2018-2019 Quarter 3

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 & 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 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commencement and victims seen	Florida CQI quarterly reviews	1	 Completed 09/2017 On/ahead of schedule Behind schedule No longer applicable DCF Update March 2019: Implemented. Daily/monthly reports are produced and reviewed and used for daily unit drill-downs. Unit performance is reviewed at monthly Leadership meetings. See Goal 1 Strategy a Key Activity 1 Daily Management Report BSO Update December 2018: BSO continues to meet the target for timely commencements and has achieved the new target of 90% on victims seen within 24 hours in December 2018 and January 2019. In addition to the monthly CQI plan, BSO CPIS implemented a new dashboard, call Optify (details below on KA 3). See Goal 1, Strategy A, KA 1 Performance Review Feb. 2019 	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 March 2019:	
					Complete. Monthly report is being	
					created. 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		investigations		Behind schedule	
initiation of investigations.	BSO Managers		5		No longer applicable	
					DCF Update March 2019:	
					Complete. A Strategic Rotation system	
					has been implemented. Rotation,	
					caseload size and distribution are	
					tracked daily by CPI and unit with	
					monthly rollups. See Goal 1 Strategy A	
					Key Activity 2 Daily Rotation	
					BSO Update March 2019:	
					BSO continues to utilize two (2) late	
					squads who work Monday – Friday	
					from 2:00 PM – 10:00 PM. These	
					squads are strategic to ensure equity	
					of caseloads for the CPIs and to	
					facilitate timely initiation of	
					investigations including face-to-face	
					contact with victim children. In	
					addition, BSO continues to utilize daily	
					FSFN management reports, sorting	
					cases received over the past 60 days by	
					CPI, for case assignment. Additionally,	
					CPIS has nine (9) trainees who are	
					testing out of pre-service on Tuesday,	
					April 9 and we are in the process of	
					hiring for the next pre-service class	
					scheduled to begin sometime in mid-	
					May. 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 Com of internal dashb	pletion: Screenshot oard Florida CQI quarterly reviews	

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 Complete. Implemented.	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 March 2019 Update: ACTION met with CCSPE staff on March 20, 2019 to review progress and outcomes. Roll up report distributed at monthly Leadership meeting. See Goal 1 Strategy B Key Activity 1.1 RSF Review Performance Results FY 2018-19. BSO March 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 1.1 Review Performance Review) 	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 March 2019 Update: Complete and Implemented. See Goal 1 Strategy A Key Activity 1.1.2 DST- RSF Consultation Step 2 	Q7

2. Contract with ACTION for Child	CCKIDS: Director of	Completion of Annual Training Plan or	Florida RSF, and Florida	1	Completed 09/2017	On-going
Protection to provide ongoing	Training	calendar, certificates of completion,	CQI and PIP monitored		On/ahead of schedule	
training on the practice model to	DCF: Regional	attendance roster (Summary of	cases		Behind schedule	
facilitate improvements in	Operations	attendees and topics from ACTION)			No longer applicable	
assessment (Family Functioning	Manager,				DCF March 2019 Update:	
Assessment and Progress	BSO: Assistant				On-going on-site consultations.	
					Training visits occurred on Jan. 28-30	
Updates), safety planning,	Program				and March 19-20. See Goal 1 Strategy	
supervisory consultation, case	Administrator				B Key Activity 2 Sign-in sheet.	
planning. (Same key activity for	ChildNet: Director					
Goal 1, strategy B)	of Talent				BSO March 2019 Update:	
	Management				BSO continues to work closely with	
					ACTION. During Quarter 7 (3rd Quarter	
					FY 18-19), ACTION provided three (3)	
					case consultation sessions (January 10,	
					February 7 and March 14) See Goal 1,	
					Strategy B, KA 2 Sign-in sheets).	
					In addition, 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.	
					ChildNet March 2019 Update:	
					CN and CMO staff attended the Safety	
					Plan Training with ACTION and DCF on	
					1/29/19 and 1/30/19. See Goal 1	
1					Strategy B Key Activity 2 Sign-in sheet	
1					CCKids March 2019 Update:	
					Action4Child Protection calls are no	
					longer occurring. No further action to	
1					report.	

