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.

	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. Strategy A: Strengthen and enhance Florida's child welfare practice model		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 enha	nce Florida's child welfa	are 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		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Managers	Monthly performance data	Florida PIP Monitored Cases	3	Completed MM/YYYY On/ahead of schedule Behind schedule No longer applicable	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 attached	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.	Completed 10/2017 On/ahead of schedule Behind schedule 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	Completed MM/YYYY On/ahead of schedule Behind schedule 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 home. 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		Systemic Factors: Case I Information System	Review System, Ser	ctors: Safety 1 & 2; Permanency vice Array and Resource Develop	ment, Statewide	
needs. 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 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. The NER completed 7 PIP monitored cases and 48 CQI cases.	Completed 10/2017 On/ahead of schedule Behind schedule 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 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. ACTION contract provided.	Florida PIP Monitored Cases	4	Completed MM/YYYY On/ahead of schedule Behind schedule No longer applicable	
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 nd 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 on-going	Completed 01/2018 On/ahead of schedule Behind schedule No longer applicable 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 service	

family relationships and connecti		-	Systemic Factors: Case Rev	iew System, Service	e Array and Resource Development, Statewide ent licensing, recruitment and retention)
2.1.5 A quarterly survey will be created and provided to staff to determine their understanding of what a safety service is and how it is used. (Region) Items 2&3 Goal 2: Children have permanence	Region FSPO v and stability in their I	75% completion of survey by Family Safety staff. 80% correct answers on the survey iving situations and the continuity of	When 80% of the information is correct on a survey of 75% of the staff. Applicable CFSR Outcomes	2 On-going A survey will be created by the second Quarter and provided to the staff by the 3 rd Quarter.	Completed 01/2018 On/ahead of schedule Behind schedule No longer applicable Survey is in the evidence folder and will be disseminated by mid February. rs: Safety 2; Permanency 1 & 2; Well-being 1 & 3;
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.	Completed 10/2017 On/ahead of schedule Behind schedule 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 Manage or Region Quality Assurance staff	Copy of agenda, r participation in the meetings by the Operations Manager or Region Quality Assurance staff	4	providers in the Circuit present an overview of the services offered, such as substance abuse, domestic violence, trauma therapy, prevention and high risk newborn services. Completed MM/YYYY On/ahead of schedule Behind schedule No longer applicable

children's living situations.		l		I		-
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	☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ 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. 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 CBCs continue to recruit and submit the recruiting efforts. QPI is also discussed monthly at all Barrier Breakers meetings.	Completed MM/YYYY On/ahead of schedule Behind schedule No longer applicable 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. Some recruitment efforts include active social media presence, presentations in churches, media (radio), local events such as the Southern Women Show. One CBC also offers recruitment incentive (\$250 gift card) to employees and licensed foster parents for	

	referrals who successfully
	complete PRIDE classes and
	get licensed as foster parents.
	Teen recruitment includes
	involving organizations such as
	All Pro Dads.
	Family Support Services of
	North Florida licensed 42 new
	foster homes in the last 6
	months.
I 2: Children have permanency and stability in their living	tuations and the continuity of Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1 & 3;

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children. Strategy B: Implement practice initiatives that will help ensure 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) 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	Completed 10/2017 On/ahead of schedule Behind schedule No longer applicable	
1.1 CBCs will identify family and community relationships by documenting family trees and efforts to determine each	NE Region CBC	Increased number of foster homes in high removals zip codes.	Florida PIP On-going Monitored cases, Florida CQI, and Rapid Safety		On-going Completed 10/2017 On/ahead of schedule Behind schedule	

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.		Documentation of each child's family and community connections	Feedback case reviews		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.	☐ 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. With regard to percentage of children with reunification that extended past 15 months with no termination of parental rights activity, the NER (Circuits 3, 4, 7 & 8) maintains a percentage lower than the state average: FY2015-2016 State = 8% C3&8 = 2.7% C4 = 4.29% C7= 3.8% FY2016-17	

					State = 6.8% C3&8= 1.9% C4= 2.1% C7=5.5%	
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 On/ahead of schedule Behind schedule No longer applicable CLS sign in sheets are in the evidence folder.	
		heir children needs and the well-being ducation, physical health and mental	System; Service Arra		ors: Well-being 1, 2 & 3 Systemic Fac ment; Foster and Adoptive Parent Li- mation System	
	ality family assessment	ove families 'capacity to provide for ss, family engagement and appropriate	Applicable CFSR Iter	ns : 3, 12, 13, 14, 15, 16,	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 MM/YYYY 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 MM/YYYY On/ahead of schedule Behind schedule 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	Completed MM/YYYY On/ahead of schedule Behind schedule 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	Completed MM/YYYY On/ahead of schedule Behind schedule 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	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 MM/YYYY On/ahead of schedule Behind schedule 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	Completed MM/YYYY On/ahead of schedule Behind schedule No longer applicable	
of children is improved through so health needs.	ervices to meet their e	heir children needs and the well-being ducation, physical health and mental children receive appropriate services	System; Service Arra Recruitment, and Re		,	
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	NE Region CBCs	Working agreements with school board(s) regarding how enrollment and services will be provided to	Florida PIP Monitored Cases	2	Completed 01/2018 On/ahead of schedule Behind schedule	

appropriate enrollment and services of children receiving protective services.	ervices of children receiving services.					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.	board(s) and servi	agreements with school regarding how enrollment ices will be provided to receiving protective	Florida PIP 2 Monitored Cases			 ☐ 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. 	
Goal 3: Families have enhanced capacity to children is improved through services to me	•	_		Review System; Serv	vice Array and Re	mic Factors: Well-being 1, 2 & 3 esource Development; Foster anon; Statewide Information System	d Adoptive Parent
Strategy C: Implement practice initiatives to physical health, dental health, and mental h		e adequate services to meet t	heir	Applicable CFSR Ite	ns : 3, 13, 14, 15	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 identification of physical/dental and mental health needs and implementation of services to address identified needs.	NE Region CBCs	Documentation in FSFN of r dental, and mental health n	,	Florida PIP Monitored cases	4	Completed MM/YYYY On/ahead of schedule Behind schedule 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 r dental, and mental health n	,	Florida PIP Monitored cases, Florida CQI and Rapid Safety Feedback cases.	4	☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
1.2 The CBCs will ensure the children's medical, mental and dental health needs	NE Region CBCs	Documentation in FSFN of t medical and dental health p	-	Florida PIP Monitored cases, Florida CQI and	On going	Completed MM/YYYY On/ahead of schedule Behind schedule	

are being provided by a qualified medical professional as described in the CFSR.			Rapid Safety Feedback cases.		No longer applicable CBCs continue to ensure the medical, mental and 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 inform supports child well-being.	nation system, FSFN, wil	l have accurate and timely data that	Applicable CFSR Iter	ns: 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	Completed MM/YYYY On/ahead of schedule Behind schedule No longer applicable CBCs continue to monitor FSFN to ensure medical and dental tabs are created timely and the	