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.

			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	ance Florida's child welf	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	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Monthly performance data	Florida PIP Monitored Cases	3	☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	NER % of timely commencements are consistently above the PIP target of 91.60%: Jan 2018 - 99.06% Feb 2018 - 98.70% Mar 2018 - 98.43%
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	Region	Completed Green Belt Project	Percent of Investigations	3	Completed MM/YYYY On/ahead of schedule	NER % of timely commencements are consistently

root cause of non-compliance and provide countermeasures. Items 1			Commenced within 24 Hours On-demand Listing OCWDRU Report #1205		☐ Behind schedule ☐ No longer applicable	above the PIP target of 91.60%: Jan 2018 - 99.06% Feb 2018 - 98.70% Mar 2018 - 98.43%		
	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 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	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	□ Completed 10/2017 □ On/ahead of schedule □ Behind schedule □ No longer applicable	Quarter 1		

				cases and 48 CQI cases.		
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 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.	
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	Completed MM/YYYY On/ahead of schedule Behind schedule 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.	□ Completed 10/2017 □ On/ahead of schedule □ Behind schedule □ 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 how it is used. (Region) Items 2&3	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.	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 & 4/2018 On/ahead of schedule Behind schedule No longer applicable Survey is in the evidence folder and will be disseminated by mid February.	Survey results are in the evidence folder. The survey results show that the CPIs and CPIS have a working knowledge of existing safety services and how to access them. New

Goal 2: Children have permane of family relationships and conr		· living situations and the continuity r children.	Systemic Factors: Ca	se Review System	ic Factors: Safety 2; Permanency in Service Array and Resource Deve ive parent licensing, recruitment a	elopment, Statewide
Strategy A : Implement practice children's living situations.	initiatives that will imp	rove the permanency and stability of	Applicable CFSR Iter	ns: 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	☐ 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.	

Goal 2: Children have permaner family relationships and connect		iving situations and the continuity of ldren.	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)			• • •	
	ategy B: Implement practice initiatives that will help ensure the continuity of family ationships 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 Quarter Due Quarterly Update 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 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 and	Increased timeliness of the establishment permanency goal. Proper decision making and	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	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.	

integrate the training into practice.							
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. NER Program Office staff, CBC staff and caregivers and Group homes have completed the training video "Strengthening the Permanency Process: Lessons Learned from CFSR"	Training Plans and proof of completion of training are in the evidence folder	
		heir children needs and the well-being ducation, physical health and mental	1 ' '		ors: Well-being 1, 2 & 3 System		
health needs.	ervices to meet their ed	ducation, physical fleath and fliental	System; Service Array and Resource Development; Foster and Adoptive Parent Licensing, Recruitment, and Retention; Statewide Information System				
	ality family assessment	ove families 'capacity to provide for as, family engagement and appropriate	Applicable CFSR Iter	ms: 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	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		
their needs.		surrounding Child Needs and Caregiver Protective Capacities.			☐ No louger applicable		
1.1 CBCs will ensure the CMO	NE Region CBCs	Trainer's sign in sheets	Florida PIP	3	✓ Completed 02/2019	USF conducted in-service	
staff receive training	INT IVERIOII CDC2	Trainer 3 Sign in Sileets	Monitored cases,	3	Completed 02/2018 On/ahead of schedule	trainings on "A Trauma	
The state of the s	I	1					

surrounding assessment and scaling of Child Needs and Caregiver Protective Capacities.			Florida CQI and Rapid Safety Feedback reviews.		☐ Behind schedule ☐ No longer applicable	Informed Approach to Child Functioning Perspectives" on 2/7/18 – Jacksonville, 2/8/18 – Gainesville & 2/13/18 - Daytona
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. 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 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	
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	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.	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of	Applicable CFSR Outcomes or Systemic Factors: Well-being 1, 2 & 3 Systemic Factors: Case		
children is improved through services to meet their education, physical health and mental health needs.	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	Applicable CFSR Items: 3, 13, 14, 15, 17, 18, 20, 24, 29, 30, 34		
physical health, dental health, and mental health 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 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 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 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 Behind schedule 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	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.	Updated documentation is in the evidence folder.	
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.	ation system, FSFN, will	have accurate and timely data that	Applicable CFSR Iter	ms: 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	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	
			cases and CBC		CBCs continue to monitor FSFN	
			Quarterly		to ensure medical and dental	
			Scorecards		tabs are created timely and the	
					information is updated.	