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; Goal 1 Strategy B Key Activity 3	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	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 March 2019 update. SACC referrals tracked monthly. See Goal 1 strategy B Key Activity 4 Reporting; CNPB March 2019 Update: The SAFERR meeting has transitioned to Integration and is now led by DCF. These meetings will occur monthly. There have also been sub-committees developed to further the work of the group. The next meeting is scheduled for 4/24/19. 211 continues to send monthly reports directly to ChildNet regarding assessments. In addition, Henderson Substance Abuse specific SMART Team is up and running. The SMART coordinators are able to begin calling with the parents to schedule a SACC assessment and will remind and/or transport the parent if necessary.	On-going

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 Complete. Implemented See new Key Activity, Goal 1 Strategy B Key Activity 11.	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 March 2019 Update: 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 March 2019 Update: 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 (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 Complete. No further updates.	Q1

5.4. Utilize state level reports once released in FSFN: FFA, Progress Report, child needs, parent protective capacities to monitor for individualized service provision	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	1	Completed 07/2017 On/ahead of schedule Behind schedule No longer applicable Complete. All agencies continue to utilize FSFN data on a regular basis to review performance.	Q1
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 March 2019 Update: See Goal 1 Strategy B Key Activity 2. BSO March 2019 Update: BSO continues to work closely with ACTION on the Florida practice model which includes the sufficiency of both present and impending safety plans of the cases discussed during monthly case consultations. CPIS recently started to host refresher CFOP in- service trainings on various chapters to both CPIs and Supervisors on a regular basis. In addition, Supervisors are now responsible to be the trainer, becoming a practice expert on their identified CFOP chapter. BSO Supervisors provided six (6) in-service trainings to their colleagues on various CFOP chapters (January 9, January 30, February 13, February 27, March 13 and March 27). Evidence includes all sign-in sheets from both the refresher CFOP in-service trainings to the CPIs and in-service trainings provided by	On-going

				the Supervisors. Evidence is Goal 1, Strategy B, KA 6.
				ChildNet Broward March 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:
				Practice Model Support Sessions held at unit and individual level. Focus on Safety Planning and Supervisory Consultation. Goal to provide the refresher training to all CMO units and
				this quarter involved internal CN department staff as well. Trainings are also available by request with reminder sent with the monthly training calendars.
				CCKids March 2019 Update: Implemented and ongoing. Please see new 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.
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 Q7 On/ahead of schedule Behind schedule Provide the schedule No longer applicable Complete. DCF March 2019 Update: Droma the schedule

					Weekly report on status of Present Danger Safety Plans distributed. See Goal 1 Strategy B Key Activity 6.1 Weekly Reporting	
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 March 2019 Update: Implemented and ongoing Permanency Court pilot in C17 has ended. See Goal 1 Strategy B Key Activity 7 ECC report 	On-going
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 ChildNet March 2019 Update: FSFN BOE report created: "FFA Supervisor Consultation" for use in both counties. This report will be produced weekly. 	
 Creation of protocol for Multidisciplinary staffings (MDS) on cases when there is an abuse report on an open services case 	Childnet, Broward and Palm Beach Children's Home Society Broward Sheriff's Office	Protocol completion, Training sign in sheets	Florida CQI Reviews, RSF Reviews, Log of MDT staffings held	8	 Completed On/ahead of schedule Behind schedule No longer applicable ChildNet March 2019 Update: Palm Beach and Broward will convene meetings in the 4th quarter. Internal protocols will be produced. 	
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 March 2019 Update: Training calendar to be developed with monthly safety planning workshops focused on the identified safety areas needing improvement. Support sessions continue to be available at the unit level in both counties upon request.	
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 March 2019 Update: Completed in both counties. Case management can access services. See Goal 1 Strategy B Key Activity 11 contract amendments 	Q7

