

Region Program Improvement Plan

Southeast Region

Strategies

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

Key Activities

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

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

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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		<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Daily reports and BSO dashboard have been implemented. Implemented and ongoing	Ongoing
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		<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Strategic rotations have begun with DCF will be implemented with BSO	Ongoing
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

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<p>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.</p>	<p>DCF Operations manager, BSO Managers</p>	<p>Monthly roll up reports by DCF/BSO Quality Assurance Managers, presented at quarterly performance measures meetings</p>	<p>Rapid Safety Feedback reviews Florida CQI quarterly reviews</p>	<p><input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DSTs have been implemented in each Circuit in the Region.</p>	<p>Ongoing</p>
<p>1.1. Each circuit tracks the outcomes of the DST to determine effectiveness of the implementation and utility of the team</p>	<p>DCF Operations manager, BSO Managers</p>	<p>Monthly roll up reports by DCF/BSO Quality Assurance Managers, presented at quarterly performance measures meetings</p>	<p>Rapid Safety Feedback reviews</p>	<p><input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Monthly data reports reviewed at the road map meetings that will move to quarterly.</p>	<p>Ongoing</p>
<p>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)</p>	<p>DCBC: Director of Training DCF: Regional Operations Manager, BSO: Assistant Program Administrator ChildNet: Director of Talent Management</p>	<p>Completion of Annual Training Plan or calendar, certificates of completion, attendance roster (Summary of attendees and topics from ACTION)</p>	<p>Florida RSF, and Florida CQI and PIP monitored cases</p>	<p><input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Training has commenced and will continue through 2017. PB & Broward- Action contracted. Training completed 2/2017. See attached for details and additional practice model training.</p>	<p>Ongoing</p>

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<p>3. Improve utilization of Onsite Domestic Violence Advocates and implement lethality screening for investigation and case with domestic violence.</p>	<p>Safe Space/ Martha's House; Women in Distress</p>	<p>Monthly utilization statistics, number of consultations,</p>	<p>Number of consultations</p>		<p><input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Domestic Violence Advocates are already co-located with CPIs and Case Management</p>	<p>Ongoing</p>
<p>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</p>	<p>DCBC Clinical Director ChildNet Director of Service Coordination</p>	<p>Quarterly review of SACC call center Data provided by ME</p>	<p>Florida RSF, and Florida CQI and PIP monitored cases</p>		<p><input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable SACC implemented in Circuits 15 and 19 under the same ME PB-Service Coordination presented to DCF a training on services including SACC hotline. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - The DCBC Clinical Director and work group is meeting with the Managing Entity on first quarter data for the 2017-2018 fiscal year on 10/10/17. Quarterly, all related updates and data will be reported on by the Clinical Director at Circuit 19's System Operation meetings</p>	<p>Ongoing</p>
<p>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</p>	<p>ChildNet CBC Dawn & Krystal</p>	<p>Monthly SMART data reports</p>	<p>Florida RSF, and Florida CQI and PIP monitored cases</p>	<p>1</p>	<p><input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable SMART was implemented in</p>	<p>Q1</p>

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(identified on the safety plan) allowing a child to remain in their home during open investigations.					November of 2016 in Broward and Palm Beach Counties PB-Monthly reports received since implementation; to date, there have been 166 referrals.	
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	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Implemented in March 2014 and modified in March 2016. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - As of 7/1/2016, Safety Management Services (Father Flannigan's Boystown, Inc.) are currently operating in all four counties. Monthly, DCBC Director of Contracts and Boystown will report progress data to Circuit 19's System Operations group. Boystown will report on their program utilization rates and referrals. DCBC Contracts Department will monitor data monthly for contract performance measure achievement.	Q1
5.2. DCBC: Increase engagement of families in services through use	DCBC- Director of Clinical Services	Quarterly Report from Wraparound providers	Florida RSF, and Florida CQI and PIP monitored cases		<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	Ongoing

