Southeast Region

2018-2019 Quarter 4

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.		Applicable CFSR Outcomes or Systemic Factors: Safety 1 & 2; Permanency 1 & 2; Well-Being 1 Systemic Factors: Service Array and Resource Development				
Strategy A: Strengthen and enhance Florida's child welfare practice model			Applicable CFSR Items: 1			
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed
1. To ensure that investigations are timely initiated, the Southeast Region implemented critical daily report or dashboard for management of day-to-day timeframes	CPI Program Operations Administrators and BSO Managers	Copies of the Daily Reports and/or Dashboards (BSO) Daily reports / Dashboard metrics showing commencement and victims seen	Florida CQI quarterly reviews	1	Completed 09/2017 On/ahead of schedule Behind schedule No longer applicable Complete DCF Update June 2019: Implemented. Daily reports are produced and reviewed/used for daily unit drill-downs. Unit/circuit performance is reviewed at monthly Leadership meetings. See Goal 1 Strategy a Key Activity 1 Daily Management Report BSO Update June 2019: BSO continues to meet the target for timely commencements and has achieved the new target for victim children seen within 24 hours for April 2019 (90.35%) and May 2019 (90.21). BSO CPIS continues to utilize the DCF Child Welfare dashboard, FSFN management reports and our new dashboard, call Optify, to monitor our compliance.	1

1.1 Tracking of commencement	DCF Operations	Monthly ad hoc report	Florida CQI and CFSR	7	Completed 03/2019	Q7
time vs. victim children not seen	Manager and		case review results		On/ahead of schedule	
	Program				Behind schedule	
	Operations				☐ No longer applicable	
	Administrators				DCF Update June 2019:	
	, tarring cracers				Complete. Monthly report	
					created/distributed to CPI	
					management. See Goal 1 Strategy A	
					Key Activity 1.1 Report	

2. Use strategic rotation systems	CPI Program	Monthly caseload and closure report	Data reports show	1	Completed 09/2017	Q2
to ensure equity of case load	Operations	showing distribution of investigation	equitable distribution of	_	On/ahead of schedule	\\ \(\)
ratios to facilitate the timely	Administrators and	showing distribution of investigation	· •		Behind schedule	
			investigations		No longer applicable	
initiation of investigations.	BSO Managers				DCF Update June 2019:	
					The rotation system was modified in	
					June 2019 to assist CPIs with time	
					management. See Goal 1 Strategy A	
					KA 2 Rotation ppt.	
					RA 2 Notation ppt.	
					BSO Update June 2019:	
					BSO made a slight change to our two	
					(2) late squads who work Monday –	
					Friday from 2:00 PM – 10:00 PM. For	
					supervision purposes, the two late shift	
					Supervisors now work 9:00 AM – 5:00	
					PM including rotating weekends and	
					on-call. CPIS has maintained twelve	
					(12) CPIs who work Monday – Friday	
					2:00 PM – 10:00 PM to ensure equity	
					of caseloads for the CPIs and to	
					facilitate timely initiation of	
					investigations including face-to-face	
					contact with victim children for intakes	
					received after 2:30 PM. In addition, we	
					currently have four (4) trainees who	
					are testing out of pre-service at the	
					end of the month, and we have	
					another pre-service class scheduled to	
					begin July 22 that will contain ten (10)	
					CPI trainees. Equitable caseloads with	
					adequate filled CPI positions continues	
					to remain areas of focus to ensure	
					equal cases are being assigned to CPIs	
					over time which will assist with timely,	

					face-to-face commencements and seeing victim children.	
3. Implement new performance management internal dashboard.	BSO Managers	Evidence of Completion: Screenshot of internal dashboard	Florida CQI quarterly reviews	7	Completed On/ahead of schedule Behind schedule No longer applicable BSO Update June 2019: Complete.	Q7
Goal 1: Children are first and forem	ost protected from a	buse and neglect; safely maintained in	Applicable CFSR Outcome	es or Systemi	Factors: Safety 1 & 2; Permanency 1	& 2; Well-Being 1 & 3;
their homes, if possible and approp from their home.	riate; and provided s	ervices to protect and prevent removal	Systemic Factors: Service	Array and Res	source Development	
		own and their children's needs through ropriate supports to address identified	Applicable CFSR Items: 2	, 3, 5, 11, 12,	13, 29	
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed
1. Implement Decision Support Teams (DST) in each circuit. The DST is comprised of CPI's, Critical	DCF Operations manager, BSO Managers	Monthly roll up reports by DCF/BSO Quality Assurance Managers, presented at quarterly performance	Rapid Safety Feedback reviews Florida CQI quarterly	1	Completed 09/2017 On/ahead of schedule Behind schedule	Q1

1.1. Each circuit tracks the outcomes of the DST to determine effectiveness of the implementation and utility of the team	DCF Operations manager, BSO Managers	Monthly roll up reports by DCF/BSO Quality Assurance Managers, presented at quarterly performance measures meetings	Rapid Safety Feedback reviews	1	Completed 09/2017 On/ahead of schedule Behind schedule No longer applicable DCF June 2019 Update: DST results are tracked/analyzed. See Goal 1 Strategy B KA 1.1. BSO June 2019: DST remains fully implemented in Circuit 17 and tracking of DST outcomes remain ongoing and tracked monthly including presenting at the Broward Roadmap (now called the Quarterly Performance Review) meeting. See Goal 1 Strategy B Key Activity 1 and 1.1	Q1
1.1.2 Implement changes to C15 and 19 DST/RSF procedure which allows for increased oversight by operation management and CCSPE staff	DCF Operations Manager/Program Operations Administrators	Distribution and implementation of new procedure	RSF reviews/Fidelity Reviews	7	Completed 01/2019 On/ahead of schedule Behind schedule No longer applicable DCF June 2019 Update: Complete and Implemented.	Q7

