Region Program Improvement Plan

<u>Southeast</u> **Region**

2018-2019 Quarter 1

Strategies

The strategy is the implementation of specific child welfare practices, programs or policies that will be used to make improvements. Please note whether the strategy is an evidence-based, promising research program and whether it is part of a title IV-E demonstration waiver project. Strategies may be directed at making improvements under more than one goal. In those circumstances, identify each of goals.

Key Activities

Succinctly name and describe the key activities associated with the strategy, including a description of the target population(s) and geographic scope. Include the key activities associated with the strategy. Also, identify where technical assistance from the National Capacity Building Center will be requested.

Key activities are metrics such as a process measure, implementation milestone or benchmark, or interim improvement in outcomes or systemic factors. For each key activity, include the projected completion date. Key activities help determine whether the state is on track to make the required changes for implementation of the improvement.

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Goal 1: Children are first and foremost protected from abuse and neglect; safely maintained in their homes, if possible and appropriate; and provided services to protect and prevent removal from their home.			Applicable CFSR Outcomes or Systemic Factors: Safety 1 & 2; Permanency 1 & 2; Well-Being 1 & 3; Systemic Factors: 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 South East 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and victims seen	Florida CQI quarterly reviews	1	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable **DCF Update September 2018:** Implemented and ongoing. Daily/monthly reports are produced and reviewed and sent to staff daily for unit drill downs. **See Goal 1 Strategy A KA 1 OCWDRU 0928. See also August and September Leadership meeting notes.** **BSO Update September 2018:** BSO is meeting and/or exceeding the target. Commencement data is included in our monthly CQI plan for August 2018		On-going

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2. Use strategic rotation systems to ensure equity of case load ratios to facilitate the timely initiation of investigations.	CPI Program Operations Administrators and BSO Managers	Monthly caseload and closure report showing distribution of investigation	Data reports show equitable distribution of investigations	1	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable **DCF Update September 2018:** A Strategic Rotation System has been implemented. with DCF to ensure equity of caseload distribution. Rotation, caseload distribution and caseload size is tracked daily by CPI and unit with monthly rollups. **See Goal 1, Strategy A KA 2.** **BSO Update September 2018:** BSO recently moved two (2) day squads to late squads who now work Monday – Friday from 2:00 PM – 10:00 PM. This shift is strategic to ensure equity of caseloads and to facilitate timely initiation of investigations. BSO continues to utilize daily FSFN management reports, sorting case received by CPI from low to high, taking into consideration a roughly three-month time period, of intakes received for the purpose of case assignment. These two new methods are ensuring equal cases are being assigned to CPIs over time which has assisted with timely initiation of investigations and more manageable caseloads.	On-going

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Goal 1: Children are first and foremost protected from abuse and neglect; safely maintained in their homes, if possible and appropriate; and provided services to protect and prevent removal from their home.			Applicable CFSR Outcomes or Systemic Factors: Safety 1 & 2; Permanency 1 & 2; Well-Being 1 & 3; Systemic Factors: Service Array and Resource Development				
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, 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 Child Safety Experts and Supervisors to review children and families at high risk of out of home placement for children to assist the CPI with identifying safety services that could potentially allow the child(ren) to be served in their own homes.	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 Florida CQI quarterly reviews	1	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable **DCF September 2018 Update:** DSTs have been implemented in each Circuit in the Region. Reports pulled by OCW and presented to monthly Leadership meetings. **BSO Update September 2018:** No changes.		Q1

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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 September 2018 Update:** Data reports and results presented monthly at Leadership meetings when available**. See September Leadership meeting notes.** **BSO September 2018:** Tracking of DST outcomes remains ongoing and tracked on a monthly basis including presenting at the Broward Roadmap (now called the Quarterly Performance Review) **See Goal 1, Strategy B, KA 1.1, Roadmap**.	On-going