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<p>of Wraparound (evidenced based) services.</p>				<p><input type="checkbox"/> No longer applicable Implemented and ongoing</p> <p><u>DCBC 10/10/17 Update:</u> Implemented and ongoing - Two area agencies, Henderson Behavioral Health and New Horizons of the Treasure Coast, have fully implemented Wraparound into their Target case management services and another five agencies are in the implementation process. The managing entity is working to offer the Wraparound training to service providers working with adults. The Director of Clinical Services will report the progress quarterly at Circuit 19's systems operations meetings.</p>	
<p>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</p>	<p>Broward Program Officer of Intake and Placement and Palm Beach Director of Service Coordination</p>	<p>Monthly contract reports</p>	<p>Florida RSF, and Florida CQI and PIP monitored cases</p>	<p><input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Coordination of these programs began in July 2016 PB-Monthly reports received from FITT, FFT and PPP showing the number of referrals, status of referrals, number of successful discharges, number of unsuccessful discharges, number of children</p>	<p>Ongoing</p>

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				<p style="background-color: #90EE90;">removed during services, number of children removed after services</p>	
<p>5.4. Utilize state level reports once released in FSFN: FFA, Progress Report, child needs, parent protective capacities to monitor for individualized service provision</p>	<p>DCF: Program Operations Administrators BSO: Managers CBC Case Management Directors</p>	<p>Monthly operations meetings and quarterly performance reviews.</p>	<p>Florida RSF, and Florida CQI and PIP monitored cases</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCF: review and analysis monthly key indicators reports to monitor and drive performance measures (victim seen, 5 day initial consults, commencements, closure in 60 days, recurrence). DCBC: Data (FSFN, RSF, FL CQI) will be collected, reviewed and analyzed for improvements and presented at the monthly performance measure meetings. If new strategies are determined to be needed the group will discuss new strategies for implementation. ChildNet: Once reports are released data will be reviewed in the performance management meeting. <p style="background-color: #90EE90;">PB- Added as a standing item on meeting agenda.</p> <p style="color: red;"><u>DCBC 10/10/17 Update:</u></p> <p style="color: red;">To date, The reports needed from the Key activities list for progress updates, supervisory consultations have not been released by DCF.</p> </p>	<p style="background-color: #FFFF00;">Ongoing</p>

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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		<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Implemented and ongoing	Ongoing
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	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Implemented and ongoing throughout the Region	
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		<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Implemented and ongoing	Ongoing

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<p>2. Explore Friends of Foster Children program or equivalent program to determine effectiveness and feasibility of the C-15 program</p>	<p>Contracts/ Finance</p>	<p>Quarterly reports, and CQI findings on effectiveness. Finance to determine feasibility</p>	<p>Contract reports</p>	<p>3</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Will begin after sufficient data has been collected from the C-15 project. </p>	
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<p>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</p>	<p>DCBC: Director of Licensing ChildNet Director of Foster Home Recruitment</p>	<p>Foster parent survey Modified PIP preservice training curriculum</p>	<p>Data Reports, Florida CQI, CFSR PIP cases</p>	<p>3</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: CBC Director of Licensing and Caregiver and Adoption Support Supervisor will meet monthly with the CPA's to discuss improvements. Information will be discussed for needed resources, training etc. to provide a stronger base for the stabilization of placements for foster Parents. ChildNet: The Director of Foster Home Recruitment will develop a plan with ChildNet's contracts and finance teams to ensure that supports are available for families based on the results of the survey for implementation in quarter 3 of the PIP. Broward and PB-The Director of Foster Home Recruitment & Licensing co-chaired a work group in compliance with HB1121 to survey foster parents and community stakeholders. The Director participated in the survey design and local dissemination. The Florida Institute of Child Welfare consolidated all the statewide data and provided a </p>	
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					<p>comprehensive analysis of the data (see attached). Recommendations for implementing improvements are being discussed at this time.</p> <p><u>DCBC 10/10/17 Update:</u> Implemented and ongoing - Current redesign of the Quality Parenting initiative is underway, with an expected launch in the Winter of 2018.</p> <p>Foster Parent Surveys will be conducted in October 2017.</p> <p>Devereux CBC will fully transition to Childnet's C.A.R.E. foster parent curriculum in 2018.</p> <p>DCBC Director of Licensing will report the progress on the Key activities quarterly during Circuit 19's System Operations meetings</p>	
4. Enhance GAL Partnership by utilizing exit surveys to improve retention of GALs.	Michelle Canady	Completed Exit Reports	GAL Retention reports	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Implemented and ongoing	Ongoing	