work with ACTION on safety practice proficiency with our supervisors, managers and trainers. We contract with ACTION for all three (3) proficiency tracks (Program Administrator, Supervisor and CCSPE) in our ongoing training efforts on the practice model. During this quarter, two (2) more supervisors and one (1) trainer (CCSPE) achieved full proficiency status. ChildNet June 2019 Update: No further action to report.	2. Contract with ACTION for Child Protection to provide ongoing training on the practice model to facilitate improvements in assessment (Family Functioning Assessment and Progress Updates), safety planning, supervisory consultation, case planning. (Same key activity for Goal 1, strategy B) CKIDS: Director of Training DCF: Regional Operations Manager, BSO: Assistant Program Administrator ChildNet: Director of Talent Management CCKIDS: Director of Completion of Annual Training Plan or calendar, certificates of completion, attendance roster (Summary of attendance roster	On/ahead of schedule Behind schedule No longer applicable Complete DCF June 2019 Update: On-going off-site consultations. Onsite visit occurred May 7-9. BSO June 2019 Update: BSO continues to work closely with ACTION. During Quarter 8 (4 th Qtr. FY 18-19), ACTION provided two (2) case consultation sessions (April 25 and June 20) and provided three (3) days of on-site case consultation sessions (April 29, April 30 and May 1 See Goal 1, Strategy B, KA 2. BSO continues to work with ACTION on safety practice proficiency with our supervisors, managers and trainers. We contract with ACTION for all three (3) proficiency tracks (Program Administrator, Supervisor and CCSPE) in our ongoing training efforts on the practice model. During this quarter, two (2) more supervisors and one (1) trainer (CCSPE) achieved full proficiency status. ChildNet June 2019 Update: No further action to report.
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3. Improve utilization of Onsite Domestic Violence Advocates and implement lethality screening for investigation and case with domestic violence.	Safe Space/ Martha's House; Women in Distress, AVDA, Harmony House	Monthly utilization statistics, number of consultations,	Number of consultations	1	Completed 09/2017 On/ahead of schedule Behind schedule No longer applicable Complete. Domestic Violence Advocates are colocated with CPIs and Case Management in all circuits. See Monthly/Quarterly reports; Goal 1 Strategy B Key Activity 3	Q1
4. Substance Abuse Call Center (SACC) to increase availability of Substance abuse assessments and treatment services for Child welfare families. C-15 and 19. also reference in Goal 1 A 4	CCKids Clinical Director ChildNet Director of Service Coordination	Quarterly review of SACC call center Data provided by ME	Florida RSF, and Florida CQI and PIP monitored cases	1	☐ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable June 2019 update. SACC referrals tracked monthly. Quarterly report pending. CNPB June 2019 Update: Integration meetings continue to be monthly. The SACC process continues to be in place, ChildNet has requested SEFBHN work with their contracted providers to offer evening and weekend assessments. 211 continues to send monthly reports. Henderson SMART team continues to be available. ChildNet is working on ways to improve the process and better support parents with Substance Abuse issues. ChildNet also hosted a Behavioral Health Resource Fair on 4/12/19. System of care providers were present to share information about their programs, services and resources for families.	Q1

5. CHILDNET: implement Safety Management Action Response Team (SMART) Teams designed to provide children and families an array of services aimed to mitigate safety concerns (identified on the safety plan) allowing a child to remain in their home during open investigations.	ChildNet CBC Dawn & Krystal	Monthly SMART data reports	Florida RSF, and Florida CQI and PIP monitored cases	1	CCKids June 2019 Update: Implemented and Ongoing. No additional updates Completed 07/2017 On/ahead of schedule Behind schedule No longer applicable Childnet June 2019 Update: Complete. Implemented.	Q1
5.1. Communities Connected for Kids (CCKIDS): Developed In-Home rapid family response (Boystown) as safety management services Available in all four counties as of July 2016 (Presentation for CHS engagement from Boystown)	CCKIDS - Director of Contracts	Contracted Services report	Florida RSF, and Florida CQI and PIP monitored cases	1	Completed 07/2017 On/ahead of schedule Behind schedule No longer applicable CCKids June 2019 Update: Complete. Implemented and Ongoing. No additional updates.	Q1
5.2. CCKIDS: Increase engagement of families in services through use of Wraparound (evidenced based) services.	CCKIDS- Director of Clinical Services	Quarterly Report from Wraparound providers	Florida RSF, and Florida CQI and PIP monitored cases	1	Completed 09/2017 On/ahead of schedule Behind schedule No longer applicable CCKids June 2019 Update: Complete. Implemented and ongoing. No additional updates.	Q1
5.3. ChildNet: Improve coordination with the Family Intervention Team (FIT), Family Functioning Therapy (FFT), Family Engagement Program (FEP) and Placement Partnership Program	Broward Program Officer of Intake and Placement and Palm Beach Director of Service Coordination	Monthly contract reports	Florida RSF, and Florida CQI and PIP monitored cases	1	Completed 07/2017 On/ahead of schedule Behind schedule No longer applicable Childnet June 2019 Update: Complete. No further updates.	Q1

