Analysis was completed to provide the expert workgroup with detailed information about six clusters of parents and their characteristics. Based upon this information experts have recommended changes in the service components offered to parents which include more intense services, integrated parenting with treatment, and in-home services with significantly more outreach</p>		<p>planning and resource development. Tool implementation is being piloted in Sarasota Circuit 12.</p> <p>DCF Leadership is collaborating with the Agency for Healthcare Administration to develop a full array of accessible Medicaid services geared to the needs of the child welfare population by completing a cross walk of desired services for parents.</p>

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				and recovery support. The next step is to develop a tool kit to be used by Regions, the Managing Entities and the Community Based Care Lead Agencies to begin to redesign the service array provided at the local levels. The tool kit will be available in the fall of 2018.		
1.1. Develop and implement method for ongoing assessment of service array for each community.	Alissa Cross	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Child Welfare Service Array is a Priority of Effort (POE) for DCF Secretary Mike Carroll. Focus of the POE is for the Department and CBC agencies to increase the availability and access to services for children served by the child welfare system. Progress updates are provided quarterly and can be accessed at the following website.</p> <p>http://apps.dcf.state.fl.us/profiles/poe.asp?path=FY 2017-18/Monthly/Q1 - July thru September</p> <p>Casey Family Programs has been engaged by the Department to participate in a workgroup along with representation from all six regions. A kickoff meeting was held 10/9/17 which included adoption of a workgroup charter.</p>	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2. Conduct baseline assessment of service array available in each CBC's service area. Assessments are being conducted based on	Alissa Cross	Quarter 2	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	As part of the POE an automated infrastructure that enables integrated data analytics and the evaluation of services delivered to children and	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
each service type (Family Support Services, Safety Management Services, Treatment Services, and Child Well-being Services).		October – December, 2017		families across multiple DCF programs is being developed. This includes parents that received behavioral health services (stratified by the type of service and provider), children with a parent with a substance use or mental health disorder that achieves permanency in 12 months (stratified by permanency type and aligned with Federal permanency timeframes), and children with a parent with substance abuse or mental health disorder with no verified maltreatment within 6 and 12 months of closing child welfare services. Release 1 and 2 were completed during July – December, 2017.	<input checked="" type="checkbox"/> No longer applicable	
1.2.1. Conduct assessment of safety management services.	John Harper	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Baseline assessments of safety management services completed on each CBC lead agency. http://apps.dcf.state.fl.us/profiles/poe.asp?path=FY 2017-18/Monthly/Q1 - July thru September	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2.2. Conduct assessment of family support services.	Erin Hough	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Baseline assessments of family support services completed on each CBC lead agency. http://apps.dcf.state.fl.us/profiles/poe.asp?path=FY 2017-18/Monthly/Q1 - July thru September	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
1.2.3. Conduct assessment of treatment services.	Traci Leavine/ Tory Wilson	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>OCW established a workgroup to include Community-Based Care Lead Agencies and community stakeholders to inform the assessment and expansion of treatment and well-being services for children, and to enhance the availability of evidence-based and promising practice services within the service array continuum that will be supported by Casey Family Programs and the Harvard fellow.</p> <p>The kickoff meeting for the workgroup was held on 10/9/17. On 10/18/17 a conference call was held with the Region leads. The workgroup met face to face on 11/13/17 and via conference call on 12/12/17.</p> <p>OCW established a subgroup to specifically focus on the placement continuum to assess and identify appropriate placement services to meet the unique needs of children served in out-of-home care.</p> <p>A workgroup to map evidence-based and promising practices that are supported by research that addresses specific conditions present within the</p>	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				children and families served has been established. The FICW provided first research update during the meeting held on 11/13/17. The FICW began their research on the needs of clusters in December, 2017.		
1.2.4. Conduct assessment of child well-being services.	Traci Leavine/ Tory <u>Wilson</u>	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>OCW established a workgroup to include Community-Based Care Lead Agencies and community stakeholders to inform the assessment and expansion of treatment and well-being services for children, and to enhance the availability of evidence-based and promising practice services within the service array continuum that will be supported by Casey Family Programs and the Harvard fellow.</p> <p>The kickoff meeting for the workgroup was held on 10/9/17. On 10/18/17 a conference call was held with the Region leads. The workgroup met face to face on 11/13/17 and via conference call on 12/12/17.</p> <p>A workgroup to map evidence-based and promising practices that are supported by research that addresses specific conditions present within the children and families served has been</p>	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				established. The FICW provided first research update during the meeting held on 11/13/17. The FICW began their research on the needs of clusters in December, 2017.		
1.3 Enhance available service array based on assessment.	Traci Leavine/ Celeste Putnam	Quarter 2 and ongoing October, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 12/2017 & 6/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>CBC agency specific enhancements to the service array have been initiated; while the statewide effort continues in process.</p> <p>The Department established an expert workgroup to complete this initiative. The workgroup has completed 17 interviews with Child Protective Investigators (CPIs) and managers throughout the state to determine what assistance the CPIs would like to receive during the investigation. It has been determined that the CPIs prefer a consultation from a subject matter expert rather than a formal assessment. In some parts of the state, behavioral health consultants with high levels of behavioral health expertise are out posted with the CPIs. The Behavioral Health Consultants provide immediate suggestions to the CPI, may accompany them to meet the parents or meet with the parents independently to make recommendations. Therefore, in lieu of formal assessments during the investigation, the department is working to increase the number of behavioral health consultants out posted in the CPI units. However, formal assessments are necessary at the time of case transfer to assist the dependency case managers in developing the case plan and addressing the needs of the</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A foster home estimator tool is currently being tested by several agencies. A conference call occurred on August 22nd to review feedback on the initial round of testing. Testers found the tool as potentially helpful but in need of further review. Specifically, the tool requires data and other estimates not currently tracked although the information can be researched. The State of Arizona has revised their tool and the Florida workgroup has received a copy of the tool for review. The placement planning team also met in person 8/28/2018 with an agenda of discussing the QPI Assessment, the estimating tool, and data inventory.</p> <p>The Child Welfare and Behavioral Health Service and Financial Tool final draft was completed in Q5. The implementation is being piloted in Sarasota Circuit 12.</p>