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<p>5. Increase supervisory documentation of early discussion of the case plan goal.</p>	<p>County Director/Program Director/ Program Officers / Executive Director</p>	<p>Evidenced through case reviews to include review of supervisor reviews</p>	<p>Quarterly Rapid Safety Feedback data, item 5. Florida CQI quarterly reviews</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Case consultations will be completed on all cases reviewed with the Supervisor and Case Manager regarding the documentation of early case plan discussions with all case participants. ChildNet will document the goal discussion on the case assignment review instrument. PB -Training was held with the supervisors in August 2017, will include initial goal discussion in supervision <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - DCBC : Case goals are identified, discussed and documented during case transfer staffings. Unit Supervisors will be reporting their progress during monthly CQI meetings. CHS: Early discussion of the case plan goal are captured during ESI and during the approval of the initial FFA. Supervisors will complete case consultations on </p>	<p>Ongoing</p>
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					each and report their progress in monthly CQI meetings.	
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	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Regional CLS staff is conducting ongoing trainings with Regional Counsel and Judges .	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	<input checked="" type="checkbox"/> Completed 07/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> 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	<input checked="" type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable New judge added	Q1

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<p>9. Review children in group care with Child Placing Agencies to ensure best placement matches for children</p>	<p>DCBC Licensing Director ChildNet Palm Beach Program Officer ChildNet Broward Program Officer</p>	<p>Monthly OOHC data Increase in percentage of children placed in Foster home settings; decrease in group care</p>	<p>Florida CQI, CFSR PIP cases</p>	<p>1</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Process has begun; monthly meetings are held between DCBC Leadership and the CPA's. Children placed in residential group care are reviewed with the four (4) CPA's for possible placements. ChildNet: process is in progress, with meetings being held in each county with the CPAs. Palm Beach is piloting including select youth in the staffings. PB- Process continues. </p>	<p style="background-color: yellow;">Ongoing</p>
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<p>10. Targeted recruitment initiatives to increase variety of foster homes tailored to meet needs of complex children and sibling groups; increase in STFC homes.</p>	<p>DCBC Licensing Director ChildNet Director of Foster Home Recruitment</p>	<p>Monthly Out-of-Home-Care data Increase in percentage of children placed in Foster home settings; decrease in group care</p>	<p>Florida CQI, CFSR PIP cases</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Targeted recruitment efforts are completed monthly by the COO, County Directors, CPA's and other Senior Management team members. The CPA's report out monthly on their matching progress. ChildNet is working with select providers to increase STFC homes. PB & Broward – Dir of Community Relations and Network Development created marketing plans for recruiting teens. Several CN Facebook posts in September 2017 featured need for fostering teens. ChildNet is working with select providers to increase STFC homes. Sunshine Health recently released an RFP to recruit for therapeutic foster homes. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - Monthly meetings with each CPA are ongoing. Foster home utilization average: July 2017- 67% August 2017-69% Group Care: </p>	
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					<p>July-110 August-115 DCBC Director of Licensing will report the progress on the Key activities quarterly during Circuit 19's System Operations meetings</p>	
<p>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.</p>	<p>County Directors & Program Operations</p>	<p>Rapid Family Engagement Tracking Log Monthly / quarterly report (Improved time to disposition)</p>	<p>Florida CQI, CFSR PIP cases</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Process has begun with data being presented monthly as baseline data. C-15 and C-17 will explore the pilot. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - Rapid Family Engagement staffings are currently held in all counties except Indian River. County Directors will report their data monthly at CQI meetings. Data will include whether the 5-7 business days were met and improvement in time to disposition. </p>	