(PPP) to provide safety services to families under in-home protective supervision 5.4. Utilize state level reports once released in FSFN: FFA, Progress Report, child needs, parent protective capacities to monitor for individualized service	DCF: Program Operations Administrators BSO: Managers CBC Case	Monthly operations meetings and quarterly performance reviews.	Florida RSF, and Florida CQI and PIP monitored cases	1	Completed 07/2017 On/ahead of schedule Behind schedule No longer applicable Complete. All agencies continue to	Q1
provision	Management Directors				utilize FSFN data on a regular basis to review performance.	
6. Implementation of CFOP 170-7 (Develop and Manage Safety Plans)	DCF: Program Operations Administrators BSO: Managers CBC Case Management Directors	Monthly operations meetings and quarterly performance reviews.	Florida RSF, and Florida CQI and PIP monitored cases	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable DCF: DCF June 2019 Update: A safety planning workshop scheduled for May 2019 to be rescheduled in the next quarter. Key staff participated in Safety Training with CN. See CN Goal Strategy B KA 6.	Q1
					BSO June 2019 Update: CPIS continues to host refresher CFOP in-service trainings on various chapters to both CPIs and Supervisors on a regular basis. BSO Supervisors provided three (3) in-services trainings to their colleagues on various CFOP chapters (April 10, May 8 and May 22), and refresher CFOP in-service trainings were provided to CPIs on other days (April 18, April 24, May 1, May 15, May 23, and June 5). Evidence includes all	

Southeast Region	
	CFOP in-service trainings to the CPIs and in-service trainings provided by the Supervisors. See Goal 1, Strategy B, KA 6.
	ChildNet Broward June 2019 Update: Practice Model Support Sessions held with focus on Safety Planning and Supervisory Consultation. Trainings are also available by request with reminder sent with the monthly training calendars.
	CN Palm Beach March 2019 Update: DCMS completed a training regarding Safety Analysis and CFR. This was a joint training with DCF investigations. DCM Supervisor meeting in May 2019 included Childnet CQI to discuss trends with CSRF/RSF reviews from 3rd Quarter. Training around trends discussed during that meeting as well as actions to be taking in the supervision of cases. All staff meeting to discuss Safety Planning and Home Visits. Practice Model Support Sessions held with focus on Safety Planning and Supervisory Consultation. Trainings are also available by request with reminder sent with the monthly training calendars. See Goal 1 Strategy B KA 6 Monthly calendar example and
	Goal 1 Strategy B KA 6 CHS agendas. CCKids June 2019 Update:

					Implemented and ongoing. Two options for safety plan follow up are currently being tested as part of the new home visit form workgroup. See Goal 3 Strategy A Key Activity 11 for more information on how an updated home visit for will include a Safety Plan Appendix to ensure proper follow up on Safety Plans. See Goal 1 Strategy B KA 6 CCKIDS DRAFT Safety Plan Follow Up and Safety Monitor Communication Form.	
6.1 Weekly tracking of the status of Present Danger Plans	DCF Operations Manager/Program Operations Administrators	Weekly Reports	RSF reviews/Fidelity Reviews	7	Completed 01/2019 On/ahead of schedule Behind schedule No longer applicable Complete. DCF June 2019 Update: Weekly report on status of Present Danger Safety Plans distributed. See Goal 1 Strategy B Key Activity 6.1 Weekly Reporting	Q7
7. Utilization of Specialty Courts (such as Drug Court) to include Mental Health Court, Early childhood court, pilot permanency court in C-17 to increase family engagement and impact permanency	CLS/Judiciary	Outcomes reports from Specialty court	Performance on outcome reports, Florida CQI, and CFSR PIP cases	2	Completed 09/2017 On/ahead of schedule Behind schedule No longer applicable DCF June 2019 Update: Implemented and ongoing Permanency Court pilot in C17 has ended. No further reporting this quarter.	Q1
8. Focus on improvement of timely completion and quality of the progress update	Childnet, Broward and Palm Beach Children's Home Society	FSFN Progress Update Reports	Florida CQI Reviews, Spot-Check of Progress Updates	8	Completed On/ahead of schedule Behind schedule No longer applicable	Q8

9. Creation of protocol for Multidisciplinary staffings (MDS) on cases when there is an abuse	Childnet, Broward and Palm Beach Children's Home	Protocol completion, Training sign in sheets	Florida CQI Reviews, RSF Reviews, Log of MDT staffings held	Complete ChildNet Palm Beach June 2019: Report provided weekly to supervisors regarding Supervision completed through Supervisor Consults and the approval of Progress updates minimally every 90 days. Email provides the percentage of compliance and change between weeks. As of 6/19/19, compliance has increased to 85.48%. Childnet Broward June 2019 Update: The FSFN BOE report FFA Supervisor Consultation is produced weekly and sent out with Supervisory Review compliance. 8 Completed On/ahead of schedule Behind schedule	
report on an open services case	Society Broward Sheriff's Office		statiligs field	No longer applicable ChildNet Palm Beach June 2019 Update: Transfer Protocol updated. CHS, CN, DCF met on 5/28/2019 to review this protocol and all agreed. The MDT staffing started on June 4, 2019. Notes are entered in FSFN. See Goal 1 Strategy B KA 9 Transfer Protocol. Childnet Broward June 2019 Update: Operationalization of 65C-30.015 added as agenda item for an upcoming Operations meeting with DCF, BSO and AG.	

