## Strategies

The strategy is the implementation of specific child welfare practices, programs or policies that will be used to make improvements. Please note whether the strategy is an evidence-based, promising research program and whether it is part of a title IV-E demonstration waiver project. Strategies may be directed at making improvements under more than one goal. In those circumstances, identify each of goals.

## **Key Activities**

Succinctly name and describe the key activities associated with the strategy, including a description of the target population(s) and geographic scope. Include the key activities associated with the strategy. Also, identify where technical assistance from the National Capacity Building Center will be requested.

Key activities are metrics such as a process measure, implementation milestone or benchmark, or interim improvement in outcomes or systemic factors. For each key activity, include the projected completion date. Key activities help determine whether the state is on track to make the required changes for implementation of the improvement.

<b>Goal 1:</b> Children are first and for safely maintained in their home provided services to protect an	es, if possible and	d appropriate; and	Applicable CFSR Outcomes or Systemic Factors: Safety 1 & 2; Permanency 1 & 2; Well-Being 1 & 3; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System					
Strategy A: Strengthen and enhance Florida's child welfare practice model		Applicable CFSR Items: 1, 2, 3, 5, 6, 9, 10, 12, 13, 14, 15, 19, 24, 29, 30						
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed		
1. Strengthen accountability for commencement of investigations and proper documentation.	Region Operations Managers	Monthly performance data	Florida PIP Monitored Cases Percent of Investigations Commenced within 24 Hours On-demand Listing OCWDRU Report	3	Completed 04/2018 <ul> <li>On/ahead of schedule</li> <li>Behind schedule</li> <li>No longer applicable</li> </ul>	NER % of timely commencements are consistently above the PIP target of 91.60%:Oct 201898.3%Nov 201898.7%Dec 201899.4%		
1.1 Data will be provided monthly on commencement times to include seeing victims immediately; An analysis of all cases not commenced or with victims not seen within the four hour (immediate only) or twenty- four-hour time frame will be completed by the supervisor (this will include diligent efforts to locate victims when they are not seen within 24 hours). (Northeast Region) <b>Items 1</b>	Data Specialist and CPIS	Monthly tracking reports attached	Percent of Investigations Commenced within 24 Hours On-demand Listing OCWDRU Report	1	Completed 10/2017 On/ahead of schedule Behind schedule No longer applicable	Quarter 1 Data has been provided to the field weekly/monthly on commencement times. The supervisors have been provided monthly tracking reports. In addition, efforts to improve on this key activity has been discussed during PA and above meetings and will continue to be included in future meetings.		

1.2 A Green Belt team will be commissioned to determine the root cause of non- compliance and provide countermeasures. <b>Items 1</b>	Region	Completed Green Belt Project	Percent of Investigations Commenced within 24 Hours On-demand Listing OCWDRU Report	3	Completed MM/YYYY On/ahead of schedule Behind schedule No longer applicable				
<b>oal 1:</b> Children are first and foremost protected from abuse and neglect ifely maintained in their homes, if possible and appropriate; and rovided services to protect and prevent removal from their home. <b>Trategy B:</b> Improve families' ability to provide for their own and their				Applicable CFSR Outcomes or Systemic Factors: Safety 1 & 2; Permanency 1 & 2; Well-Being 1 & 3; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System					
<b>Strategy B:</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	Applicable CFSR Items: 2, 3, 5, 6, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 29, 30					
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed			
1.0 Strengthen accountability for engagement and assessment of families to meet their needs.	NE Region CBCs and CPI staff	FSFN management reports, QA reviews, RSF reviews, documentation of review of available resources at all staff meetings	Florida PIP Monitored Cases	Ongoing	Completed 10/2017 On/ahead of schedule Behind schedule No longer applicable	Q1 and ongoing			
1.1 The CBCs each have a staff member or contracted agency to provide safety management engagement	NE Region CBCs	Staff member or agency identified and deployed.	Florida PIP Monitored Cases, Florida CQI cases, and Rapid Safety Feedback reviews	Ongoing	Completed 10/2017 On/ahead of schedule Behind schedule No longer applicable	Quarter 1 All CBCs have hired and implemented safety services.			