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Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				<p>parents during the duration of the case. The department is now interviewing behavioral health providers to determine how the providers can complete assessments that look at both the behavioral health disorder and how the disorder may impact the caregiver protective capacities. It is expected this will be completed by September 30, 2018.</p> <p>With the assistance of the University of South Florida and Casey Family Foundation, the department has convened a group of experts to complete a detailed study of the service array for behavioral health and parenting services for parents. A statistical analysis known as a Latent Class Analysis was completed to provide the expert workgroup with detailed information about six clusters of parents and their characteristics. Based upon this information experts have recommended changes in the service components offered to parents which include more intense services, integrated parenting with treatment, and in-home services with significantly more outreach and recovery support. The next step is to develop a tool kit to be used by Regions, the Managing Entities and the Community Based Care Lead Agencies to begin to redesign the service array provided at the local levels. The tool kit. It is expected this will be completed by September 30, 2018.</p>		DCF Leadership is collaborating with the Agency for Healthcare Administration to develop a full array of accessible Medicaid services geared to the needs of the child welfare population by completing a cross walk of desired services for parents.
1.4. Integrate into contract oversight and monitoring of CBC processes an evaluation of the	Alissa Cross	Quarter 1	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	The System of Care On-site Monitoring Reviewer Guide was completed 6/14/17. The guide was implemented	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	

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Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
adequacy of the service array in the community.		July – September, 2017	<input type="checkbox"/> No longer applicable	beginning 7/2017 for all CBC Contract Oversight reviews. http://centerforchildwelfare.fmhi.usf.edu/ContractOversight.shtml	<input checked="" type="checkbox"/> No longer applicable	
2. Publish a statewide life skills progress guide for child welfare professionals, focusing on assessing independent living skills, social, self-esteem, and coping skills.	Val Dambreville	Quarter 8 April – June, 2019	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed mm/yyyy <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	In addition to development of a life skills guide, effective 8/15/18 a new CFOP 170-17, Services for Transitioning Youth and Young Adults, providing guidance and minimum procedure requirements for assisting transitioning youth and young adults to successful adulthood. The procedure introduces Chapter 2, Transition Planning for Youth, outlining policies for transition planning and preparing for judicial review hearings for children 17 years of age.
2.1. Research life skills guides to identify best practices.	Val Dambreville	Quarter 6 October - December, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The OCW initiated research to assist the statewide workgroup with developing the life skills guide. Research was completed through internet search and stakeholder conversation to identify best practices related to life skills development. Materials published by Children's Bureau, Cby25, Casey Family Programs,

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Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
						Daniel Memorial, and other sources were reviewed. Efforts are ongoing to synthesize the information regarding life skills assessment and services for transitioning youth and young adults, cross walking with existing policies and practices to ensure sufficient standardization as applicable.
2.2. Convene statewide workgroup that includes child welfare professionals and representation from youth in foster care to develop life skills guide.	Val Dambreville	Quarter 6 October - December, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	When developing CFOP 170-17 the OCW facilitated a workgroup with key stakeholders in an effort to strengthen and standardize the transition planning process for older youth. The workgroup discussed the need for more specific guidance and policy clarification in areas including, but not limited to: roles and responsibilities, pre-planning activities, timeframes for plan development, plan content, and relevant records and resources that must be exchanged in preparation for a youth's transition to adulthood.