10. Monthly Safety Planning Workshops	Childnet, Broward and Palm Beach	Sign in sheets	Florida CQI Reviews, RSF Reviews	8	Completed On/ahead of schedule Behind schedule No longer applicable ChildNet June 2019 Update: Training calendar to be developed with monthly safety planning workshops focused on the identified safety areas needing improvement. An internal meeting is scheduled for July 16, 2019 to discuss training opportunities and CN Career Development is working to schedule a supervisory level training for new CHS supervisors next quarter. Support sessions continue to be available at the unit level in both counties upon request and were held throughout the quarter. Some scheduled sessions experienced no shows. In May 2019, a Consultation Clinic was held in Palm Beach with a DV CW Advocate. See Goal 1 strategy B KA 10.	Q8
11. Expand SMART programming to be available throughout the life of the case, if needed, including in-home placement and post-placement cases, when danger threats or other impending dangers requiring safety management are identified.	Childnet, Broward and Palm Beach	Execute contract amendments for providers of Safety Management Services	Florida CQI Reviews, RSF Reviews	8	Completed On/ahead of schedule Behind schedule No longer applicable ChildNet June 2019 Update: Complete.	Q7
Goal 2: Children have permanency family relationships and connection	•	ving situations and the continuity of dren.	Systemic Factors: Case Rev	view System,	Factors: Safety 2, Permanency 1 & 2; Service Array and Resource Developmove Parent Licensing, Recruitment and R	ent, Statewide

Strategy A : Implement practice initiatives that will improve the permanency and stability of children's living situations.			Applicable CFSR Items: 4, 5, 6, 12, 19, 20, 23, 24, 29, and 35			
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed
Implementation of CFOP 170- (Placement)	DCF: Program Operations Administrators BSO: Managers CBC Case Management Directors	Monthly operations meetings and quarterly performance reviews.	Florida RSF, and Florida CQI and PIP monitored cases	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete.	Q2
2. Explore Friends of Foster Children program or equivalent program to determine effectiveness and feasibility of the C-15 program	Contracts/ Finance	Quarterly reports, and CQI findings on effectiveness. Finance to determine feasibility	Contract reports	3	Completed 03/2018 On/ahead of schedule Behind schedule No longer applicable Complete.	Q3
3. Expand resources to support foster parents for placement stabilization (placement breakdown/teenagers) beginning with a survey of foster parents to identify their needs and prioritize implementation of recommendations to modify PIP curriculum to include extra training for families with teenaged placements	CCKIDS: Director of Licensing ChildNet Director of Foster Home Recruitment	Foster parent survey Modified PIP preservice training curriculum	Data Reports, Florida CQI, CFSR PIP cases	3	Completed 11/2017 On/ahead of schedule Behind schedule No longer applicable Complete.	Q2

4. Enhance GAL Partnership by utilizing exit surveys to improve retention of GALs.	Michelle Canaday	Completed Exit Reports	GAL Retention reports	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable June 2019 Update: Complete. No activity during the quarter.	Q2
5. Increase supervisory documentation of early discussion of the case plan goal.	County Director/Program Director/ Program Officers / Executive Director	Evidenced through case reviews to include review of supervisor reviews	Quarterly Rapid Safety Feedback data, item 5. Florida CQI quarterly reviews	2	☐ Completed 12/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable Complete. See new activity Goal 3 Strategy B Key Activity 10	Q2
6. CLS to ensure justifications for permanency goals are clearly documented at permanency hearing. Managing attorneys will conduct review of permanency orders	CLS – Managing attorneys	Permanency orders,	Florida CQI, CFSR PIP cases	1	Completed 07/2017 On/ahead of schedule Behind schedule No longer applicable Complete	Q1
7. Implement a program to provide attorneys for children modeled after a program in Circuit 15 – funded by Children's Services Counsel to be expanded in C 17	CSC	Procurement process Contract with Legal Aid	Florida CQI, CFSR PIP cases	1	Completed 07/2017 On/ahead of schedule Behind schedule No longer applicable Complete. Contract has been awarded to Legal Aid.	Q1
8. Add additional Judges in Circuit 17	Chief Judge	New Judge	Data showing increased time to permanency. Florida CQI, CFSR PIP cases	1	Completed 07/2017 On/ahead of schedule Behind schedule No longer applicable Complete.	Q1

9. Review children in group care with Child Placing Agencies to ensure best placement matches for children	CCKIDS Licensing Director ChildNet Palm Beach Program Officer ChildNet Broward Program Officer	Monthly OOHC data. Increase in percentage of children placed in Foster home settings; decrease in group care	Florida CQI, CFSR PIP cases	1	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable ChildNet June 2019 Update: Regular meetings continue with the child placing agencies on best placement matches for children in care. See Goal 2 Strategy A KA 9 Signin. Broward Quality Performance Review June 2019.	Q2
					CCKids June 2019 Update: The placement department supervisor attends the monthly CPA meetings. Number of children in group care: December – 95 January-100 February-97 March-100 April-103 May-99	

10. Targeted recruitment initiatives to increase variety of foster homes tailored to meet needs of complex children and sibling groups; increase in STFC homes.	CCKIDS Licensing Director ChildNet Director of Foster Home Recruitment	Monthly Out-of-Home-Care data. Increase in percentage of children placed in Foster home settings; decrease in group care	Florida CQI, CFSR PIP cases	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Childnet June 2019 Update: Marketing campaign continues for the recruitment of foster parents in Palm Beach and Broward. Agency referral tracking in place. For the quarter, 42 referrals made through the recruitment hotline with 17 attending orientation and 11 in training. CCKids June 2019 Update: Implemented and Ongoing. Monthly meetings with Child Placing Agencies continue. The average numbers of beds utilized/total number of beds is being tracked instead of straight utilization. While our overall number of beds has decreased, our utilization has increased. January - 154/212 February-152/199 March-167/190 April-155/186 May-153/188	Q2
11. CCKIDS: Implement Rapid Family Engagement program which consists of a meeting within 5-7 business of shelter to immediately engage the parents and discuss conditions for return and begin case planning process.	County Directors & Program Operations	Rapid Family Engagement Tracking Log Monthly / quarterly report (Improved time to disposition)	Florida CQI, CFSR PIP cases	2	☐ Completed 12/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable Complete. Implemented.	Q2