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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)	DCBC: Director of Training DCF: Regional Operations Manager, BSO: Assistant Program Administrator ChildNet: Director of Talent Management	Completion of Annual Training Plan or calendar, certificates of completion, attendance roster (Summary of attendees and topics from ACTION)	Florida RSF, and Florida CQI and PIP monitored cases	1	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable **DCF September 2018 Update:** Ongoing consultation calls/visits occur. Training visits occurred on September 8-9, 2018 in Circuits 15 and 19. **BSO Update September 2018:** ACTION provided three (3) case consultation sessions (August 23, August 27, and September 13) (evidence is Goal 1, Strategy B, KA 2). BSO is working with ACTION on safety practice proficiency with our supervisors to become proficient and with three (3) staff to become a CCSPE. **ChildNet Update September 2018:** No ACTION training dates. ChildNet continues to offer Practice Model Support Sessions on the following topics: Safety Planning, Child Placement Agreements, Caregiver Protective Capacities, Conditions for Return, Reunification, and Supervisor Consults. **CCKids September 2018 Update:** Action4Child Protection calls are no longer occurring. However, ongoing training occurs via the CCKids	On-going

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					Training Department on areas needing improvement.	
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 Domestic Violence Advocates are co-located with CPIs and Case Management in all circuits. **See Monthly/Quarterly reports.**	On-going
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	DCBC 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 SACC implemented. Quarterly report posted. **See September Leadership Meeting for additional detail.** **CNPB September 2018 Update:** ChildNet's Director of Service Coordination chairs the SAFERR meeting. This is a quarterly meeting and last met on 7/25/18. The meeting title will be changed to the Integration Meeting and will now be scheduled monthly. The next meeting is October 24, 2018. **Goal 1_Strategy B_4 APR SAFERR agenda** **CCKids September 2018 Update:** Implemented and Ongoing.	On-going

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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	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable SMART was implemented in November of 2016 in Broward and Palm Beach Counties. **DCF Update September 2018:** DCF in conjunction with Childnet implemented the SST project, Safety Support Team. See program description, **Goal 1 Strategy B KA 5 SST program. See also September Leadership meeting notes.** **ChildNet Broward September 2018 Update:** Implemented. SMART data is presented during Bi-Monthly Roadmap Meetings. **CNPB September 2018:** To date, there have been 358 referrals. **Goal 1_Strategy B_5 SMART Data Sept 2018, Goal 1_Strategy B_5 SMART SA Data Q1**	On-going
5.1. Devereux Community Based Care **(DCBC):** 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)	DCBC- 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 September 2018 Update:** Implemented and Ongoing.	Q1

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5.2. **DCBC:** Increase engagement of families in services through use of Wraparound (evidenced based) services.	DCBC- 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 September 2018 Update:** Implemented and Ongoing.	On-going
5.3. **ChildNet:** Improve coordination with the Family Intervention Team (FIT), Family Functioning Therapy (FFT), Family Engagement Program (FEP) and Placement Partnership Program (PPP) to provide safety services to families under in-home protective supervision	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 Broward Update September 2018:** Implemented and ongoing. Quarterly reporting is on-going. **CNPB September 2018: Update:** Data reports from FITT, PPP, FFT and Boystown are received showing the number of referrals, number of successful discharges and number of unsuccessful discharges. ChildNet has amended the monthly outcomes for the new contract year and will provide removal rate data to the provider agencies. **Goal 1_Strategy B_5 SMART Data Sept 2018, Goal 1_Strategy B_5 SMART SA Data Q1**	On-going
5.4. Utilize state level reports once released in FSFN: FFA, Progress Report, child needs, parent protective capacities to	DCF: Program Operations Administrators BSO: Managers	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 **DCF September 2018 Update:** Daily/monthly reports are reviewed	On-going

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monitor for individualized service provision	CBC Case Management Directors				and distributed to staff daily for unit drill downs on FFA status**. See Goal 1 Strategy B KA 5.4 FFA Daily. BSO update September 2018:** Utilization of FSFN data continues on a daily basis. CQI plan for August 2018 for evidence (**Goal 1, Strategy B, KA 5.4). ChildNet Broward Update September 2018:** Implemented and ongoing. **CNPB Update: September 2018:** Palm Beach continues to have a standing agenda item for the areas specified above in the Weekly Performance Management Meeting. **CCKids September 2018 Update:** FSFN reports are utilized in day to day operations. CCKids created reports to monitor supervisory consultations as well as progress updates. **Please see Progress Updates Supervisor Consult Reporting sent as evidence**	
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 Update September 2018:** Implemented and addressed at	On-going