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Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
						<p>The workgroup that has been established for the life skills guide includes:</p> <ul style="list-style-type: none"> • DCF independent living and quality assurance staff • DCF Florida Youth Leadership Academy (FYLA) coordinator • CBC and CMO leadership, quality and independent living staff • Transitional housing Provider • NYTD survey contracted provider • Youth and young adult participants
2.3. Inform the regions and CBCs about the life skills guide through statewide memorandum and statewide webinar.	Val Dambreville	Quarter 8 April – June, 2019	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>On August 3, 2018 a memorandum from the Assistant Secretaries for Child Welfare and Operations was disbursed to child welfare professionals and service providers working with older youth under the protective supervision of DCF implementing CFOP 170-17.</p> <p>A webinar was held for CFOP 170-17 on August 28, 2018 and was subsequently posted on the Florida Center website.</p>

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Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
						http://centerforchildwelfare.fmhi.usf.edu/CFOP_170.shtml Regions and CBC agencies will be informed upon completion of the life skills.
3. Ensure children placed with relatives receive Relative Caregiver Program benefits (Priority of Effort), as appropriate.	Assistant Secretary of Operations/Office of Child Welfare/Economic Self Sufficiency	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 08/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The Secretary's 2016/2017 Priority of Effort (POE) established a project regarding the Relative and Non-Relative Caregiver benefit program to be reviewed by the Economic Self Sufficiency Peer review process. Peer reviews are conducted semi-annually. The last review was completed in August, 2017.	<input checked="" type="checkbox"/> Completed 08/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
3.1. Identify relative caregiver families who are eligible for the relative caregiver program but are not receiving benefits.	Office of Child Welfare/Economic Self Sufficiency	Quarter 2 and ongoing October, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 03/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	On January 27, 2017 and March 6, 2017 a listing of relative caregivers who were not receiving benefits, but were eligible was sent to Regional staff assigned to this project.	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The Department completed the initial identification of relative caregiver families who were eligible, but not receiving benefits. Regions/CBC agencies are now ensuring that CPI's (or case managers if the relative is identified after services are initiated) are notifying relative caregivers of benefits at the time of initial placement. Some relatives have chosen not to apply for benefits as it could cause the parent to pay current or past child support.

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Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
3.2. Work with CBC lead agencies to identify why individual relative caregiver families are not receiving benefits.	Office of Child Welfare/Economic Self Sufficiency	Quarter 2 and ongoing October, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 10/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The OCW collaborated with all CBC agencies to obtain information on their relative caregiver referral process. This information was provided to DCF staff responsible for eligibility. Reasons were identified for not receiving benefits and challenges to ensuring eligible relative caregivers were receiving benefits.	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Lead CBC agencies continue agency specific approaches to determine why families are not receiving benefits. Examples of these efforts include: <ul style="list-style-type: none"> Tracking families receiving/not receiving benefits. RCG benefits are discussed at permanency staffings and if the family is not receiving benefits, barriers are addressed. Relative caregiver funding training/refresher training is provided to case management staff. The most common reasons for families not receiving benefits were the caregiver did not want to receive benefits or the child is receiving SSI. Some applications were pending additional documents.
3.3. Assist relative caregiver families with obtaining the relative caregiver benefits.	Economic Self Sufficiency	Quarter 2 and ongoing October, 2017 and ongoing	<input checked="" type="checkbox"/> Completed 08/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Each region identified procedures and strategies to increase participation in the relative caregiver program. Examples of strategies: Issue Wallet Cards to the CPI / CBC & Eligibility staff as a reminder of the process and or policy; sending out contact letters to caregiver.	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Lead CBC agencies continue agency specific approaches to determine why families are not receiving benefits. Examples of these efforts include: <ul style="list-style-type: none"> Tracking families receiving/not receiving benefits.