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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	<input checked="" type="checkbox"/> Completed 09/30/2017 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Data currently presented on monthly RoadMap meeting that will be reduced to Quarterly. Implemented and ongoing discussion with key members of the Dependency System.	Q1
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
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		<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Implemented and ongoing Quarterly, data will be reviewed from the CFSR and RSF reviews.	Ongoing

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<p>2. Set a Regional goal of initial placements of children with relatives/non relatives of 66%</p>	<p>DCF Operations Manager BSO Managers</p>	<p>Monthly Shelter reports</p>	<p>Performance Reviews in each Circuit</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Targets have been set and performance is monitored monthly which may be reduced to quarterly. </p>	
<p>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.</p>	<p>CHS Executive Director</p>	<p>Contract reports submitted to ChildNet Reports showing all relatives have been contacted</p>	<p>Florida CQI and PIP monitored cases</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Workgroup has been implemented Relative caregiver group is meeting. The group is being led by Nicole Slade and has participants from Friends of Foster Children, CHS, ChildNet, the judiciary and GAL </p>	<p>Ongoing</p>

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<p>3. Move children that are placed out of county back into their home county when appropriate.</p>	<p>DCBC: Director of Clinical Services ChildNet: Director of intake and Placement</p>	<p>Placement tracking log Targeted Recruitment List</p>	<p>Data Report – Out-Of-Home Care Florida CQI and PIP monitored cases</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Targeted reviews of children placed out-of-circuit will be reviewed monthly for the best possible placement. Decrease in out-of-circuit children. ChildNet: 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. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - Continue on-going monthly reviews of children placed out-of- circuit. DCBC Clinical Director will report monthly in CQI meetings the ongoing efforts being made to decrease the number of children placed out of county when the move is appropriate for the child </p>	
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<p>3.1 Complete assessment of children placed out of circuit and in circuit bed availability in making decision to move children.</p>	<p>DCBC: Director of Clinical Services ChildNet: Director of intake and Placement</p>	<p>Placement tracking log Targeted Recruitment List</p>	<p>Data Report – OOH Care</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Continue to add new foster homes/beds and utilize all current viable beds. ChildNet: ChildNet developed a matrix of available beds to supplement the information in FSFN which includes viable beds as well as vacant beds. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - In collaboration with contracted child placing agencies and Dependency Case Managers, target recruitment of foster home strategies are discussed on a monthly basis for children that are placed out-of-circuit. As well as in group homes in-circuit for decisions regarding placement moves as it related to the child’s well-being and permanency goals. DCBC Clinical Director will report monthly in CQI meetings the ongoing efforts being made to complete assessments. </p>	
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<p>4. Explore other opportunities to engage parents in their children's daily activities to document in Judicial Review.</p>	<p>DCBC: Saint Lucie County Director/CHS Director of Program Operations ChildNet: Case Management Directors</p>	<p>Judicial review report</p>	<p>CFSR and FL CQI Reviews</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Improvement in specific FL CQI and CFSR rating items. QM staff mentoring through case consultations. ChildNet: progress will be reported quarterly at the internal performance management meeting PB- Added as a standing item on meeting agenda. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - CHS: Case management will create a task in the case plan specific to parental engagement with children's activities so it will pre-populate into the Judicial Review. The Program director will report the progress in monthly CQI meetings. Data will be collected from the CFSR and RSF reviews on family engagement. </p>	
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<p>4.1. Amend level or parents' involvement in child's daily activities as parental protective capacities change.</p>	<p>DCBC: Saint Lucie County Director/CHS Director of Program Operations ChildNet: Case Management Directors</p>	<p>Improvement in documentation of parental engagement at permanency staffings</p>	<p>CFSR and FL CQI Reviews</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Improvement in specific FL CQI and CFSR rating items. QM staff mentoring through case consultations. ChildNet: progress will be reported quarterly at the internal performance management meeting PB- Added as a standing item on meeting agenda. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - When parental protective capacities increase, a progress update is completed and staffed to determine the appropriateness of unsupervised visitation, weekend overnights, etc. The information is captured in the progress update, case consultations and permanency staffings. Data will be collected from the CFSR and RSF review and reported by QM at monthly CQI meetings. </p>	
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<p>5. Improve Permanency Round Tables for Circuit 19 to include Youth Centered Roundtable Pilot</p>	<p>DCBC PRT Coordinator</p>	<p>Quarterly review of PRT outcomes and review of YCRT pilot outcomes</p>	<p>Increase in number of youth who receive a PRT achieving permanency or permanent connections. CFSR and FL CQI Reviews</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Permanency Roundtables and Youth Centered Roundtable pilot have begun. Quarterly performance reporting at the statewide Permanency Roundtable meetings. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - As of 7/1/2017 Initial Youth Centered Round Tables are not being conducted, however the follow-up will continue for the Youth Centered Round Table that has been started. </p>	<p>Ongoing</p>
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Region Program Improvement Plan