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					Leadership meeting. **See September Leadership Meeting.** BSO Update September 2018: CFOP 170 – 7 Case consultations with ACTION focus on the sufficiency of both present and impending safety plans of the cases discussed during monthly case consultations. **ChildNet Broward Update September 2018:** Implemented and ongoing Women's in Distress conducted a Safety Plan Training for DV families. Email Reminder sent to all Directors on 9/28/18. **CN Palm Beach September 2018:** Implemented and ongoing The ChildNet Career Development Department created a Case Management Tip: Are your In-Home Safety Plans SUFFICIENT? distributed via email on 9/28/18. ChildNet has involved community partners and stakeholders by provided training support for these focus areas. In August 2018, ChildNet provided Practice Model Overview for Co-Located Domestic Violence Advocates. The two-hour training was held on 8/16/18 and focused on Conditions for Return-	

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					Assessing Safety. In August 2018, ChildNet provided a Practice Model training to the Guardian Ad Litem program. The two-hour training was held on 8/31/18. Items continue to be discussed at Operations Meetings which is attended by the DCF and ChildNet PIP leads. **Goal 1,2_Strategy B_6, 1 Support Session JUL, Goal 1,2_Strategy B_6, 1 Support Session AUG, Goal 1,2_Strategy B_6, 1 Support Session SEP, Goal 1_Strategy B_6 Tip, Goal 1_Strategy B_6 DV Overview Sign In, Goal 2_Strategy B_1 GAL Sign In, Goal 1,2_Strategy B_6, 1 Operations Agenda** **CCKids September 2018 Update:** Implemented and ongoing. Training occurs via the CCKids Training Department on this area as needed.	
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 September 2018 Update:** Implemented and ongoing Monthly reporting in place. Permanency Court pilot in C17 has ended. See update for Early	On-going

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					Childhood Court. **Goal 1 Strategy B** **KA 7 ECC Stats**	
Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.				**Applicable CFSR Outcomes or Systemic Factors:** Safety 2, Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and Adoptive Parent Licensing, Recruitment and Retention)		
Strategy A: Implement practice initiatives that will improve the permanency and stability of children's living situations.				**Applicable CFSR Items:** 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**
1. Implementation of CFOP 170-11 (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 **DCF September 2018 Update:** Implemented and ongoing **BSO Update September 2018:** Child placement agreements for care precautions and behavior management plans are discussed during the case transfer / family team meeting as needed. **ChildNet Update September 2018:** Implemented and ongoing. Discussed during Performance Management Meeting. **CCKids September 2018 Update:** No additional update - Child Placement Agreement training is facilitated during pre-service training.	On-going

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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 **CNPB September 2018 Update:** Friends of Foster Children provides Kinship Connections services in C-15 to new Relative and Non-Relative Caregivers. Orientation each month. This item is considered completed with no ongoing updates applicable.	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	DCBC: 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 **CNB and CNPB September 2018:** This item can be considered completed as of Quarter 2 and there are no ongoing updates for Quarter 4. **CCKids September 2018 Update:** A focus group including community partners, foster partners, and staff meet monthly; to establish, and discuss measurable objectives and areas of focus.	Q2

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4. Enhance GAL Partnership by utilizing exit surveys to improve retention of GALs.	Michelle Canady	Completed Exit Reports	GAL Retention reports	2	☒ Completed 12/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable Implemented and ongoing. Quarterly reporting. **See Goal 2 Strategy A KA 4**	On-going
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 **ChildNet Broward Update September 2018:** Implemented and Ongoing. The Family Team Meeting is used to serve as the initial case plan conference to address tasks and goals. Ongoing case plan and goal discussions are held at permanency staffings, supervisor reviews, and court hearing. Reminder Email sent to all directors quarterly. Last one was on 9/13/18. **CNPB Update September 2018:** The Supervision Tool continues to be in use. It is used at initial supervision which discusses the case goal. Establishing the case plan goal is included in the Family Team Meetings. **CCKids September 2018 Update:** Implemented and On-going. No additional updates.	On-going

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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 CLS supervising attorneys pull a sample from their division and reviewing the permanency order. In addition, the CLS Regional Director reviews a sample from each of the circuits every month.	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 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 New judge added.	Q1