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Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				A matching report of relative caregivers from FSN/FLORIDA (eligibility system) was produced to assist staff.		<ul style="list-style-type: none"> RCG benefits are discussed at permanency staffings and if the family is not receiving benefits, barriers are addressed. Relative caregiver funding training/refresher training is provided to case management staff. The most common reasons for families not receiving benefits were the caregiver did not want to receive benefits or the child is receiving SSI. Some applications were pending additional documents.
4. Modify and implement CFOP 170-10, Providing Services and Support for Children in Care and for Caregivers, to provide support for relative caregivers.	Courtney Smith	Quarter 5 July – September, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	See below	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Operating procedure 170-10 chapter 2 (Providing Services and Supports for Children in Care and for Caregivers: Behavioral Health Care) was finalized for implementation December 2018. Regions and CBC agencies were notified December 7, 2018 of the CFOP implementation through memorandum from the Assistant Secretary for Child Welfare.
4.1. Establish statewide workgroup to review and update CFOP 170-10.	Courtney Smith	Quarter 1	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	A workgroup has been formed with both DCF and CBC agency representation.	<input checked="" type="checkbox"/> Completed 06/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	

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Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
		July – September, 2017	<input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> No longer applicable	
4.2. Develop draft operating procedure based on workgroup recommendations and distribute for statewide input.	Courtney Smith	Quarter 2 4 October – December, 2017 April - June, 2018	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Initial draft CFOP 170-10 developed 6/27/17. Final draft of CFOP 170-10 completed 8/2/17. A draft operating procedure has been developed and is going through the review process for publication. The operating procedure provides directives regarding administering and eligibility criteria for benefits including Medicaid, cash assistance which can be administered upon placement of a child with a relative caregiver, relative caregiver funds which can be administered once a child is adjudicated dependent, and non-relative caregiver funds.	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
4.3. Finalize draft operating procedure based on statewide input and publish operating procedure.	Courtney Smith	Quarter 2 5 October – December, 2017 July – September, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 09/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A draft operating procedure was developed and went through a review process for publication.
4.4. Inform child welfare professionals of the modified	Courtney Smith	Quarter 2 5	<input type="checkbox"/> Completed MM/YYYY		<input checked="" type="checkbox"/> Completed 12/2018	Operating procedure 170-10 chapter 2 (Providing Services and

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Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
operating procedure for implementation.		October – December, 2017 July - September, 2018	<input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Supports for Children in Care and for Caregivers: Behavioral Health Care) was finalized for implementation December 2018. Regions and CBC agencies were notified December 7, 2018 of the CFOP implementation through memorandum from the Assistant Secretary for Child Welfare.
4.5. Assess practice improvement using the Florida CQI reviews.	Mark Shults	Quarter 4 and ongoing April, 2018 and ongoing	<input checked="" type="checkbox"/> Completed 06/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>84 PIP monitored and approximately 460 FI CQI cases were completed in the OMS system during Quarters 3 and 4.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>80 PIP monitored and approximately 428 FI CQI cases were completed in the OMS system during Quarter 5 and 6.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
4.6. Provide quarterly feedback to management (Department leadership, CBC leadership, OCW specialists, child welfare professionals) on CQI findings to inform practice changes or training, as appropriate.	Mark Shults	Quarter 5 and ongoing July, 2018 and ongoing	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Meetings to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP were held with DCF leadership on 11/15/17, 2/13/18, and 5/8/18.</p> <p>PIP monitored case review data was shared QA staff, PIP leads, sheriffs and the Children's Bureau at the statewide QA manager's meeting held 6/14/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 6/ 14/17, 8/28/17, 1/23/18 and 4/24/18.</p> <p>A semi-annual newsletter was published on 2/28/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml </p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A meeting to share the state's performance results for Florida's PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP was held with DCF leadership on 7/10/2018 and 11/13/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 8/7/2018 and 11/13/2018 (Call held due to statewide travel restrictions). There is a standing agenda item for DCF CQI staff and regional staff to update the task force on PIP progress and findings for PIP monitored and Florida CQI cases.</p> <p>A semi-annual newsletter was published on 8/30/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml </p>
5. Develop and implement best practice tool for child welfare professional's quality visits with children and their mothers and	Valery Dambreville	Quarter 8 April – June, 2019	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A quality visitation guideline has been developed through statewide workgroup and is posted on the Florida Center website. The guide is

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
fathers based on workgroup research and recommendations. Although children are visited at least once every 30 days, the visits are not of consistent quality. This key activity relates to quality of visits.						<p>available to assist all child welfare staff in the state.</p> <p>A Child Protection Summit was held 9/5/18 – 9/7/18. One training session was presented on “Engaging Incarcerated Parents and Strengthening Families”. The workshop addressed best practices for engaging incarcerated parents in Florida, provided relevant Florida laws, helped attendees understand the complex trauma that foster children experience and how family engagement could make a difference in serving child welfare families.</p> <p>Training workshops were also presented on “Youth Engagement....System Transformation” which featured a panel of youth from across Florida who shared their perspective regarding approaches to engaging dependent children and “Quality Contacts” which explored key elements of qualitative contacts with a focus on information collection and strengthening family</p>