11.1. ChildNet Circuit 17: Implement the Arraignment Project to reduce time to disposition.	Managing Attorney for the Office of the Attorney General	Monthly performance report from the OAG Monthly/quarterly performance measures meeting (agenda)	Florida CQI, CFSR PIP cases	1	Completed 09/30/2017 On/ahead of schedule Behind schedule No longer applicable Complete. Implemented. See Broward Quality Performance Review June 2019	Q1
12. Implementation of GAP Program	Childnet, Broward and Palm Beach Level 1 licensing, Kinship Coordinator	Implementation plan	Florida CQI Reviews, Scorecard Measure Monthly Reviews	8	Completed On/ahead of schedule Behind schedule No longer applicable ChildNet June 2019 Update: Seven Kinship Support Specialists hired (2 Palm Beach, 5 Broward). DCF offered GAP training at the end of June 2019 and all staff have attended. See Goal 2 Strategy A KA 12 Implementation.	Q8

13. Integration of Progress Update into Permanency Staffing Process	Childnet, Broward and Palm Beach Children's Home Society	Completion of new permanency staffing protocol, training sign-in sheets, Operations Agendas	Florida CQI Reviews, Monthly review of a sample of permanency staffings	8	Completed On/ahead of schedule Behind schedule No longer applicable ChildNet Palm Beach June 2019 Update: The Permanency Specialist supervisor has started reviewing all the permanency staffing forms that are produced from each staffing and conversations have started with the specialists on improvement plans. In addition, there is a permanency staffing tracker that the specialists complete which includes recommendations from the staffing and any follow-ups the specialists need to do with the case managers. The Progress Updates are being utilized in the Permanency Staffing. Childnet Broward: Broward delayed implementation to allow for Palm Beach to implement and offer any lessons learned. Intention is now to roll out in September. See Goal 2 Strategy A KA 13 Log			
Goal 2: Children have permanency family relationships and connection	•	ving situations and the continuity of dren.	Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)					
	Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children.			Applicable CFSR Items: 3, 7, 8, 9, 10, 11, 20, and 23				
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed		

Implementation of CFOP 170-9 (Family Assessment and Case Planning)	DCF: Program Operations Administrators BSO: Managers CBC Case Management Directors	Monthly operations meetings and quarterly performance reviews.	Florida RSF, and Florida CQI and PIP monitored cases	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete	Q2
2. Set a Regional goal of initial placements of children with relatives/non/relatives of 66%	DCF Operations Manager BSO Managers	Monthly Shelter reports	Performance Reviews in each Circuit	2	Completed 03/2018 On/ahead of schedule Behind schedule No longer applicable DCF June 2019 Update: Regional Goal modified to 58%. Dashboard indicates that the Region is at 52.30% for the period 4/1/18-3/31/19. BSO June 2019 Update: BSO continues to monitor the initial placement of children to ensure the most appropriate placement of children, knowing placement with a relative or non-relative is in the best interest of children. See Goal 1, Strategy B, KA 1 and 1.1.	Q3

2.1 To increase supports for kinship care a workgroup to improve communication to ensure every family gets referred to Friends of Foster Children in C-15 for support services for relative and non-relatives.	CHS Executive Director	Contract reports submitted to ChildNet Reports showing all relatives have been contacted	Florida CQI and PIP monitored cases	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete and on-going. Childnet Palm Beach June 2019 Update: The workgroup continued to meet in Qtr. 4. Highlights from the workgroup include efforts made to plan for GAP training, facilitating a relationship between parents and kin caregivers, Family Team Conferences, securing liaisons with ACCESS and Child Support, and Trauma Informed education for caregivers. See Goal 2 Strategy B KA 2.1 Kinship mtgs.	Q2
3. Move children that are placed out of county back into their home county when appropriate.	CCKIDS: Director of Clinical Services ChildNet: Director of intake and Placement	Placement tracking log Targeted Recruitment List	Data Report — Out-Of- Home Care Florida CQI and PIP monitored cases	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable. Childnet June 2019 Update: Intake and Placement continue to review the out of county children to bring them back into county. Every other week there are meetings held with the providers in Broward. CCKids June 2019 Update: Implemented and Ongoing. Targeted reviews of children placed out-of-circuit will be reviewed monthly for the best possible placement. See Goal 2 Strategy B KA 3 and 3.1 Out of Circuit Analysis.	Q2

3.1 Complete assessment of children placed out of circuit and in circuit bed availability in making decision to move children.	CCKIDS: Director of Clinical Services ChildNet: Director of intake and Placement	Placement tracking log Targeted Recruitment List	Data Report – OOH Care	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable ChildNet June 2019 Update: Intake and Placement continue to review the out of county children to bring them back into county. Every other week there are meetings held with the providers in Broward. CCKids June 2019 Update: Implemented and Ongoing. See Goal 2 Strategy B KA 3 and 3.1 Out of Circuit Analysis.	Q2
4. Explore other opportunities to engage parents in their children's daily activities to document in Judicial Review.	CCKIDS: Saint Lucie County Director/CHS Director of Program Operations ChildNet: Case Management Directors	Judicial review report	CFSR and FL CQI Reviews	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete. See new Key Activities; Goal 3 Strategy A Key Activities 10, 11 and 13.	Q2
4.1. Amend level of parents' involvement in child's daily activities as parental protective capacities change.	CCKIDS: Saint Lucie County Director/CHS Director of Program Operations ChildNet: Case Management Directors	Improvement in documentation of parental engagement at permanency staffings	CFSR and FL CQI Reviews	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete See new Goal 2 Strategy A KA 13 and Goal 3 Strategy A KA 10, 11 and 13.	Q2