and their children's needs as well as prevent removals.						
2.0 Enhance CPI and Case Manager skills, knowledge, and abilities relating to safety planning and safety service engagement through on-going training of the Florida Safety Practice Model. (Region) Items 1, 2 & 3	Region FSPO, CBCs	100% of staff will complete training regarding safety planning and safety service identification and engagement within one year.	Florida PIP Monitored Cases	4	Completed 06/18 On/ahead of schedule Behind schedule No longer applicable	PSF includes safety planning in pre-service core, again in specialty track for case management and have multiple in-service trainings, job aids and tips and tricks reminders sent throughout the year. Trainings conducted on October 31, November 1, & 13.
2.1 Create a process flow chart of safety services and how to access them. (Region) Items 2&3	CBCs	A process flow chart will be received from all CBCs	Flow charts	1	Completed 01/2018 On/ahead of schedule Behind schedule No longer applicable Each CBC has provided the process by which the workers access safety services in their area.	(completed in 2 <sup>nd</sup> quarter)
2.1.2 Train all CPI/CM regarding how to access safety services <b>Items 2&amp;3</b>	Region FSPO	100% staff will be trained within 6 months of hire.	Existing staff will be trained in Quarter 2. All new staff will be trained within 6 months of hire.	2 and on- going	Completed 01/2018 On/ahead of schedule Behind schedule No longer applicable service providers in the Circuit present an overview of the services offered, such as substance abuse, domestic violence, trauma therapy,	Case managers are trained during pre-service trainings. For CPIs receive their training after completing pre-service. Wrap around trainings are conducted usually 4-6 weeks after pre- service training, where the services in the particular circuit/s are presented. In addition, in Duval County, there is a two-day training for CPIs a few days after completing pre-service class. The prevention and high-risk newborn services.
2.1.3 Operations Managers and/or Program Administrators will reinforce how to engage families and	Operations Managers and PAs	Copy of agenda, participation in the meetings by the Operations Manager or	Copy of agenda, participation in the meetings by the Operations Manager or	4	Completed MM/YYYY On/ahead of schedule Behind schedule No longer applicable	During barrier breakers meetings, the results of the PIP reviews are shared with management by way of debriefing summaries.

safety service options at monthly performance		Region Quality Assurance staff	Region Quality Assurance staff	2		
reviews. (Region) Items 2&3	3					
2.1.4 Region, Circuit, and CE leadership will continue to meet regularly at monthly Barrier/Breakers meetings and quarterly Quality Assurance Managers meetin to discuss the system of car challenges, and barriers.	BC Region, CBC, Operations Managers	Agendas and/or sign in sheets from meetings	Florida PIP Monitored Cases, Florida CQI and Rapid Safety Feedback cases	On-going	Completed 10/20 On/ahead of sche 6/2018 Behind schedule No longer applica	the region in each Circuit and County. (see agenda and meeting dates in the NER evidence folder).
Items 2-18 2.1.5 A quarterly survey wil be created and provided to staff to determine their understanding of what a safety service is and how it used. (Region) Items 2&3		<ul><li>75% completion of survey by Family Safety staff.</li><li>80% correct answers on the survey</li></ul>	When 80% of the information is correct on survey of 75% of the staf	· ·	Completed 01/20 4/2018 On/ahead of sche Behind schedule No longer applica	survey results show that the CPIs and CPIS have a working knowledge of existing safety services and how to access them. New CPIs will be trained
<b>Goal 2:</b> Children have perm the continuity of family rela children.		in their living situations and ections is preserved for		ice Array and Reso		rmanency 1 & 2; Well-being 1 & 3; Systemic Factors: Case tatewide Information System, Foster and adoptive parent
Strategy A: Implement prac and stability of children's liv		will improve the permanency	Applicable CFSR Iten	<b>ns:</b> 2, 3, 4, 5, 6, 7, 1	10, 12, 13, 14, 15, 17,	18, 19, 20, 29, 30, 34, 35
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter C Due	Quarterly Update	Quarter Completed
1. Enhance permanency and stability for children in their living situations.	NE Region CBCs	Increased number of foster homes recruited under QPI standards.	Florida PIP Monitored Cases		Completed MM/YYYY Dn/ahead of schedule Behind schedule No longer applicable	See evidence folder.

