

Region Program Improvement Plan

Northeast Region

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.

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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 home.			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	3	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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) Items 1	Data Specialist and CPIS	Monthly tracking reports	Percent of Investigations Commenced within 24 Hours On-demand Listing OCWDRU Report #1205	1 (10/2017) Data has been provided to the field weekly/monthly on commencement times. The supervisors have been provided monthly tracking reports.	<input checked="" type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Quarter 1
1.2 A Green Belt team will be commissioned to determine the root cause of non-compliance and provide countermeasures. Items 1	Region	Completed Green Belt Project	Percent of Investigations Commenced within 24 Hours On-demand	3	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

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			Listing OCWDRU Report #1205			
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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, 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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
1.1 The CBCs each have a staff member or contracted agency to provide safety management engagement 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.	NE Region CBCs	Staff member or agency identified and deployed.	Florida PIP Monitored Cases, Florida CQI cases, and Rapid Safety Feedback reviews	Ongoing All CBCs have hired and implemented safety services. Engagement with the families will continue throughout the year.	<input checked="" type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Quarter 1
2.0 Enhance CPI and Case Manager skills, knowledge, and abilities relating to safety planning and safety service engagement through on-going	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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

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training of the Florida Safety Practice Model. (Region) Items 1, 2 & 3						
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 The flow chart has not been created. To be updated by the second Quarter.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
2.1.2 Train all CPI/CM regarding how to access safety services Items 2&3	Region FSPO/CBC	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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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	Operations Managers and PAs	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	4	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
2.1.4 Region, Circuit, and CBC leadership will continue to meet regularly at monthly Barrier/Breakers meetings and quarterly Quality Assurance Managers meetings to discuss the system of care, challenges, and barriers. Items 2-18	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 Barrier Breakers meetings continue to occur around the region in each Circuit and County.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
2.1.5 A quarterly survey will be created and provided to staff to determine their understanding of what a safety service is and	Region FSPO	75% completion of survey by Family Safety staff. 80% correct answers on the survey	When 80% of the information is correct on a survey of 75% of the staff.	On-going A survey will be created by the second Quarter	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

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how it is used. (Region) Items 2&3					and provided to the staff by the 3 rd Quarter.	
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 & 3; 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: 2, 3, 4, 5, 6, 7, 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 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	4	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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.	Number of Foster Homes, Number of placement disruptions, documentation of permanency staffings.	On-going CBCs continue to recruit and submit the recruiting efforts. QPI is also discussed monthly at all Barrier Breakers meetings.	<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	

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 & 3; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)
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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, 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 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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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 CBCs continue to recruit foster homes in areas of need and determine each child's connections to the community.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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	<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	

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<p>2.0 CLS will monitor timeliness of the establishment of permanency goals and discuss barriers at the monthly barrier/breaker meetings.</p>	<p>NE Region CLS Managing Attorneys</p>	<p>Increased timeliness of the establishment permanency goal.</p>	<p>Florida PIP Monitored cases, Florida CQI, and Rapid Safety Feedback case reviews</p>	<p>On-going CLS attends all barrier breakers meetings around the region and actively participate in all discussions</p>	<p><input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	
<p>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.</p>	<p>NE Region CLS and CBCs</p>	<p>Proper decision making and documentation regarding permanency</p>	<p>Florida PIP Monitored cases, Florida CQI, and Rapid Safety Feedback case reviews</p>	<p>Quarter 2 and 3</p>	<p><input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	
<p>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.</p>	<p>NE Region CLS and CBCs</p>	<p>Increased notice to caregivers regarding court hearings.</p>	<p>Florida PIP Monitored cases, Florida CQI, and Rapid Safety Feedback case reviews</p>	<p>Quarter 1 and 2 Training has not been implemented/created by OCW for CLS to attend.</p>	<p><input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	
<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.</p>			<p>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</p>			
<p>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.</p>			<p>Applicable CFSR Items: 3, 12, 13, 14, 15, 16, 17, 18, 20, 24, 29, 30, 34</p>			

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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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> 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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

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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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input 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: 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 B: Implement practice initiatives to assure that children receive appropriate services to meet their educational needs.			Applicable CFSR Items: 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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
1.1 Each CBC will enhance their partnership with the local school board(s) to ensure appropriate enrollment and	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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

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services of children receiving protective services.						
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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input 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: 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 C: Implement practice initiatives to assure children receive adequate services to meet their physical health, dental health, and mental health needs.			Applicable CFSR Items: 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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	
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 CBCs continue to ensure the medical, mental and	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

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				dental health needs are being documented in FSFN.		
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: 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 D: 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 CBCs continue to monitor FSFN to ensure medical and dental tabs are created timely and the information is updated.	<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	