	r craon responsible		Improvement	Due		Completed
1, 11	Person Responsible		Measure	Due	, , , , , , , , , , , , , , , , , , , ,	Completed
Key Activities	Office and Lead	Evidence of Completion	Data Measure Used to	Quarter	Quarterly Update	Quarter
data that supports child well-bei	ng.					
Strategy C: The state's child welf	are information system,	FSFN, will have accurate and timely	Applicable CFSR Items: 4 and 19			
Goal 2: Children have permanen family relationships and connect		ving situations and the continuity of dren.	Applicable CFSR Outcomes or Systemic Factors: Permanency 1; Systemic Factors: Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)			
			permanent connections. CFSR and FL CQI Reviews		Complete.	
			permanency or		No longer applicable	
Youth Centered Roundtable Pilo	t		PRT achieving		Behind schedule	
Tables for Circuit 19 to include	Coordinator	and review of YCRT pilot outcomes	youths who receive a		On/ahead of schedule	
5. Improve Permanency Round	CCKIDS PRT	Quarterly review of PRT outcomes	Increase in number of	2	Completed 12/2017	Q2

1. CCKIDS and CNCBC will	CCKIDS System	Improvement in accuracy and timely	FSFN data reports	2	Completed 04/2018	
work to improve accurate and	Analysis and	data entry of placements.	CFSR and FL CQI		On/ahead of schedule	Q4
timely data entry of	Performance		Reviews		Behind schedule	
placements, particularly	Improvement				No longer applicable	
kinship placements.	Manager.				Childnet June 2019 Update:	
1	CNCBC Data				Internal Process Improvement Project	
	Specialists and CQI				begin June 2019 with Data Entry,	
	Department				Intake, and Rev-Max. Project is looking	
	Department				at reasons why placements are not	
					being entered timely. Some FSFN	
					issues have been identified when it	
					comes to changes in rates for a child-	
					you are currently not able to edit the	
					rate of a placement. Project expected	
					to be completed late Sept/early	
					October with new process put into	
					place.	
					CCKids June 2019 Update:	
					The Data Management and Placement	
					Department Staff update placements	
					according to referrals submitted into	
					the uRefer system and through FL CBC	
					OOH email distribution lists that	
					includes initial removal information	
					from CPI's. Placements are updated	
1					into FSFN the same day as the request	
					unless it is made after 5 PM or on the	
					weekend. Then the placement is made	
1					the following business day.	
					No further update.	
Goal 3: Families have enhanced	capacity to provide for th	neir children needs and the well-being	Applicable CFSR Outcom	es or Systemic	Factors: Safety 2; Permanency 1 & 2;	Well-being 1, 2 & 3;
		ucation, physical health and mental	Systemic Factors: Service	-	· · · · · · · · · · · · · · · · · · ·	
health needs.		• •	l '	•	·	

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.			Applicable CFSR Items: 2, 3, 6, 10, 12, 12A, 12B-1, 12B-2, 12C, 13, 14, 15, and 29			
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed
1. Circuit 17 Case load Reduction plan to allow for additional follow through by case managers	ChildNet Management	Increase in the number of budgeted case managers and case load statistics	Case load size	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete.	Q2
2. Rapid Family Engagement/Family Team Meeting/Case Transfer to include beginning the discussion around for the case planning.	CCKIDS: County Directors ChildNet: Case Management Directors	Rapid Family Engagement Tracking Log ChildNet case assignment form	Florida CQI and CFSR PIP case reviews	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete	Q2
3. Reinforce frequency and quality of visitation is documented clearly between siblings, parents and other important persons to the child	CCKIDS: Saint Lucie County Director/CHS Director of Program Operations ChildNet: Case Management Directors	Increased documentation of efforts within the case file	CFSR and FL CQI Reviews	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete. See new Key Activities; Goal 3 Strategy A Key Activities 10, 11 and 13.	Q2

3.1. Ensure visitation is included in the new Judicial Review template.	CCKIDS: Saint Lucie County Director/CHS Director of Program Operations ChildNet: Case Management Directors	Judicial Review Template	CFSR and FL CQI Reviews	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete	Q2
3.2. Utilize sibling separation staffing's to discuss frequency and quality of sibling visits	Case Management	Increased documentation of efforts within the case file	CFSR and FL CQI Reviews	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete	Q2

4. Interview training for case managers on engaging children during home visits to ensure they are seen alone and conduct age appropriate interviews	CCKIDS: Director of Training ChildNet: Director of Talent Management	Home visit notes, evidence of training occurring Training curriculum	CFSR and FL CQI Reviews	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete. Childnet Update June 2019: Home Visit Simulation training continues to be accessible to DCM staff. A new version of the RDC being piloted in one Palm Beach Case Management unit. This version of the RDC features 3 main areas: Safety, Well Being and Permanency. It also makes private interviews with the children mandatory to submit a note via RDC. CN CQI are providing feedback on the notes and supervisors are correcting. Quality home visits are a regular topic at CHS staff meetings. Quality home visits are reinforced through QM mentoring and case consultations. See Goal 3 Strategy A KA 4 Course participants, Goal 3 Strategy A KA 4 RDC Review CCKids: Complete. No further update.	Q2
5. Region to trained on Family Finders program to improve assessment of relatives and non-relatives	ChildNet Training Manager	Training rosters	Florida CQI, CFSR – PIP cases	2	Completed 07/2017 On/ahead of schedule Behind schedule No longer applicable Complete	Q1

