## **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 neglect; safely maintained in the and provided services to protect	neir homes, if po	ssible and appropriate;	<b>Applicable CFSR Outcomes or Systemic Factors:</b> 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 en model	hance Florida's o	child welfare practice	Applicable CFSR Items: 1,	<b>Applicable CFSR Items:</b> 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Commenced within 24 Hours On-demand Listing OCWDRU Report	3	Completed 04/2018 On/ahead of schedule Behind schedule No longer applicable	NER % of timely commencements are consistently above the PIP target of 91.60%:  January = 99.43% February = 99.56% March = 99.26% (preliminary data, official stats will be available by the 15th of this month)		
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	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.		

(this will include diligent efforts to locate victims when they are not seen within 24 hours). (Northeast Region) Items 1										
1.2 A Green Belt team will be commissioned to determine the root cause of noncompliance 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					
Goal 1: Children are first and fo			<b>Applicable CFSR Outcomes or Systemic Factors:</b> Safety 1 & 2; Permanency 1 & 2; Well-Being 1 & 3; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System							
,	neglect; safely maintained in their homes, if possible and appropriate; and provided services to protect and prevent removal from their home.		Review System, Service Ar	neview system, service rardy and nesource bevelopment, statewide information system						
<b>Strategy B:</b> Improve families' a children's needs through quali and appropriate supports to ac	ty family assessn	nents, family engagement	<b>Applicable CFSR Items:</b> 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	NE Region CBCs and CPI staff	FSFN management reports, QA reviews, RSF reviews, documentation of review of available	Florida PIP Monitored Cases	Ongoing	Completed 10/2017 On/ahead of schedule Behind schedule No longer applicable	Q1 and ongoing See evidence folder for CBC Q3 2018-19 updates				
of families to meet their needs.		resources at all staff meetings								

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with families. The goal of these providers are to engage families in community services to meet their own 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 Items 2&3	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 ongoing	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.

	Person Responsible		Used to Measure Improvement	Due		Completed		
•	Office and Lead	Evidence of Completion			Quarterly Update	Quarter		
<b>Strategy A</b> : Implement prac and stability of children's live		will improve the permanent	Applicable CFSR Items	: 2, 3, 4, 5, 6, 7	, 10, 12, 13, 14, 15, 17,	, 18, 19, 20, 29, 30, 34, 35		
the continuity of family rela children.	cionships and conn	·	Review System, Service licensing, recruitment	Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1 & 3; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)				
understanding of what a safety service is and how it i used. (Region) <b>Items 2&amp;3</b>		80% correct answers on the survey	staff.	the second Quarter and provided to the staff by the 3 <sup>rd</sup> Quarter.	No longer applical	trainings.		
and barriers. <b>Items 2-18</b> 2.1.5 A quarterly survey will be created and provided to staff to determine their	Region FSPO	75% completion of survey by Family Safety staff.	When 80% of the information is correct on a survey of 75% of the	2 On-going A survey will be created by	Completed 01/20: 4/2018 On/ahead of sche	results show that the CPIs and CPIS have a working knowledge of existing safety services and how to		
and quarterly Quality Assurance Managers meetings to discuss the system of care, challenges,					No longer applical	ble		
2.1.4 Region, Circuit, and CE leadership will continue to meet regularly at monthly Barrier/Breakers meetings		Agendas and/or sign in sheets from meetings	Florida PIP Monitored Cases, Florida CQI and Rapid Safety Feedback cases	On-going	Completed 10/200 Comple	the region in each Circuit and County. (see agenda and meeting dates in the NER evidence folder).		
2.1.3 Operations Managers and/or Program Administrators will reinforce how to engage families and safety service options at monthly performance reviews. (Region) Items 2&3		Copy of agenda, participation in the meetings by the Operations Manager or Region Quality Assurance staff	Copy of agenda, participation in the meetings by the Operations Manager or Region Quality Assurance staff		Completed MM/Y On/ahead of sche Behind schedule No longer applicat	dule PIP reviews are shared with management by way of debriefing summaries.		

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	4	Completed MM/YYYY On/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	CBCs continue to recruit and submit the recruiting efforts.  QPI is also discussed monthly at all Barrier Breakers meetings (see evidence folder)  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.  See evidence folder for CBC Q3 2018-19 updates.