Southeast Region

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
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	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - 9/28/17 - A call was held with Data Management to discuss the timeliness of kinship placements, QM Director will discuss this with the Clinical Director regarding the Placement department including Data on emails when a placement change is made. QM will request that Supervisors verify the correct placement during their supervisory reviews to make sure all placements are current. DCBC Systems Administrator will monitor the AFCARS weekly for errors. Data will be reviewed through the CFSR and FL CQI Reviews.	

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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
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	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable Process has begun and caseloads have been reduced, project continues.	

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<p>2. Rapid Family Engagement/Family Team Meeting/Case Transfer to include beginning the discussion around for the case planning.</p>	<p>DCBC: County Directors ChildNet: Case Management Directors</p>	<p>Rapid Family Engagement Tracking Log ChildNet case assignment form</p>	<p>Florida CQI and CFSR PIP case reviews</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Improvement in specific FL CQI and CFSR rating items. Documentation in the case file. Process has begun with data being presented monthly as baseline data. ChildNet: Directors and Supervisors to reinforce the discussion around case plan goal at the family team meeting with the family and CPI <div style="background-color: #00FF00; padding: 2px;"> PB- Training was held with the supervisors in August 2017, will include initial goal discussion in supervision </div> <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - Rapid Family Engagement is in place in 3 out of the 4 counties. Case planning begins both during these staffings as well as during the case transfer staffing with the parents. County Directors are lead for this Key activity and will report monthly from their tracking logs. Data will be reviewed through the CFSR and FL CQI Reviews. </p>	
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<p>3. Reinforce frequency and quality of visitation is documented clearly between siblings, parents and other important persons to the child</p>	<p>DCBC: Saint Lucie County Director/CHS Director of Program Operations ChildNet: Case Management Directors</p>	<p>Increased documentation of efforts within the case file</p>	<p>CFSR and FL CQI Reviews</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Progress in this area will be reported on monthly at the monthly performance measure/CQI meetings. Improvement in specific FL CQI and CFSR rating items. QM staff mentoring through case consultations. ChildNet: Progress will be reported quarterly at the internal performance management meeting PB- Added as a standing item on meeting agenda. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - This item was discussed at the August 23rd CQI meeting. CHS: Family support workers document supervised visitation in FSFN. The area that needs improvement is when relatives/non-relatives supervise the visitation. Case management will document visitation monthly. This information will also be captured in progress updates and case consultations specific to staffing for unsupervised visitation leading up </p>	
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					to reunification. CHS Program Director will give monthly updates at the CQI meetings. Data will be reviewed through the CFSR and FL CQI Reviews.	
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<p>3.1. Ensure visitation is included in the new Judicial Review template.</p>	<p>DCBC: Saint Lucie County Director/CHS Director of Program Operations ChildNet: Case Management Directors</p>	<p>Judicial Review Template</p>	<p>CFSR and FL CQI Reviews</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Improvement in specific FL CQI and CFSR rating items. QM staff mentoring through case consultations. ChildNet: progress will be reported quarterly at the internal performance management meeting PB- Added as a standing item on meeting agenda. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - Visitation pre-populates from the case plan under the section: VISITATION/FAMILY TIME/PLACEMENT into the Judicial Review Template. All Supervisors will review the JR templet to ensure that visitation is pre-populated and make corrections as needed. The County and Program Directors will report compliance of this Key activity at monthly CQI meetings. Data will be reviewed through the CFSR and FL CQI Reviews. </p>	
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<p>3.2. Utilize sibling separation staffing's to discuss frequency and quality of sibling visits</p>	<p>Case Management</p>	<p>Increased documentation of efforts within the case file</p>	<p>CFSR and FL CQI Reviews</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Improvement in specific FL CQI and CFSR rating items. ChildNet: progress will be reported quarterly at the internal performance management meeting PB- Added as a standing item on meeting agenda. </p>	
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Region Program Improvement Plan