6. Creation of position to review cases at time of transfer, with focus on case history and prior service provision	ChildNet (Palm Beach only)	Hiring of Specialist, log of completion of reviews	Florida CQI Reviews, Monthly Reviews of Sample of Cases at Transfer	8	Completed On/ahead of schedule Behind schedule No longer applicable Complete Childnet Palm Beach June 2019 Update: The dependency case management specialist position has been filled. She has started to review case at time of transfer and is utilizing a form to document the review. She was also introduced to CPI Program Administrators and CHS Program Directors on 5/28/2019. See Goal 3 Strategy A KA 6 Transfer form	Q8
7. Examine role of Service Coordination Department to improve service referral process, identification of appropriate services and monitoring of those contracted service providers	Childnet, Broward and Palm Beach	Contract Outcomes focused on quality in 2019-2020 fiscal year, contract monitoring	Florida CQI Reviews, Contract Monitoring	8	Completed On/ahead of schedule Behind schedule No longer applicable Childnet June 2019 Update: Case Management and Service Coordination met and have developed a streamlined process for CBHA referrals and recommendations. The new process is expected to be completed next quarter.	
8. Create a training that addresses how to effectively demonstrate case planning involvement for young children	Childnet, Broward and Palm Beach	Completion of training, sign in sheets from training	Florida CQI Reviews, Review of HV notes	8	Completed On/ahead of schedule Behind schedule No longer applicable Childnet June 2019 Update: Training curriculum is being finalized and training will be delivered in the next quarter.	

9. Modify the Remote Data Capture (RDC) application to capture content of private conversations with children and allow narrative sections for Safety, Permanency and Well- Being	Childnet, Broward and Palm Beach	Release of new RDC platform, RDC usage reports	Florida CQI Reviews, RSF Reviews, Supervisory review of home visit notes completed	8	□ Completed □ On/ahead of schedule □ Behind schedule □ No longer applicable Childnet June 2019 Update: Pilot begin on May 8, 2019. There are currently 28 Child Advocates and 4 Supervisors from both Counties included in the RDC Lite Visitation App Pilot. Pilot is expected to run for approximately two months. Conference Call conducted on May 28, 2019 to gather feedback from both the workers and supervisors to determine whether any changes need to be made. QA Manager is currently in the process of reviewing the quality of notes in the pilot program and will be scheduling meetings with the supervisors to discuss the quality of the notes from their workers and the expectations. New App expected to be release by August 2019.
10. Integration of the required supervisory reviews into the review and approval of the Progress Update. This will address focus on permanency, safety and well-being through the lens of the safety practice model.	Childnet, Broward and Palm Beach	Creation of new supervisory review tool and reports to track progress update completion, approval and supervisory consult	Florida CQI Reviews, RSF Reviews, Random quarterly sample review of progress updates and supervisory consults	8	☐ Completed ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable Childnet June 2019 Update: Workgroup is scheduled to meet again in the 2nd week of August. Workgroup reviewed notes from Palm Beach and will use this information to inform process in Broward.

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11. Update the current Home	Communities	Workgroup Sign in & Updated Home	Samples will be pulled	8	Completed
visit form, to include specific	Connected for	Visit Form/Guidance	after implementation of		On/ahead of schedule
guidance to assist Case Managers.	Kids,		the new form to see if		Behind schedule
Guidance will be included to assist	Suzie Kulscar		the changes indicate		No longer applicable
Case Management in determining			improvement and this		CCKids June 2019 Update:
age appropriate needs			information will be		On May 1 st the home visit form
assessments for children outside			reported quarterly		workgroup met for a second time to
of Medical, Education and Mental					review the draft form that was
Health and age appropriate					created. Each Supervisor brought one
questions to ask children about					of their case managers to review the
case planning. Guidance will also					form before testing. Some changes were made and then those case
be provided to help Case					managers started testing the form. On
Management in ensuring that all					May 29 th the workgroup met again to
areas that need to be addressed					discuss the testing and what was and
during a home visit are included in					was not working. It was determined at
the form. Additionally,					this time to present the form to
Supervisors will ensure that the					Leadership at the June Continuous
form is completed in its entirety.					Quality Improvement meeting. In the
Checking the box that states a					meantime, Supervisors asked
child alone will not be enough,					additional staff to test the form. On
					June 26 th the form was presented to
detail will be required for each					Management. A few small changes
child to ensure that all areas are					were made. A review of the form will
captured appropriately. An					occur in July and then training will
addendum will be added to the					commence following the results of the
updated form to include follow up					review. It is CCKids expectation that
with Safety Management					the form will be fully implemented by September 1 st .
Providers at least monthly as					See FINAL CCKIDS DRAFT HV FORM
preparation or during a home					sent as evidence.
<mark>visit.</mark>					
** 5 Case Management					
Supervisors (representing all 4					
counties) have volunteered to					

participate in this workgroup to ensure all information is included on the updated home visit form as well as to ensure that it works for their case managers.						
12. CEO to discuss Remote Data Capture (RDC) application or other home visit application with Information Technology	Communities Connected for Kids, CEO DeLoach	Follow up with IT and report out	Samples will be pulled after implementation of the new form to see if the changes indicate improvement and this information will be reported quarterly	8	Completed On/ahead of schedule Behind schedule No longer applicable CCKids June2019 Update: This item is not currently being pursued.	
13. Additional Quality Home Assessment Trainings will be conducted with staff to review the requirements of the CFSR	Communities Connected for Kids, Trainer Nicky Smith	Training Sign-In Sheets	Samples will be pulled after implementation of the new form to see if the changes indicate improvement and this information will be reported quarterly	8	Completed On/ahead of schedule Behind schedule No longer applicable CCKids June 2019 Update: On 4/14/19, 5/9/19 & 5/29/19 the CCKids Training Department held "Quality Home Assessments for child welfare professionals - the Process & the Purpose". See Quality Home Assessments Training sent as evidence.	Q8