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
						engagement skills to improve outcomes for children. Workshop videos are available for viewing by all child welfare staff. http://centerforchildwelfare.fmhi.usf.edu/#
5.1. Convene a statewide workgroup that includes input from Regions, CBCs, child welfare professionals and other stakeholders.	Valery Dambreville	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The workgroup has been identified with the initial conference call convened on 2/23/18. The existing Florida Coalition for Children (FCC) case management workgroup has been engaged to research and design a draft statewide quality visitation template.	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
5.1.1. Research best practices in quality visiting.	Valery Dambreville	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Several CBC agencies have researched and developed visitation templates to guide quality engagement that the statewide workgroup reviewed to determine if there are areas to include in the statewide visitation template for children and parents.	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
5.1.2. Identify barriers and underlying challenges preventing child welfare professionals from consistently conducting quality visits.	Valery Dambreville	Quarter 3 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Some barriers identified for quality visitation include:	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
				<ol style="list-style-type: none"> 1. Seeing children alone during visits and having purposeful discussion with them 2. Visitation and case plan assistance for parents who reside out of state while the child resides in Florida. This is not covered under ICPC with some states. The Florida ICPC coordinator will be engaged to provide a specialist to reach out to other states for case specific assistance. 3. Identifying and educating CM staff on special strategies to collaborate with prison staff for incarcerated parents. 		
5.2. Develop draft quality visit tool based on workgroup recommendations and distribute for statewide input.	Valery Dambreville	Quarter 5 July – September, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 09/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A quality visitation tool was drafted and sent out to regions/CBC agencies for review twice and feedback was incorporated by OCW staff.
5.3. Finalize quality visit tool based on statewide input.	Valery Dambreville	Quarter 5 July – September, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The OCW finalized the quality visit tool based on feedback provided by regions and CBC agencies.

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
5.4. Deploy best practice tool for local implementation.	Valery Dambreville	Quarter 6 October – December, 2018	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 01/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The Quality Visit best practice tool was deployed through posting on the Florida Center website for use by all DCF and CBC staff. The tool is posted at:</p> <p>http://centerforchildwelfare.fmhi.usf.edu/ProficiencyProcess.shtml</p>
5.5. Assess practice improvement using the Florida CQI reviews.	Mark Shults	Quarter 7 January – March, 2019	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
5.6. Provide quarterly feedback to management on CQI findings to inform practice changes or training, as appropriate.	Mark Shults	Quarter 8 and Ongoing April – June, 2019	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
6. Obtain technical assistance, as appropriate at the local level, from national experts in the state's child welfare practice model to facilitate improvement	Traci Leavine	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The OCW has obtained extensive technical assistance from both ACTION and Casey to assist with various aspects of child welfare practice.	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy A: 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.				Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
in assessments, family engagement, safety planning, supervisory consultation, and case planning.						

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy B: Implement practice initiatives to assure that children receive appropriate services to meet their educational needs.				Applicable CFSR Items: 9, 11, 16, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
1. Establish a memorandum of understanding (MOU) between the Department of Children and Families and the Department of Education specific to educational needs of children in out of home care.	Courtney Smith	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The Interagency Agreement has been developed and routed for all agency approvals.	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.1. Collaborate with the Department of Education to discuss joint educational needs of children in out-of- home care.	Courtney Smith	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 11/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Feedback was requested from the Department of Education regarding the interagency agreement and a guide was completed.	<input checked="" type="checkbox"/> Completed 11/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2. Create attachment for the MOU providing guidance on educational needs of children in out-of-home care.	Courtney Smith	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The attachment providing guidance on educational needs was developed and routed for all agency approvals.	<input checked="" type="checkbox"/> Completed 12/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
2. Update local working agreements between local school districts and CBCs.	Regions/CBCs	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 10/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	In October, 2016 a memorandum was issued to regions and CBC agencies regarding ESSA and working with local county school systems to address costs, school transportation for foster children and related specific needs of this population as appropriate.	<input checked="" type="checkbox"/> Completed 10/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
3. Assess practice using the Florida CQI and PIP monitored case reviews.	Mark Shults	Quarter 1 and ongoing	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	PIP monitored and FI CQI cases were completed in the OMS system during Quarter 1 and 2.	<input checked="" type="checkbox"/> Completed 3/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	80 PIP monitored and approximately 440 FI CQI cases