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<p>4. Interview training for case managers on engaging children during home visits to ensure they are seen alone and conduct age appropriate interviews</p>	<p>DCBC: Director of Training ChildNet: Director of Talent Management</p>	<p>Home visit notes, evidence of training occurring Training curriculum</p>	<p>CFSR and FL CQI Reviews</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Improvement in specific FL CQI and CFSR rating items. Documentation in the case file. QM staff mentoring through case consultations. ChildNet: Professional Development will design a training on interviewing for quarter 2 of the PIP <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - DCBC's training Department is currently developing a training curriculum to include this topic. The timeframe for the completion of this new curriculum is 12/31/17. </p>	
<p>5. Region to trained on Family Finders program to improve assessment of relatives and non-relatives</p>	<p>ChildNet Training Manager</p>	<p>Training rosters</p>	<p>Florida CQI, CFSR – PIP cases</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable ChildNet: will reach out to Family Finders to ensure ongoing training is provided as needed for implementation in quarter 2 of the PIP. Training scheduled for April 28, 2017 </p>	

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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

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<p>1. Improve access to educational documentation from the local school boards</p>	<p>DCBC: Director of Clinical Services ChildNet: Director of Service Coordination</p>	<p>Educational records in case files</p>	<p>CFSR and FL CQI Data</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Improvement in specific FL CQI and CFSR rating items. Documentation in the case file. Progress on meetings and communications with local schools and/or school boards. ChildNet: Has educational specialists in each county that work with the school board to facilitate information sharing. <div style="background-color: #00FF00; padding: 2px;"> PB- The education specialist and director of service coordination are awaiting access to the PBCSD new system. Our liaison at PCCSD is having trouble with us being given access. </div> <div style="color: red;"> <u>DCBC 10/10/17 Update:</u> This item has been moved to the County Directors and will be discussed in the October 25th Performance Measure/CQI meeting. </div> </p>	
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<p>2. Case managers will document youth involvement in their educational plan on the case plan.</p>	<p>DCBC: Saint Lucie County Director/CHS Director of Program Operations ChildNet: Case Management Directors</p>	<p>Case Plans</p>	<p>CFSR and FL CQI Data</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Improvement in specific FL CQI and CFSR rating items. Documentation in the case file. QM staff mentoring through case consultations. ChildNet: ChildNet QM staff mentoring through case consultations. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - This item was discussed at the August 23rd CQI meeting. It will be discussed again at the October 25th Performance Measure/CQI meeting. CHS: Case management will document youth involvement in the educational plan on the case plan for children 13 and older. Unit Supervisors will review all educational and case plans for youth involvement. Data will be collected through the CFSR and FL CQI reviews and reported at Monthly CQI meetings. </p>	
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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