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, StatewideInformation System, Foster and Adoptive Parent Licensing, Recruitment and Retention)				
Strategy A : Implement practice init children's living situations.	iatives that will improv	ve the permanency and stability of	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- 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 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	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 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. New judge added.	Q1

9. Review children in group care with Child Placing Agencies to ensure best placement matches for children	CCKIDS Licensing Director ChildNet Palm	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 Con/ahead of schedule Behind schedule No longer applicable	On-going
	Beach Program Officer				ChildNet March 2019 Update: Meetings held with CPA on best	
	ChildNet Broward Program Officer				placement matches for children. These meetings are bi-weekly on Thursday from 9:30am to 11:30am. Meeting	
					held quarterly with Executives from CPA.	
					CCKids March 2019 Update: The placement department supervisor attends the monthly CPA meetings. Number of children in group care:	
					December – 95 January-100	
					February-97 March-pending	

10. Targeted recruitment	CCKIDS Licensing	Monthly Out-of-Home-Care data.	Florida CQI, CFSR PIP	2	Completed 12/2017	On-going
initiatives to increase variety of	Director	Increase in percentage of children	cases	-	On/ahead of schedule	011 50115
foster homes tailored to meet	ChildNet Director				Behind schedule	
		placed in Foster home settings;			No longer applicable	
needs of complex children and	of Foster Home	decrease in group care			CN March 2019 Update:	
sibling groups; increase in STFC	Recruitment				ChildNet continued its work with Keith	
homes.						
					Gold and Associates to prepare for the marketing campaign launch in April	
					2019 for recruitment of foster parents	
					in Palm Beach and Broward. This	
					process included communication and	
					planning with foster home	
					management providers in our network.	
					ChildNet redesigned our website with	
					enhancements that include concepts	
					related to the foster care recruitment	
					marketing campaign and encourage	
					more families in Broward and Palm	
					Beach counties to become licensed	
					foster parents.	
					CCKids March 2019 Update:	
					Implemented and Ongoing. Monthly	
					meetings with Child Placing Agencies	
1					continue. The average numbers of	
					beds utilized/total number of beds is	
					being tracked instead of straight	
1					utilization.	
1					January - 154/212	
1					February-152/199	
1						
					March-167/190	

 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 Feb. 2019	Q1
12. Implementation of GAP Program	Childnet, Broward and Palm Beach CCKids; 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 March 2019 Update: GAP implementation is underway in both counties. Leadership overseeing the initiatives have been identified. Both counties are currently hiring Kinship Licensing Specialists. 	
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 March 2019 Update: Both counties have workgroups that are working on improvements to the permanency staffing process. Both will have their first meetings in April 2019. 	

 Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children. Strategy B: Implement practice initiatives that will help ensure the continuity of family relationships and connections is preserved for children. 			Applicable CFSR Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1; Systemic Factors: Case Review System, Service Array and Resource Development, Statewide Information System, Foster and adoptive parent licensing, recruitment and retention)				
			Applicable CFSR Items: 3	8, 7, 8, 9, 10, 1	1, 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 March 2019 Update: Regional Goal modified to 58%. 2019 Q2: 56.76%. BSO March 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 normally in the best interest of children. Our internal goal remains 66% and this data is included in the monthly CQI plan for February 2019. See Goal 1 	On-going	

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. CNPB March 2019 Update: The workgroup continued to meet in Quarter 3. Highlights from the workgroup include efforts made to ensure the success of the colocation with the Early Learning Coalition at the Friends of Foster Children location, efforts to identify liaison for Child Support pavigation (ACCESS pavigation	On-going
					Friends of Foster Children location,	
					to better support caregivers, and Kinship Support Group growth. See Goal 2 Strategy B Key Activity 2.1 Report	

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. CN March 2019 Update: Meetings held with CPA on best placement matches for children. These meetings are bi-weekly on Thursday from 9:30am to 11:30am. Children are reviewed as part of the process to review each child placed in group care to determine the most appropriate placement for that child. ChildNet continues to work on relocating children that are out of county back to Broward, if it is in the best interest of the child.	On-going
					CCKids March 2019 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.	