		July – September, 2017	<input type="checkbox"/> No longer applicable	<p>83 PIP monitored and 459 FI CQI cases were completed in the OMS system during Q1 and Q2. 84 PIP monitored and approximately 460 FI CQI cases were completed in the OMS system during Q3 and Q4.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu/</p>	<input type="checkbox"/> No longer applicable	<p>were completed in the OMS system during Q5 and Q6.</p> <p>The CQI review schedule is published in the Windows into Practice which is posted on the Florida Center website.</p> <p>http://centerforchildwelfare.fmhi.usf.edu</p>
4. Provide quarterly feedback to management (Department leadership, CBC leadership, OCW specialists, child welfare professionals) on findings to inform practice changes or training as needed.	Mark Shults	<p>Quarter 1 and ongoing</p> <p>July – September, 2017</p>	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Meetings to share the state’s performance results for Florida’s PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP were held with DCF leadership on 11/15/17, 2/13/18, and 5/8/18.</p> <p>PIP monitored case review data was shared QA staff, PIP leads, sheriffs and the Children’s Bureau at the statewide QA manager’s meeting held 6/14/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 6/ 14/17, 8/28/17, 1/23/18 and 4/24/18.</p> <p>A semi-annual newsletter was published on 2/28/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at: http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml</p>	<input checked="" type="checkbox"/> Completed 6/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>A meeting to share the state’s performance results for Florida’s PIP monitored/Florida CQI cases and progress on the Key Activities in the PIP was held with DCF leadership on 7/10/2018 and 11/13/18.</p> <p>In addition, quarterly meetings with the statewide child welfare task force steering committee - PIP Oversight were held on 8/7/2018 and 11/13/2018 (Call held due to statewide travel restrictions). There is a standing agenda item for DCF CQI staff and regional staff to update the task force on PIP progress and findings for PIP monitored and Florida CQI cases.</p> <p>A semi-annual newsletter was published on 8/30/18 by OCW QA staff that provides PIP progress data and information. The newsletter is posted at:</p>

						http://centerforchildwelfare.fmhi.usf.edu/CFSRHome.shtml
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Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development		
Strategy C: Implement practice initiatives to assure children receive adequate services to meet their physical health, dental health, and mental health needs.				Applicable CFSR Items: 12, 12B, 17, 18, and 29		
Key Activity	Lead	Target Completion Date	Prior Report Status (6/30/2018)	Prior Progress	Most Recent Status (12/31/2018)	Most Recent Progress and evidence of completion
1. Integrate child welfare and substance abuse and mental health service systems for child welfare families to enhance families' access to services and ensure appropriate assessment to inform services.	Traci Leavine	Quarter 6 October – December, 2018	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	See below	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Beginning in July 2016, the child welfare and substance abuse/behavioral mental health initiative has included Self-Studies completed by each Region at the Circuit level, followed by a comprehensive Peer Review at each local site with a roll up report at the Regional level and the development and implementation of Plans of Action for integration. In addition to the Regional Plans of Action activities, numerous behavioral health providers, case management organizations, CBC Lead Agencies and the Managing Entities have done additional work at their local levels to improve integration. The action plans have had direct oversight from the Office of the Secretary to ensure optimal outcomes.</p> <p>A Child Welfare and Behavioral Health Status review is currently underway. The purpose of this status review is to capture the</p>

						<p>progress made to achieve key integration practices, to understand where we have excellent practice, to share that practice with others, and provide information for the revision of the Plans of Action to address the core elements of integration, if needed. These practices are aspirational in nature. It is expected that each Region will continuously refine improved practices through their Plans of Action, work with the local teams and other Child Welfare and Behavioral Health initiatives.</p> <p>Monthly integration calls have been held with Family Intensive Treatment (FIT) staff, managing entities, community stakeholders and child welfare staff. In person meetings have also been held bi-annually to provide technical assistance and practice improvement. Informal feedback from consumers and stakeholders has been positive thus far.</p>
1.1. Articulate Practice Expectations and System Components which lead to an integrated system.	Tory Wilson	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 10/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Articulation documents have been shared with participants within each region. Documents prepared participants for conducting self-studies, engaging in a peer review, and completing plans of action.	<input checked="" type="checkbox"/> Completed 10/2016 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2. Conduct a Region by Region self-study and peer review of Practice Expectations and System Components.	Traci Leavine	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 11/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	All six regions are complete. Southern region – 1/2016 Northeast region – 7/2016 SunCoast region – 8/2016 Central region – 11/2016	<input checked="" type="checkbox"/> Completed 11/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