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9. Review children in group care with Child Placing Agencies to ensure best placement matches for children	DCBC 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 **See monthly circuit Performance Report**. **ChildNet Broward Update September 2018:** Implemented and ongoing. Meetings held with CPA on best placement matches for children. Meetings held quarterly with Executives from CPA. **CNPB September 2018 Update:** Process continues for Foster Family Match Meetings in Palm Beach held with the CPAs. The meetings are typically held twice a month. Meetings were held during Quarter 1 on the following dates: July 12, July 26, August 2, August 16, August 30, and September 27. New this quarter, the CQI Team has dedicated one staff member as part of the workgroup**. Goal 2_Strategy A_9 OHC Data 9.30.18** **CCKids September UPDATE:** Number of children in Group Care: July – 102 August - 109 September – 106 Incentives in the CPA contracts continue.	On-going

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10. Targeted recruitment initiatives to increase variety of foster homes tailored to meet needs of complex children and sibling groups; increase in STFC homes.	DCBC 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 **CN September 2018 Update:** ChildNet developed a Foster Home Recruitment, Retention and Utilization Taskforce in 4th Quarter. The taskforce developed an action plan that remains ongoing at the time of this update. The weekly taskforce is comprised of staff from throughout ChildNet and future plans to include DCF staff are in place. **Goal 2_Strategy A_10 Taskforce plan, Goal 2_Strategy A_10 FH Recruitment Report CCKids September 2018 Update:** Implemented and Ongoing. Monthly meetings with each CPA's continue as well as encouraging recruitment/identification of homes for sibling groups and 3 or more, children stepping down from therapeutic settings and sibling groups with large age spans among the siblings. Utilization numbers are not available for this reporting period but will be submitted when available.	On-going

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Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed
11. DCBC: 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 **CCKids September 2018 Update:** Program has been implemented. The number of Rapid Family Engagement Staffing's are reported to the DCBC Board of Directors on a monthly basis as part of the board packet. **Please see Board of Director Packets - RFE Data sent as evidence. Pages: 5-7, 17-20, 25-27**	On-going
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 Data currently presented at quarterly Broward Road Map meetings**. See Roadmap Performance Review dated August 2018, pg. 14. (Most recent available, will update when received.)**	On-going

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.	**Applicable CFSR Outcomes or Systemic Factors:** Safety 2; Permanency 1 & 2; Well-being 1; 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

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1. 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 **DCF Update September 2018:** Implemented and ongoing Training is provided during pre-service training. See **Goal 2 Strategy B KA 1 Training calendar** **BSO Update: September 2018:** No new update. **ChildNet Broward Update September 2018:** Implemented and ongoing Weekly Email on Fridays to Case Management Directors to ensure the initial and ongoing FFA are completed. Reminder email to all. Discussed bi-weekly during Performance Management Meetings. New Progress Update FSFN Report was created in August. **Childnet Palm Beach September 2018: See Goal 1 Strategy B KA 6.** **CCKids September 2018 Update:** Action4Child Protection calls are no longer occurring. However, ongoing training occurs via the CCKids Training Department on areas needing improvement.	On-going

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| 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

Third Quarter: 64% (SER monthly shelter report) | 2 | ☒ Completed 03/2018
☐ On/ahead of schedule
☐ Behind schedule
☐ No longer applicable
DCF September 2018 Update: SER has modified the regional goal to 58%. **See Goal 2 Strategy B KA 2 monthly Circuit Performance Reports. See Broward Performance (Roadmap) August 2018, pg. 8,9.**
DCF recently implemented the Shelter SWAT team, 'Shelter Wrap-A-Round Assistance Team'. The team is designed to provide CPI's additional assistance at removal thus enhancing time devoted to locate relatives and complete home studies. See **Goal 2 Strategy B KA 2 SWAT description**. **See also Circuit Monthly Performance Report**.
BSO September 2018 update: Our internal goal remains 66% and this data is included in the monthly CQI plan for August 2018 (evidence included in **Goal 1, Strategy B, KA 5.4)** | On-going |

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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 **CNPB Update September 2018:** The relative caregiver workgroup continues to meet on a quarterly basis and met on August 13, 2018 to discuss efforts to engage kinship caregivers and barriers to services. The next meeting will be in November 2018. Efforts for placement with relatives is an agenda item for Operations Meetings and Performance Management Meetings. **See Goal 2 Strategy B KA 2.1 Minutes**	On-going