1.1 Each CBC will actively recruit foster homes, continue utilizing the Quality Parenting Initiative (QPI) standards in recruitment, and discuss placement stabilization.	NE Region CBCs	Increased number of foster homes recruited under QPI standards. Evidence of discussions regarding placement stabilization. Recruitment/retention documents attached and data related to number of foster homes recruited.	Number of Foster Homes, Number of placement disruptions, documentation of permanency staffings.	On-going	Completed MM/YYYY On/ahead of schedule Behind schedule No longer applicable	<ul> <li>CBCs continue to recruit and submit the recruiting efforts.</li> <li>QPI is also discussed monthly at all Barrier Breakers meetings (see evidence folder)</li> <li>The Family Safety Program Office conducts quarterly meetings with all CBC and DCF licensing staff to discuss special initiatives, teen recruitment, status of yearly goals and recruitment plans.</li> <li>FSS- QPI is discussed in detail at PRIDE training, and ongoing with PRIDE trainer and specifically during licensing and teen program presentations which cover supports to foster parents, QPI and teen enrichment programs. Kinship emails the QPI webinars to our foster parents, kinship caregivers, and staff. Bi- Monthly QPI meetings are held. Sibling Separation staffings are taking place at Permanency staffings again. Kids Central placement office sends info to our QM Specialist to discuss at Permanency staffing and reports back to Kids Central afterwards.</li> <li>PSF - QPI was held on 10/23/2018. The next QPI event will take place in January, 2019.</li> </ul>
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<b>Goal 2:</b> Children have permanence family relationships and connectionships and connec		iving situations and the continuity of Idren.	Factors: Case Review System, Service Array and Resource Development, Statewide Information System Foster and adoptive parent licensing, recruitment and retention)			
<b>Strategy B:</b> Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.			Applicable CFSR Items: 3, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 24, 29, 30			
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Quarter Due Quarterly Update Quarter Used to Measure Improvement			

1.0 Enhancement and continuation of family relationships and connections are preserved for children	NE Region CBCs	Documentation of maintained relationships and connections	Florida PIP Monitored cases	On-going	Completed 10/2017 On/ahead of schedule Behind schedule No longer applicable	See evidence folder
1.1 CBCs will identify family and community relationships by documenting family trees and efforts to determine each child's connections to the community and document efforts to preserve those placements. CBCs are also actively recruiting foster homes in community's /zip codes where there are a large number of shelters.	NE Region CBC	Increased number of foster homes in high removals zip codes. Documentation of each child's family and community connections	Florida PIP Monitored cases, Florida CQI, and Rapid Safety Feedback case reviews	On-going	Completed 10/2017 On/ahead of schedule Behind schedule No longer applicable CBCs continue to recruit foster homes in areas of need and determine each child's connections to the community.	
1.2 CBCs will identify family and community relationships to assist when necessary to abide by visitation plans, when needed.	NE Region CBC	Documentation of each child's visitation plan and completion of visits with the parent(s)	Florida PIP Monitored cases and Rapid Safety Feedback case reviews	On-going CBCs continue to identify community and family connections through visitation plans. The visit sheets contain prompts to facilitate additional conversation for identifying possible family and community connections.	Completed MM/YYYY On/ahead of schedule Behind schedule No longer applicable	

2.0 CLS will monitor timeliness of the establishment of permanency goals and discuss barriers at the monthly barrier/breaker meetings.	NE Region CLS Managing Attorneys	Increased timeliness of the establishment permanency goal.	Florida PIP Monitored cases, Florida CQI, and Rapid Safety Feedback case reviews	On-going CLS attends all barrier breakers meetings around the region and actively participate in all discussions	Completed 10/2017 On/ahead of schedule Behind schedule No longer applicable	Barrier breaker meetings are held on a monthly basis around the Region.
3.0 CLS attorneys and CBC Staffing Leaders will attend the training created by OCW (per the Statewide PIP regarding Strengthen the Permanency Hearing Decision Process) and integrate the training into practice.	NE Region CLS and CBCs	Proper decision making and documentation regarding permanency	Florida PIP Monitored cases, Florida CQI, and Rapid Safety Feedback case reviews	Quarter 2 and 3	Completed 01/2018 On/ahead of schedule Behind schedule No longer applicable	CLS sign in sheets are in the evidence folder.
4.0 CLS attorneys and Case Managers will attend the training developed by OCW (per the Statewide PIP regarding Caregivers receiving notice and a meaningful opportunity to be heard at all court hearings) and integrate the training into practice.	NE Region CLS and CBCs	Increased notice to caregivers regarding court hearings.	Florida PIP Monitored cases, Florida CQI, and Rapid Safety Feedback case reviews	Quarter 1 and 2 Training has not been implemented/created by OCW for CLS to attend.	Completed 01/2018 & 3/2018 On/ahead of schedule Behind schedule No longer applicable CLS sign in sheets are in the evidence folder.	Training Plans and proof of completion of training are in the evidence folder NER Program Office staff, CBC staff and caregivers and Group homes have completed the training video "Strengthening the Permanency Process: Lessons Learned from CFSR" NER started participating in foster parents/caregivers training by providing a presentation regarding the CFSR and the benefits of participation. The first presentation was conducted on 9/29/18 with KFF foster parents. Upcoming foster parents meetings:

						1/17/19 – St Johns County	
	<b>al 3:</b> Families have enhanced capacity to provide for their children needs and the well-being children is improved through services to meet their education, physical health and mental alth needs.		Applicable CFSR Outcomes or Systemic Factors: Well-being 1, 2 & 3 Systemic Factors: Case Review System; Service Array and Resource Development; Foster and Adoptive Parent Licensing, Recruitmen Retention; Statewide Information System				
<b>Strategy A:</b> 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 Iter	ns: 3, 12, 13, 14, 15, 16	5, 17, 18, 20, 24, 29, 30, 34		
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed	
1.0 Strengthen accountability for engagement and assessment of families to meet their needs.	NE Region CBCs	Enhanced assessments documented in the Family Functioning Assessment and Progress Updates surrounding Child Needs and Caregiver Protective Capacities.	Florida PIP Monitored cases	3	Completed 3/2018 On/ahead of schedule Behind schedule No longer applicable		
1.1 CBCs will ensure the CMO staff receive training surrounding assessment and scaling of Child Needs and Caregiver Protective Capacities.	NE Region CBCs	Trainer's sign in sheets	Florida PIP Monitored cases, Florida CQI and Rapid Safety Feedback reviews.	3	Completed 02/2018	<ul> <li>DCF contracted with Tonier</li> <li>Cain for Trauma Informed</li> <li>and Engagement Training on</li> <li>5/29/18, 5/30/18 &amp; 5/31/18.</li> <li>The training was extended to</li> <li>CBCs as well.</li> <li>In addition, FIP contracted</li> <li>with the same trainer for a 3-</li> <li>day training for FIP staff in</li> <li>June 2018.</li> </ul>	
1.2 CBCs will ensure their staff and clients are aware of the available resources in the community.	NE Region CBCs	Development of resource guide, documentation of resource fair, or other documentation provided on how staff and clients were educated.	Florida PIP Monitored cases, Florida CQI and Rapid Safety Feedback reviews.	3	Completed 03/2018 On/ahead of schedule Behind schedule No longer applicable	Resource guides are included in the evidence folder. KFF - POC Laurie Johnson-keys all referrals in and referrals are sent on to Tanya Miller (REV- MAX) for approval.	

						<ul> <li>FIP -Each CM is responsible for ensuring clients have referrals for all their identified needs. FIP does not have one specific person that sends out all referrals; FIP has an admin assistant that the CMs utilize to assist with referrals.</li> <li>CPC utilizes 211, community directory and maintain resource information on CPC shared drive.</li> <li>FSS employs three</li> </ul>
						community resource specialists.
1.3 CBCs will educate through training and/or updated policy guidance on how to make meaningful referrals with source information.	NE Region CBCs	Sign in sheets from training (Child Welfare Trauma Toolkit Training provides education on this topic) or a copy of updated policy guidance. If this direction is already in policy guidance, documentation of emphasis on policy guidance to all staff.	Florida PIP Monitored cases, Florida CQI and Rapid Safety Feedback reviews.	3	Completed 03/2018 On/ahead of schedule Behind schedule No longer applicable	FSS staff received the Child welfare trauma toolkit training. Sign in sheets are in the evidence folder.
2.0 Deploy the statewide life skills progress guide for child welfare professionals (developed by OCW per the Statewide PIP)	NE Region FSPO and CBCs	Documentation of completion of NE Region deployment action plan.	Florida PIP Monitored cases	Quarter 8 and 9	Completed MM/YYYY On/ahead of schedule Behind schedule No longer applicable	