				Northwest region – 3/2017 Southeast region – 11/2017		
1.2.1. Establish schedule for self-study (staggered implementation).	Tory Wilson	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 10/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The schedule for each region's self-study was staggered from April 2016 through October, 2017. The schedule is available for review.	<input checked="" type="checkbox"/> Completed 10/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2.2. Conduct self-study facilitator training with regional staff.	Tory Wilson	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Facilitator training was completed with each Region, with the final region, Southeast, receiving onsite facilitation 7/19/17.	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2.3. Conduct Region by Region self-study.	Tory Wilson	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Self-study completed by each region with the final region, Southeast, completing their self-study in 9/2017.	<input checked="" type="checkbox"/> Completed 09/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2.4. Conduct site visit (Region by Region) with peer review team following completion of Region self-study.	Tory Wilson	Quarter 1 July – September, 2017	<input checked="" type="checkbox"/> Completed 11/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The final site visit for regions was completed with the Southeast region 11/2017.	<input checked="" type="checkbox"/> Completed 11/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.2.5. Provide Peer Review Team report to Region to begin Plan of Action.	Traci Leavine	Quarter 2 October – December, 2017	<input checked="" type="checkbox"/> Completed 1/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The final peer review report was provided to the Southeast region on 1/22/18.	<input checked="" type="checkbox"/> Completed 01/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	

1.3. Develop and implement a Plan of Action by Region according to Phase-in Schedule.	Traci Leavine/Celeste Putnam	Quarter 1 3 July – September, 2017 January – March, 2018	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Communication for the final regional Plans of Action was distributed in 1/2018.</p> <p>All region Plan of Actions are completed. The Southeast Region is currently doing additional work to determine their current status across the system components for integration.</p>	<input checked="" type="checkbox"/> Completed 03/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	
1.3.1. Each Region (with a Plan of Action) to report on each their Plan of Action during quarterly priority of effort meetings with the Secretary.	Regions	Quarter 1 3 and ongoing July – September, 2017 January - March, 2018 and ongoing	<input checked="" type="checkbox"/> Completed 04/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Regions with a Plan of Action reported at the most recent Priority of Effort reporting period completed 12/2017.</p> <p>Regions have reported their status on the Plans of Action quarterly (2/1/2018 and 4/23/2018) to the Deputy Secretary and the Secretary of the Department. The plans are refined throughout this process.</p>	<input checked="" type="checkbox"/> Completed 12/2018 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Regions have reported their status on the Plans of Action quarterly (7/31/2018 and 11/27/2018) to the Deputy Secretary and the Secretary of the Department. The plans are refined throughout this process.

Case Review Item Information

Case Review Item: 1 - Timeliness of Initiating Investigations of Reports of Child Maltreatment
Improvement Goal (91.6%):

Performance

	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7
Data Period	April, 2016 – September, 2016	July, 2017 – December, 2017	October, 2017 – March, 2018	January, 2018 – June, 2018	April, 2018 – September, 2018	July 2018 – December, 2018	October 2018 – March 2019	January 2019 – June 2019
Number of Cases Rated as a Strength	43	42	42	44	- 48	41		
Number of Total Applicable Cases	47	49	48	48	53	52		
Performance (%)	91.5%	85.71%	87.5%	91.67%	90.57%	78.85%		
Progress Notes: The improvement goal was achieved during the 3 rd reporting period; however, the performance has not sustained.								

Case Review Item: 2 - Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care
Improvement Goal (85.8%):

Performance

	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7
Data Period	April, 2016 – September, 2016	July, 2017 – December, 2017	October, 2017 – March, 2018	January, 2018 – June, 2018	April, 2018 – September, 2018	July 2018 – December, 2018	October 2018 – March 2019	January 2019 – June 2019
Number of Cases Rated as a Strength	26	28	28	31	31	33		
Number of Total Applicable Cases	34	37	37	36	36	37		
Performance (%)	76.5%	75.68%	75.68%	86.11%	86.11%	89.19%		
Progress Notes: The improvement goal was achieved for the 3 rd reporting period and has remained above the improvement goal.								

Case Review Item: 3 - Risk and Safety Assessment and Management

Improvement Goal (77.7%):

Performance

	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7
Data Period	April, 2016 – September, 2016	July, 2017 – December, 2017	October, 2017 – March, 2018	January, 2018 – June, 2018	April, 2018 – September, 2018	July 2018 – December, 2018	October 2018 – March 2019	January 2019 – June 2019
Number of Cases Rated as a Strength	57	53	55	59	55	57		
Number of Total Applicable Cases	80	83	87	84	80	80		
Performance (%)	71.3%	63.86%	63.22%	70.24%	68.75%	71.25%		
Progress Notes: Performance remains below the CFSR baseline; although it improved during the 5 th reporting period.								

Case Review Item: 4 - Stability of Foster Care Placement

Improvement Goal (88.5%):

Performance

	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7
Data Period	April, 2016 – September, 2016	July, 2017 – December, 2017	October, 2017 – March, 2018	January, 2018 – June, 2018	April, 2018 – September, 2018	July 2018 – December, 2018	October 2018 – March 2019	January 2019 – June 2019
Number of Cases Rated as a Strength	45	45	49	46	41	40		
Number of Total Applicable Cases	55	57	57	55	55	55		
Performance (%)	81.8%	78.95%	85.96%	83.64%	74.55%	72.73%		
Progress Notes: Performance remains below the CFSR baseline for the 4 th and 5 th reporting periods.								