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 March 2019 Update: See Goal 2 Strategy B Key Activity 3. CCKids March 2019 Update: Implemented and Ongoing. Please see Out of Circuit Analysis sent as evidence	On-going
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 Key Activity 13 and Goal 3 Strategy A Key Activities 10, 11 and 13	Q2

5. Improve Permanency Round Tables for Circuit 19 to include Youth Centered Roundtable Pilot	CCKIDS PRT Coordinator	Quarterly review of PRT outcomes and review of YCRT pilot outcomes	Increase in number of youths 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 Complete.	Q2
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Goal 2: Children have permanency and stability in their living situations and the continuity of family relationships and connections is preserved for children. Strategy C: The state's child welfare information system, FSFN, will have accurate and timely			 Applicable CFSR Outcomes or Systemic Factors: Permanency 1; Systemic Factors: Statewide Information System, Foster and adoptive parent licensing, recruitment and retention) Applicable CFSR Items: 4 and 19 					
data that supports child well-be	-							
Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed		
1. CCKIDS and CNCBC will work to improve accurate and timely data entry of placements, particularly kinship placements.	CCKIDS 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 March 2019 Update: FSFN BOE report created for use by the CN Data Supervisor: "Timely Placement Entry Report". This report was created to track timeliness of Placement Entry into FSFN. A weekly internal tracking system was created for the data specialists. CFSR Addendum results provided to the Data Supervisor. CCKids March 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 into FSFN the same day as the request unless it is made after 5 PM or on the weekend. Then the placement is made the following business day. CCKids March 2019 Update: No further update.	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.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 Outcomes or Systemic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & 3; Systemic Factors: Service Array and Resource Development				
			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 Con/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. CN Update March 2019: HV training that is part of the ongoing Training Workshops. QM staff mentoring through case consultations during reviews. ChildNet Simulations training has various interactive vignettes/scenarios throughout with information pertaining to: engagement, observation/assessment of age-appropriate development/social/etc., supervisory consults, HV home environment assessment as well as observation/assessment of children including seeing/speaking to them alone. 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 Con/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 CNPB March 2019 Update: Position Description created, and position is advertised. See Goal 3 Strategy A Key Activity 6 Position Description.
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 CN March 2019 Update: Meeting has been scheduled with Case Management and Service Coordination staff in both counties for the third week of April 2019. Meeting will focus on agreement of the role of the Service Coordination Department.
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 CN March 2019 Update: Creation of training is in process for Quarter 4, 2018-19.

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 CN March 2019 Update: CQI Projects Manager position was restructured and now is supervised by the CQI Director. The Projects Manager is responsible for the application and will continue to work towards identifying and implementing the recommended modifications with CQI, Operations and field staff for quality contacts. Meeting scheduled for April 10, 2019. The updated format is expected roll out in Quarter 4 with a pilot in both counties then across the organization.
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 CN March 2019 Update: Process was launched in Palm Beach and will be monitored for effectiveness. In Broward, there is a workgroup that is actively addressing this plan and meets once per month.

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 March 2019 Update: On	
age appropriate needs			information will be		2/19/19, a mandatory meeting was	
assessments for children outside			reported quarterly		held at the CCKids Corporate Office to	
of Medical, Education and Mental					discuss quality home visits as well as	
Health and age appropriate					other CFSR items that can be improved	
					based on quality home visits. A	
questions to ask children about					workgroup was formed to include 1	
case planning. Guidance will also					Supervisor from the 3 CHS counties	
be provided to help Case					and 2 from CCKids, the Director or	
Management in ensuring that all					Training as well as 2 staff from the	
areas that need to be addressed					Quality Management Department.	
during a home visit are included in					On 4/2/19, the workgroup met to	
the form. Additionally,					discuss the strengths and weaknesses	
Supervisors will ensure that the					of the current home visit form. The	
form is completed in its entirety.					group determined that the form need	
Checking the box that states a					to be condensed and that staff should	
child alone will not be enough,					have more guidance on what to discuss in home visits versus an 8-page form to	
detail will be required for each					fill in.	
child to ensure that all areas are					The group reviewed home visit forms	
captured appropriately. An					from 2 other CBC's as well as Guidance	
addendum will be added to the					from the Office of Child Welfare on	
updated form to include follow up					Quality Home Assessments. The group	
with Safety Management					determined that a hybrid form	
Providers at least monthly as					developed from the 2 examples	
preparation or during a home					provided along with a guidance book	
visit.					for caseworkers was the best way to	
					ensure case management is having	
** 5 Case Management					quality home visits. Additionally, the	
Supervisors (representing all 4					group discussed adding "appendices"	
counties) have volunteered to					to the home visit form to include	