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3. Move children that are placed out of county back into their home county when appropriate.	DCBC: 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 Broward: Update September 2018:** Implemented and ongoing. Meetings held with CPA on best placement matches for children. These meetings are bi-weekly on Thursday from 9:30am to 11:30am. **CNPB September 2018:** ChildNet continues to assess children in out of county for moves back in county when possible. This takes place in the Family Foster Family Match Meetings as well. **CCKids September 2018 Update:** Implemented and Ongoing. Targeted reviews of children placed out-of-circuit will be reviewed monthly for the best possible placement. **Please see Out of Circuit Analysis sent as evidence.**	On-going

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3.1 Complete assessment of children placed out of circuit and in circuit bed availability in making decision to move children.	DCBC: 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 Broward Update September 2018:** Implemented and ongoing. Meetings held with CPA on best placement matches for children. These meetings are bi-weekly on Thursday from 9:30am to 11:30am. ChildNet developed a matrix of available beds to supplement the information in FSFN which includes viable beds as well as vacant beds. **CNPB Update September 2018:** ChildNet continues to utilize a foster bed utilization chart that shows bed availability with the foster home licensing capacity, age range and gender preference. In addition, at the Family Foster Home Match Meeting, the child placing agencies report on their bed availability to the group. **CCKids September 2018 Update:** Implemented and Ongoing. **Please see Out of Circuit Analysis sent as evidence.**	On-going

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4. Explore other opportunities to engage parents in their children's daily activities to document in Judicial Review.	DCBC: 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 **ChildNet Broward Update September 2018:** Implemented and ongoing Progress reported quarterly at the internal performance management meeting. Updates are provided in the Judicial Reviews as to any activities the child participates in. Email reminder went out to all the Directors on 9/13/18. **CNPB Update September 2018:** **See Goal 1_Strategy B_5.4** **CCKids September 2018 Update:** Implemented and Ongoing. CCKids encourages co-parenting between our foster parents and birth parents. We are currently working on an ice breaker process to increase this through our QPI initiative. A birth parent and foster parents participated in the QPI forum at the Dependency Summit in September. CCKids was one of only three CBCs to have a birth parent and foster parent participate. This was CCKids second year with this level of participation.	On-going

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4.1. Amend level of parents' involvement in child's daily activities as parental protective capacities change.	DCBC: 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 **ChildNet Broward Update September 2018:** Implemented and ongoing. Progress reported quarterly at the internal performance management meeting. Discussions are held in reference to the increase level of parental involvement during supervision, staffings. Email reminder went out to all the Directors on 9/13/18. New FSFN Report was created in August to track parental visits with caseworker contacts. **CNPB Update September 2018:** **See Goal 1_Strategy B_5.4** **CCKids September 2018 Update:** CCKids Quality Management Department added additional review questions to the Rapid Safety Reviews to determine compliance with Progress Update Supervisor Consultation. FY 17-18 Q1 compliance: 14% FY 17-18 Q2 compliance: 33% FY 17-18 Q3 compliance: 70% FY 17-18 Q4 compliance: 57% FY 18-19 Q1 Compliance: 86%	On-going

<u>**Southeast**</u> **Region**

Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed
5. Improve Permanency Round Tables for Circuit 19 to include Youth Centered Roundtable Pilot	DCBC PRT Coordinator	Quarterly review of PRT outcomes and review of YCRT pilot outcomes	Increase in number of youth who receive a PRT achieving permanency or permanent connections. CFSR and FL CQI Reviews	2	☒ Completed 12/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable **CCKids September Update:** Implemented and Ongoing. Permanency Round Tables are held on a monthly basis. July: 6 follow up PRTs (12 children/6 Cases)/1 initial (1 Child) August: 3 initial PRTs (3 Children/3 Cases)/1 Youth Centered September: 7 follow up PRTs (13 Children/7 Cases)	On-going

Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children.

Applicable CFSR Outcomes or Systemic Factors: Permanency 1; Systemic Factors: Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)

Strategy C: The state's child welfare information system, FSFN, will have accurate and timely data that supports child well-being.