Case Review Item: 5 - Permanency Goal for Child

Improvement Goal (82.1%):

Performance

	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7
Data Period	April, 2016 – September, 2016	July, 2017 – December, 2017	October, 2017 – March, 2018	January, 2018 – June, 2018	April, 2018 – September, 2018	July 2018 – December, 2018	October 2018 – March 2019	January 2019 – June 2019
Number of Cases Rated as a Strength	41	45	49	43	42	45		
Number of Total Applicable Cases	55	57	57	55	55	55		
Performance (%)	74.5%	78.95%	85.96%	78.18%	76.36%	81.82%		
Progress Notes: The improvement goal was achieved during the 2 nd reporting period and while performance has vacillated since that time, 5 th quarter performance remains close to the improvement goal.								

Case Review Item: 6 - Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement

Improvement Goal (75.4%):

Performance

	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7
Data Period	April, 2016 – September, 2016	July, 2017 – December, 2017	October, 2017 – March, 2018	January, 2018 – June, 2018	April, 2018 – September, 2018	July 2018 – December, 2018	October 2018 – March 2019	January 2019 – June 2019
Number of Cases Rated as a Strength	37	39	40	34	33	30		
Number of Total Applicable Cases	55	57	57	55	55	55		
Performance (%)	67.3%	68.42%	70.18%	61.82%	60%	54.55%		
Progress Notes: Fourth and fifth reporting period performance remains below the baseline.								

Case Review Item: 12 - Needs and Services of Child, Parents, and Foster Parents

Improvement Goal (58.4%):

Performance

	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7
Data Period	April, 2016 – September, 2016	July, 2017 – December, 2017	October, 2017 – March, 2018	January, 2018 – June, 2018	April, 2018 – September, 2018	July 2018 – December, 2018	October 2018 – March 2019	January 2019 – June 2019
Number of Cases Rated as a Strength	41	42	50	45	33	33		
Number of Total Applicable Cases	80	83	87	84	80	80		
Performance (%)	51.3%	50.6%	57.47%	53.57%	41.25%	41.25%		
Progress Notes: Performance had increased above the CFSR baseline during the first two reporting periods; although, has since declined.								

Case Review Item: 13 - Child and Family Involvement in Case Planning

Improvement Goal (70.7%):

Performance

	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7
Data Period	April, 2016 – September, 2016	July, 2017 – December, 2017	October, 2017 – March, 2018	January, 2018 – June, 2018	April, 2018 – September, 2018	July 2018 – December, 2018	October 2018 – March 2019	January 2019 – June 2019
Number of Cases Rated as a Strength	49	56	59	50	46	40		
Number of Total Applicable Cases	77	82	84	81	77	76		
Performance (%)	63.6%	68.29%	70.24%	61.73%	59.74%	52.63%		
Progress Notes: Performance had shown an increase; however, now remains below the baseline performance.								

Case Review Item: 14 - Caseworker Visits With Child

Improvement Goal (78.9%):

Performance

	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7
Data Period	April, 2016 – September, 2016	July, 2017 – December, 2017	October, 2017 – March, 2018	January, 2018 – June, 2018	April, 2018 – September, 2018	July 2018 – December, 2018	October 2018 – March 2019	January 2019 – June 2019
Number of Cases Rated as a Strength	58	53	58	61	60	64		
Number of Total Applicable Cases	80	83	87	84	80	80		
Performance (%)	72.5%	63.86%	66.67%	72.62%	75%	80%		
Progress Notes: Performance has steadily increased and the improvement goal has been achieved during the 5 th reporting period.								

Case Review Item: 15 - Caseworker Visits With Parents

Improvement Goal (51.1%):

Performance

	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4	Reporting Period 5	Reporting Period 6	Reporting Period 7
Data Period	April, 2016 – September, 2016	July, 2017 – December, 2017	October, 2017 – March, 2018	January, 2018 – June, 2018	April, 2018 – September, 2018	July 2018 – December, 2018	October 2018 – March 2019	January 2019 – June 2019
Number of Cases Rated as a Strength	30	30	36	41	34	28		
Number of Total Applicable Cases	69	76	75	74	73	72		
Performance (%)	43.5%	39.47%	48%	55.41%	46.58%	38.89%		
Progress Notes: The improvement goal was achieved for the 3 rd reporting period; however, has not been sustained.								