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<p>1. Discussed with Community Based Care Integrated Health (CBCIH) regarding the limitations of Integrate, their electronic program to modify including follow-up medical information</p>	<p>DCBC: Director of Clinical Services ChildNet: Director of Support Services</p>	<p>Changes to the Integrate System to allow for improved access to medical records</p>	<p>Progress towards access to Integrate.</p>	<p>3</p> <p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable </p> <p>DCBC: Progress on meetings and communications with CBCIH for system improvements. ChildNet: will begin working with CBCIH to be able to report quarter 3 of the PIP</p> <p>ChildNet- Able to view medical and dental claims in Integrate. Not all are showing timely and it was discussed with CBCIH.</p> <p><u>DCBC 10/10/17 Update:</u> Implemented and ongoing - CBCIH is aware of the limitations within the Integrate System regarding access to medical records and documentation and has a team working on improving the system. Since the last update implementation of a statewide Multidisciplinary Team Meeting note was commenced on August 1, 2017.</p>	
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<p>2. Utilization of management reports and Performance Measures to ensure medical and dental appointments are being done at the appropriate times.</p>	<p>DCBC: Director of Quality Management ChildNet: Director of Support Services</p>	<p>Scorecard performance measures metrics</p>	<p>Performance Measures CFSR and FL CQI Data</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Medical and dental data will be discussed at the monthly Performance Measure meetings. The data will be reviewed for monthly and cumulative data. ChildNet: Monitors progress weekly on compliance and QM staff will reinforce requirements during case consultations. ChildNet- No changes needed at this time. ChildNet: Medical and dental data is discussed bi-monthly Performance Management meetings and Scorecard meetings. ChildNet's Medical Unit, Case Management and Contracts Dept. monitors progress weekly on compliance, and QM staff reinforces requirements during case consultations. DCBC 10/10/17 Update: Implemented and ongoing - This item was discussed at the August 23rd CQI meeting. It will be discussed again at the October 25th </p>	<p>Ongoing</p>
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					Performance Measure/CQI meeting. Data from the CFSR and FL CQI will be reviewed for performance.	
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<p>3. Compliance with children on psychotropic medication</p>	<p>DCBC: Director of Clinical Services DCF: Licensing Manager ChildNet: Director of Service Coordination</p>	<p>Training of Medication logs, psychotropic medication reviews</p>	<p>Internal CBC review CFSR and FL CQI Data</p>	<p>2</p>	<p> <input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Improvement in specific FL CQI and CFSR rating items. Documentation in the case file. Data collected by DCBC Clinical Department from reviews completed using their case file review tool. ChildNet monitors compliance monthly and will continue to work with case management to ensure ongoing compliance. PB- Service Coordination assists with obtaining records and psychotropic medication reports if needed. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - DCBC Clinical team continues to conduct trainings in each service center as well as pre-service. CHS: Has designated a single point of contact to monitor and manage compliance standards for psychotropic medication. Data received from the CFSR and FL CQI reviews will be reviewed monthly for improvement efforts and </p>	
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Region Program Improvement Plan

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					compliance.	
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	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable DCBC: Improvement in specific FL CQI and CFSR rating items. Documentation in the case file. . QM staff mentoring through case consultations. ChildNet: will work with the ME to develop record sharing for implementation in Quarter 3 of the PIP PB- SACC hotline providers enter notes into FSFN. <u>DCBC 10/10/17 Update:</u> Implemented and ongoing - No additional action taken for this quarter - we need to revisit this area including who is the most appropriate Lead person. We may need to inquire with CBCIH and Sunshine Health on obtaining children’s mental health services.	