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 Outcom 3; Systemic Factors: Servi	•	ic Factors: Safety 2; Permanency 1 a Resource Development	& 2; Well-being 1, 2 &
Strategy B: Implement practice in meet their educational needs.	Strategy B: Implement practice initiatives to assure that children receive appropriate services to meet their educational needs.		Applicable CFSR Items: 9), 11, 16, and	29	
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement Due Quarterly Update Completed			

1. Improve access to educational	CCKIDS:	Educational records in case files	CFSR and FL CQI Data	2	M Completed 12/2017	Q2
documentation from the local	Director of	Ludeational records in case files	CI Six aliu FL CQI Data		Completed 12/2017 On/ahead of schedule	Q2
					Behind schedule	
school boards	Clinical					
	Services				☐ No longer applicable	
	ChildNet:				Complete	
	Director of				ChildNet June 2019 Update:	
	Service				Palm Beach. A meeting was held with	
	Coordination				ChildNet Intake and Placement,	
					Service Coordination and PBCSD to	
					discuss the process on both sides.	
					Goal is to better understand to	
					expedite finding the school to best	
					service our children's needs. In	
					addition, please note the tri-county	
					meeting was scheduled, however, will	
					be rescheduled after Citrus absorbs	
					Our Kids in Miami.	
					Childnet Broward: The Education	
					Specialist in ChildNet Service	
					Coordination Department recently lost	
					access to Broward County Schools EZ-	
					IEP/SIS however communication	
					between our Educational Specialist	
					and Broward County Foster Care	
					Office has increased substantially.	
					Service Coordination Department	
					created an Educational Records	
					Request Form that will be submitted	
					upon child's entry to care and	
					forwarded to Broward County Foster	
					Care Liaison office; educational	
					records will be compiled and	
					expedited as needed. In addition, the	
					court school district liaisons have been	
					designated by the district to send	
					records upon request. The district has	
	<u> </u>					

Southeast Region	
	also identified a single point of contact
	(Foster Care Office) who will review
	the records request and forward
	applicable records in 24 hours if
	needed; and assist with obtaining
	school records for contribution to the
	CBHA. ChildNet has a full time
	Educational Services Specialist who
	facilitates quarterly Educational
	Steering Committee meetings as well
	as Educational Provider Meetings. The
	ESS and Broward Schools Foster Care
	Office also co-facilitates the quarterly
	New Child Advocate Certification
	Workshops held here at ChildNet.
	Meeting participants include various
	departments within the school district
	as well as community providers. Our
	ESS is in collaboration with the
	surrounding Tri-County (West Palm
	Beach, Broward and Miami-Dade) to
	enhance the collaboration and
	streamline processes between the 3
	school districts. A Tri-County meeting
	is pending for August 2019. ESSA
	staffing's are being facilitated by the
	ESS and held as needed based on
	urgent needs, monthly and on teacher
	planning days. There are upcoming
	plans to have each Foster Care
	Designee at the schools across
	Broward County meet with dependent
	children every 9 weeks; this process is
	being developed however not
	finalized to date. The SEDNET POC at
	the school district ensures that service

					coordination department is aware of	
					all SEDNET monthly meetings and	
					sends a SEDNET representative to all	
					FSPT weekly staffing's to assist with	
					educational needs in higher levels of	
					care. See Goal 3 Strategy B KA 1 mtg.	
2. Case managers will document	CCKIDS: Saint	Case Plans	CFSR and FL CQI Data	2	Completed 12/2017	Q2
youth involvement in their	Lucie County				On/ahead of schedule	
educational plan on the case	Director/CHS				Behind schedule	
plan.	Director of				No longer applicable	
	Program				Complete	
	Operations					
	ChildNet:					
	Case					
	Management					
	Directors					

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: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development				
	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: 1	12, 12B, 17, 1	8, and 29	
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Quarter Quarterly Update Quarter Measure Improvement Due Quarterly Update Complete			Quarter Completed
1. Discussed with Community Based Care Integrated Health (CBCIH) regarding the limitations of Integrate, their electronic program to modify including follow-up medical information	CCKIDS: Director of Clinical Services ChildNet: Director of Support Services	Changes to the Integrate System to allow for improved access to medical records	Progress towards access to Integrate.	3	Completed 06/2018 On/ahead of schedule Behind schedule No longer applicable. Complete No new activity.	Q4
2. Utilization of management reports and Performance Measures to ensure medical and dental appointments are being done at the appropriate times.	CCKIDS: Director of Quality Management ChildNet: Director of Support Services	Scorecard performance measures metrics	Performance Measures CFSR and FL CQI Data	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete	Q2

3. Compliance with children on psychotropic medication	CCKIDS: Director of Clinical Services DCF: Licensing Manager ChildNet: Director of Service	Training of Medication logs, psychotropic medication reviews	Internal CBC review CFSR and FL CQI Data	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete	Q2
4. Engage with Managing Entities to enhance communication and record sharing of children's mental health services	Coordination CCKIDS: Director of Clinical Services ChildNet: Director of Service Coordination	Provider progress reports in case files	CFSR and FL CQI Data	3	Completed 04/2018 On/ahead of schedule Behind schedule No longer applicable Complete	Q4