Applicable CFSR Items: 4 and 19

Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed

Southeast Region

1. DCBC and CNCBC will work to improve accurate and timely data entry of placements, particularly kinship placements.	DCBC System Analysis and Performance Improvement Manager. CNCBC Data Specialists and CQI Department	Improvement in accuracy and timely data entry of placements.	FSFN data reports CFSR and FL CQI Reviews	2	☒ Completed 04/2018 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable **CN Update September 2018:** No new update. CN Data department (regional) implemented and reinforced data entry guidelines for placement changes which are informally tracked by the Data Supervisor. **CCKids September 2018 Update:** Implemented and Ongoing. CCKids in working on a report that will show the timeliness of placement entries.	On-going

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 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

Region Program Improvement Plan

<u>Southeast</u> **Region**

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 **ChildNet Update September 2018:** Implemented and ongoing. Presented monthly at board meetings and during Roadmap meetings. Current average is 20.06 children as of 9/11/18. **See Broward Roadmap.**	On-going

Region Program Improvement Plan

Southeast Region

2. Rapid Family Engagement/Family Team Meeting/Case Transfer to include beginning the discussion around for the case planning.	DCBC: 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 **ChildNet Broward Update September 2018:** Implemented and ongoing. Directors and Supervisors reinforce the discussion around case plan goal at the family team meeting with the family and CPI during the case transfer. **CNPB September 2018 Update:** Family Team Meeting staffings continued in Quarter 1 with the Family Team Meeting form. These occur within 14 days of case assignment and lead into the initial supervisory review and Initial Family Functioning Assessment. **CCKids September 2018 Update:** Implemented and Ongoing. The number of Rapid Family Engagement Staffing's are reported to the DCBC Board of Directors on a monthly basis as part of the board packet. **Please see Board of Director Packets - RFE Data sent as evidence. Pages: 5-7, 17-20, 25-27**	On-going

Southeast Region

3. Reinforce frequency and quality of visitation is documented clearly between siblings, parents and other important persons to the child	DCBC: 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 **ChildNet Update September 2018:** Implemented and ongoing Progress reported during quarterly internal performance management meeting. Reminder Email sent to all the directors on 9/28/18. New FSFN Report was created in August to track visitation compliance with both parents. **CNPB Update September 2018:** See **Goal 1_Strategy B_5.4** **CCKids September 2018 Update:** Implemented and Ongoing. FL CQI Data: FY 17-18 Q1 compliance: 50% FY 17-18 Q2 compliance: 100% FY 17-18 Q3 compliance: 25% FY 17-18 Q4 compliance: 50% FY 18-19 Q1 Compliance: 40%.	On-going

Region Program Improvement Plan

3.1. Ensure visitation is included in the new Judicial Review template.	DCBC: 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 **ChildNet Update September 2018:** Implemented and ongoing Directors and Supervisors reinforce the discussion of ensuring visitation is documented on the JR Template. ChildNet reports quarterly at the internal performance management meeting. Reminder Email sent to all the directors on 9/28/18. **CNPB Update September 2018:** See Goal 1_Strategy B_5.4 **CCKids September 2018 Update:** Implemented and Ongoing.	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 **ChildNet Update September 2018:** Implemented and ongoing ChildNet reports quarterly at the internal performance management meeting. Reminder Email sent to all the directors on 9/28/18. **CNPB Update September 2018:** See Goal 1_Strategy B_5.4 **CCKids September 2018 Update:** Implemented and Ongoing. No additional updates.	On-going

Southeast Region

4. Interview training for case managers on engaging children during home visits to ensure they are seen alone and conduct age appropriate interviews	DCBC: 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 **ChildNet Broward Update September 2018:** Implemented and completed. Professional Development designed a HV training that is part of the ongoing Training Workshops. QM staff mentoring through case consultations during reviews. **CNPB Update September 2018:** On-line training as above. Course completion is in process for Case Management with goal to complete at 100% in Quarter 2. Also leadership in CHS All Staff meetings provides reminders about expectations for home visits and private interviews. **Goal 3_Strategy A_4 JUL trainings, Goal 3_Strategy A_4 AUG trainings, Goal 3_Strategy A_4 SEP trainings, Goal 3_Strategy A_CHS AUG All Staff** **CCKids September 2018 Update:** Implemented and Ongoing. **Please see Quality Home Assessment Training Rosters sent as evidence.**	Q2

Region Program Improvement Plan

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 **ChildNet Update September 2018:** Implemented and completed. Key activity is complete as of Quarter 3.	Q1

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 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**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**