<b>Goal 2:</b> Children have permanen family relationships and connect	•	living situations and the continuity of ildren.	<b>Applicable CFSR Outcomes or Systemic Factors:</b> Safety 2; Permanency 1 & 2; Well-being 1 & 3; Systemic 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 in relationships and connections is	•	ensure the continuity of family				0	
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed	
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	
of children is improved through services to meet their education, physical health and mental			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				

Strategy A: Implement practice initiatives that will improve families 'capacity to provide for **Applicable CFSR Items:** 3, 12, 13, 14, 15, 16, 17, 18, 20, 24, 29, 30, 34 their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs. **Key Activities** Office and Lead **Evidence of Completion Data Measure Quarter Due Quarterly Update** Quarter **Person Responsible Used to Measure** Completed **Improvement** 1.0 Strengthen accountability **NE Region CBCs** Enhanced assessments documented Florida PIP 3 Completed 3/2018 for engagement and in the Family Functioning Monitored cases On/ahead of schedule assessment of families to meet **Assessment and Progress Updates** Behind schedule No longer applicable surrounding Child Needs and their needs. Caregiver Protective Capacities. 1.1 CBCs will ensure the CMO **NE Region CBCs** Trainer's sign in sheets Florida PIP 3 Completed 02/2018 DCF contracted with Tonier On/ahead of schedule Cain for Trauma Informed staff receive training Monitored cases. Behind schedule surrounding assessment and Florida COI and and Engagement Training on No longer applicable 5/29/18, 5/30/18 & 5/31/18. scaling of Child Needs and Rapid Safety The training was extended to Caregiver Protective Capacities. Feedback reviews. CBCs as well. In addition, FIP contracted with the same trainer for a 3day training for FIP staff in June 2018. 1.2 CBCs will ensure their staff **NE Region CBCs** Development of resource guide, Florida PIP Completed 03/2018 Resource guides are included documentation of resource fair, or On/ahead of schedule in the evidence folder. KFF and clients are aware of the Monitored cases. Behind schedule available resources in the other documentation provided on Florida CQI and POC Laurie Johnson-keys all No longer applicable how staff and clients were referrals in and referrals are community. Rapid Safety Feedback reviews. sent on to Tanya Miller (REVeducated. MAX) for approval. 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.  CPC utilizes 211, community directory and maintain resource information on CPC shared drive.  FSS employs three 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	<ul> <li>Completed 06/2018</li> <li>On/ahead of schedule</li> <li>Behind schedule</li> <li>No longer applicable</li> </ul>	Evidence submitted in 2017- 2018 Q4 Update.
	heir children needs and the well-being ducation, physical health and mental	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 B:</b> Implement practice in to meet their educational needs.	<b>Strategy B:</b> Implement practice initiatives to assure that children receive appropriate services to meet their educational needs			ns: 3, 13, 14, 15, 16, 19	, 20, 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 identification of educational needs and implementation of services to address identified needs.	NE Regions CBCs	Enhanced identification of educational needs and implementation of services to address identified needs.	Florida PIP Monitored Cases	2	Completed 01/2018 On/ahead of schedule Behind schedule No longer applicable	Each CBC has identified a staff member who is designated as the liaison to the school boards in the area.
1.1 Each CBC will enhance their partnership with the local school board(s) to ensure appropriate enrollment and services of children receiving protective services.	NE Region CBCs	Working agreements with school board(s) regarding how enrollment and services will be provided to children receiving protective services.	Florida PIP Monitored Cases	2	Completed 01/2018 On/ahead of schedule Behind schedule No longer applicable	
1.1.2. Each CBC will identify a staff member or position that will be a single point of contact to be accountable for partnering with the school board.		Working agreements with school board(s) regarding how enrollment and services will be provided to children receiving protective services.	Florida PIP Monitored Cases	2	Completed 01/2018 On/ahead of schedule Behind schedule No longer applicable	The CBCs have established MOUs with the school boards. The MOUs are placed in the evidence folder.

<b>Goal 3:</b> Families have enhanced capacity to children is improved through services to me	•	_	<b>Applicable CFSR Outcomes or Systemic Factors:</b> 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 C:</b> Implement practice initiatives to physical health, dental health, and mental h		e adequate services to meet their	Applicable CFSR Iter	<b>ns:</b> 3, 13, 14, 15,	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 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	Completed MM/YYYY  On/ahead of schedule 6/2018 Behind schedule No longer applicable	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	☐ Completed MM/YYYY ☐ On/ahead of schedule 6/2018 ☐ Behind schedule ☐ No longer applicable	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 for Q3 (2018-19) updates.	
<b>Goal 3:</b> Families have enhanced capacity to children is improved through services to me	•	_	Review System; Serv	rice Array and Res	<b>nic Factors:</b> Well-being 1, 2 & 3 Sy source Development; Foster and A n; Statewide Information System		
<b>Strategy D:</b> The state's child welfare inform supports child well-being.	ation system, FSFN, wil	I have accurate and timely data that	Applicable CFSR Iter	Applicable CFSR Items: 19			

Key Activities	Office and Lead	Evidence of Completion	Data Measure	Quarter Due	Quarterly Update	Quarter
	Person Responsible		Used to Measure			Completed
			Improvement			
1.0 The CBCs will use FSFN data to ensure	NE Region CBCs	Created and updated medical and	Florida PIP	On-going	Completed MM/YYYY	Documentation is
medical and dental tabs are created		dental tabs.	Monitored Cases,		On/ahead of schedule	in the evidence
timely and information is updated			Florida CQI Rapid		Behind schedule	folder.
regularly.			Safety Feedback		No longer applicable	See evidence
			cases and CBC			folder for Q3
			Quarterly			(2018-19) updates.
			Scorecards			