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.					Safety Planning and Psychotropic Medication. The group will meet again on 5/1/19, this time with a case manager from each service center to provide feedback on the current form as well as what they would like to see on a new form. Once the form is in a final draft form, these case managers will test the form and provide feedback
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	prior to Circuit wide roll out. Completed On/ahead of schedule Behind schedule No longer applicable
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 March 2019 Update: On 2/20/19, the CCKids Training Department held "Quality Home Assessments for Child Protective Investigators - the Process & the Purpose". Please see Quality Home Assessments for Child Protective Investigators sent as evidence.
		neir children needs and the well-being of ation, physical health and mental health		•	nic Factors: Safety 2; Permanency 1 & 2; Well-being 1, 2 & d 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

1. Improve access to educational	CCKIDS:	Educational records in case files	CFSR and FL CQI Data	2	\square Completed 12/2017	Q2
documentation from the local	Director of			L .	Completed 12/2017	Q2
school boards	Clinical				Behind schedule	
	Services				No longer applicable	
	ChildNet:				Complete	
	Director of				ChildNet Broward March 2019	
	Service				Update: An educational specialist	
	Coordination				works with the school board to	
					facilitate information sharing. All	
					caseworkers now have access to	
					Broward County Schools Data Link to	
					obtain student ID numbers which will	
					give them access to Pinnacle	
					Gradebook to obtain education	
					records for children. Child Advocates	
					are also provided ongoing training by	
					the School Board and Educational	
					specialist.	
					Beginning stages of development an	
					internal report card with data from	
					the school board.	
					CNPB March 2019 Update: The	
					Education Specialist in ChildNet	
					Service Coordination has been given	
					access to 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 has a full time Educational	
					Childivet has a full time Educational	

Region Program Improvement Plan

				Services Specialist. EAT (Everyone's a Teacher) meets on a quarterly basis. Meeting participants include various departments within the school district. ChildNet co-facilitates these meetings. Our ESS is also assisting with scheduling a Tri-County meeting either May or June to better collaborate with Broward and Miami- Dade. The SEDNET POC at the school district will also be meeting with our service coordination and intake and placement department to review the process and brainstorm best practices to ensure if children who are sheltered need to switch schools they will enroll into schools who are able to best support their needs.	
2. Case managers will document youth involvement in their educational plan on the case plan.	CCKIDS: SaintCase PlansLucie CountyDirector/CHSDirector ofProgramOperationsChildNet:CaseManagementDirectors	CFSR and FL CQI Data	2	Completed 12/2017 On/ahead of schedule Behind schedule No longer applicable Complete	Q2

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, 1	8, 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. 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 CN March 2019 Update: Discussed with Community Based Care Integrated Health (CBCIH) regarding the limitations of Integrate, their electronic program to modify including follow-up medical and dental information. Update: ChildNet Director and Medical Coordinators continue to monitor and report any progress or issues. The Medical Coordinators report that they have not had any issues finding the dentals and medicals. Dentals and medicals are in the "Encounter data files" for all the children in the welfare system who have Medicaid. The medicals and dentals are transferring timely and the Medical Coordinators are also able to see them all in the Sunshine Portal.	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 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 Complete	Q2
4. Engage with Managing Entities to enhance communication and record sharing of children's mental health services	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