3.0 Deploy modified CFOP 170- 10 (Providing Services and Support for Children in Care and for Caregivers) when provided by OCW	NE Region FSPO and CBCs	Documentation of completion of NE Region deployment action plan.	Florida PIP Monitored cases	Quarters 5 and 6	Completed 10/2018 On/ahead of schedule Behind schedule No longer applicable	See evidence folder
3.1 CBCs will ensure Relative Caregivers receive Relative Caregiver funds per required guidelines of modified CFOP 170-10 (Providing Services and Support for Children in Care and for Caregivers)	NE Region CBCs	Documentation from CBC development or enhancement of tracking systems to ensure all Relative Caregivers receive Relative Caregiver funds for youth placed in their care.	Florida PIP Monitored cases	Quarter 8	Completed 06/2018	Evidence submitted in 2017- 2018 Q4 Update.
of children is improved through s health needs. <b>Strategy B:</b> Implement practice in	ervices to meet their e	heir children needs and the well-being ducation, physical health and mental	System; Service Arra Retention; Statewid	-		mic Factors: Case Review arent Licensing, Recruitment, and
to most their adjustional people					, 20, 29, 30, 34	
to meet their educational needs. Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure	Quarter Due	Quarterly Update	Quarter Completed
			Data Measure			

1.1.2. Each CBC will identify a	W	Vorking agreements with school	Florida PIP	2	Completed 01/2018	The CBCs have established
staff member or position that	b	ooard(s) regarding how enrollment	Monitored Cases			MOUs with the school boards.
will be a single point of contact	a	ind services will be provided to				The MOUs are placed in the
to be accountable for partnering	cł	hildren receiving protective			No longer applicable	evidence folder.
with the school board.	Se	ervices.				

<ul> <li>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.</li> <li>Strategy C: Implement practice initiatives to assure children receive adequate services to meet their physical health, dental health, and mental health needs.</li> </ul>			<ul> <li>Applicable CFSR Outcomes or Systemic Factors: Well-being 1, 2 &amp; 3 Systemic Factors: Case Review System; Service Array and Resource Development; Foster and Adoptive Parent Licensing, Recruitment, and Retention; Statewide Information System</li> <li>Applicable CFSR Items: 3, 13, 14, 15, 17, 18, 20, 24, 29, 30, 34</li> </ul>				
1.0 Strengthen accountability for identification of physical/dental and mental health needs and implementation of services to address identified needs.	NE Region CBCs	Documentation in FSFN of medical, dental, and mental health needs.	Florida PIP Monitored cases	4	<ul> <li>Completed MM/YYYY</li> <li>On/ahead of schedule 6/2018</li> <li>Behind schedule</li> <li>No longer applicable</li> </ul>	See evidence folder	
1.1 The CBCs will ensure children's medical, dental and mental health needs are met by a qualified caregiver.	NE Region CBCs	Documentation in FSFN of medical, dental, and mental health needs.	Florida PIP Monitored cases, Florida CQI and Rapid Safety Feedback cases.	4	<ul> <li>Completed MM/YYYY</li> <li>On/ahead of schedule 6/2018</li> <li>Behind schedule</li> <li>No longer applicable</li> </ul>	See evidence folder	
1.2 The CBCs will ensure the children's medical, mental and dental health needs are being provided by a qualified medical professional as described in the CFSR.	NE Region CBCs	Documentation in FSFN of the medical and dental health provider	Florida PIP Monitored cases, Florida CQI and Rapid Safety Feedback cases.	On going	Completed 03/2018 On/ahead of schedule Behind schedule No longer applicable	CBCs continue to ensure the medical, mental and dental health needs are being documented in FSFN. See evidence folder.	

<b>Goal 3:</b> Families have enhanced capacity to children is improved through services to me	Applicable CFSR Outcomes or Systemic Factors: Well-being 1, 2 & 3 Systemic Factors: Case Review System; Service Array and Resource Development; Foster and Adoptive Parent Licensing, Recruitment, and Retention; Statewide Information System					
<b>Strategy D:</b> The state's child welfare information system, FSFN, will have accurate and timely data that supports child well-being.			Applicable CFSR Items: 19			
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed
1.0 The CBCs will use FSFN data to ensure medical and dental tabs are created timely and information is updated regularly.	NE Region CBCs	Created and updated medical and dental tabs.	Florida PIP Monitored Cases, Florida CQI Rapid Safety Feedback cases and CBC Quarterly Scorecards	On-going	<ul> <li>Completed MM/YYYY</li> <li>On/ahead of schedule</li> <li>Behind schedule</li> <li>No longer applicable</li> </ul>	Documentation is in the evidence folder.