Southeast Region

1. Improve access to educational documentation from the local school boards	DCBC: Director of Clinical Services ChildNet: Director of Service Coordination	Educational records in case files	CFSR and FL CQI Data	2	☒ Completed 12/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable **ChildNet Broward Update September 2018:** Implemented and completed. **CNPB Update: September 2018:** To assist with access to online education records, the Education Specialist in ChildNet's Service Coordination Department has access to the school district's system called SIS. Educational records can be pulled per the request of the DCM. In addition, the court school district liaisons have been designated by the district to send records upon request. The district has also identified a single point of contact who will review the records request and forward applicable records in 24 hours. ChildNet also hired a full time Educational Specialist to assist case management to advocate for our children's needs and ensure every child who is removed is screened for possible SBT meetings/supports. Initial school records are continuing to be sent with the CBHA referral.	Q2

Southeast Region

Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed
					CCKids September 2018 Update: Implemented and ongoing. No additional updates.	
2. Case managers will document youth involvement in their educational plan on the case plan.	DCBC: Saint Lucie County Director/CHS Director of Program Operations ChildNet: Case Management Directors	Case Plans	CFSR and FL CQI Data	2	☒ Completed 12/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable **ChildNet Broward Update September 2018:** Implemented and ongoing. A new job aid was created and sent to all quarterly. Last one as sent on 9/14/18. **CNPB Update September 2018:** ChildNet Career Development sent a Case Management Reminder-Education Requirements and Best Practice to Case Management on 9/14/18. **Goal 3_Strategy B_2 Education Reminder** **CCKids September 2018 Update:** Implemented and Ongoing.	On-going

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:** 12, 12B, 17, 18, and 29

Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed

Region Program Improvement Plan

<u>**Southeast**</u> **Region**

1. Discussed with Community Based Care Integrated Health (CBCIH) regarding the limitations of Integrate, their electronic program to modify including follow-up medical information	DCBC: 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. **CN Update September 2018:** Implemented and ongoing. ChildNet Director and Medical Coordinators continue to monitor and report any progress or issues. For Quarter 1, report that there have not been any issues with finding the dental claims in Integrate. The dental claims from Sunshine Health have continued to transfer timely into Integrate. They have started to see "some" medicals in Integrate, but not all are transferring. They are able to see them all in the Sunshine Portal. CBCIH is working on this issue with Sunshine Health. CBCIH has asked that the Medical Coordinators and Nurse Coordinators search for medical information in the Sunshine Portal while they work on getting all of the medicals transferred to Integrate. The medical unit will continue to monitor and report any progress or additional issues. **CCKids September 2018 Update:** Implemented and ongoing. No additional updates.	Q4

Southeast Region

2. Utilization of management reports and Performance Measures to ensure medical and dental appointments are being done at the appropriate times.	DCBC: 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 **ChildNet Broward Update September 2018:** Implemented and ongoing CNPB Update September 2018 Implemented and ongoing **Goal 3_Strategy C_2 PB QTR 1 Scorecard** **CCKids September 2018 Update:** Implemented and ongoing. **Please see County-Unit Data and Charts and At a Glance sent as evidence.**	On-going

Southeast Region

3. Compliance with children on psychotropic medication	DCBC: Director of Clinical Services DCF: Licensing Manager ChildNet: Director of Service Coordination	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 **ChildNet Broward Update September 2018:** Implemented and ongoing QM staff reinforces requirements through weekly emails on Monday. **CNPB Update September 2018:** Palm Beach Service Coordination assists with obtaining records and psychotropic medication reports if needed. CQI staff reinforce requirements during case consultations. **CCKids September 2018 Update:** CCKids Psychotropic Medication Review Data: Med Tab: 0/12 – 0% Med Logs: 4/12- 33% Forms: 4/12 - 33% Consents: 9/12 - 75% Med Report: 10/12 - 83% Communication: 8/12 - 67%.	On-going

Southeast Region

| 4. Engage with Managing Entities to enhance communication and record sharing of children's mental health services | DCBC: 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
ChildNet Broward Update September 2018:
Implemented and ongoing
CNPB Update September 2018:
Service Coordination recently hosted another HT training with Sunshine Health. Several Providers/Provider agencies attended and we received positive feedback in regards to the training. ChildNet is conducting a survey to see additional trainings provider agencies may be interested and will be developing a training calendar to better equip our providers in order to provide a better quality of care to our children. **Goal 3_Strategy C_4 HT Training, Goal 3_Strategy C_4 Survey.**
CCKids September 2018 Update:
No additional updates. Implemented and Ongoing. | On-going |