Region Program Improvement Plan

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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. Strengthen accountability for investigation commencement time and diligent efforts to make face to face contact with alleged victims.	Kyle Teague, QA Manager	Maintain or improve performance for investigation commencement time and alleged victims seen (or diligent efforts made to see)	PIP monitored cases	Q2 2017	☒ Completed 12/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable		Quarter 2
1.1 Utilize the Key Indicator report to track progress on victims seen timely	Kyle Teague, QA Manager	Root cause analysis reports sent to Operations for a sample of underperforming units/CPIs	PIP monitored cases	Q1 2017	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable		Quarter 1
1.2 Utilize the Daily Report sent out by the Region Planner to Operations with all Sheriff's Offices and DCF investigations	Jim Rood, Region Planner	This is already completed on a daily basis including weekends/holidays.	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable		Quarter 1
1.3 Ensure Supervisors document or observe documented notes in FSFN for diligent efforts to see victims during the initial consultation	Kyle Teague, QA Manager	Qualitative review of supervisory consultations for a sample of investigations where alleged victims were not seen timely	PIP monitored cases	Q2 2017	☒ Completed 12/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable		Quarter 2
1.3.1 Send out communication requesting that Supervisors look for documentation of diligent	Kyle Teague, QA Manager	Email sent out to CPI Operations	PIP monitored cases	Q1 2017	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable		Quarter 1

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efforts to locate alleged victims or document within the initial supervisory consultation what efforts were made on any investigation where child victims were not seen timely						
1.4 Re-send CFOP 170-5 to all leadership with the sheriff's offices and DCF investigations highlighting the areas regarding diligent attempts to make face to face contact with alleged child victims	Kyle Teague, QA Manager	Email sent out to CPI Operations, Qualitative review of supervisory consultations for a sample of investigations where alleged victims were not seen timely	PIP monitored cases	Q1 2017	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
1.5 Green Belt Project surrounding victims seen timely	Kyle Teague, QA Manager	Completion of Green Belt Project and countermeasures implemented	PIP monitored cases	Q4 2018	☐ Completed MM/YYYY ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
1.6 Hire a Senior CPI to monitor all safety plans in Sarasota County	Kyle Teague, QA Manager	The Region filled a vacant senior CPI position in Q3 of 2018 whose sole function is to monitor active safety plans. This has alleviated the assigned investigators and provided additional oversight in making sure safety plans are monitored, functional and modified when needed in an expeditious timeframe.	PIP monitored cases	Q3, 2018	☒ Completed 03/2018 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 3

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Goal 1: Children are first and foremost protected from abuse and neglect; safely maintained in their homes, if possible and appropriate; and provided services to protect and prevent removal from their home.					Applicable CFSR Outcomes or Systemic Factors: Safety 1 & 2; Permanency 1 & 2; Well-Being 1 & 3; Systemic Factors: Service Array and Resource Development	
Strategy B: Improve families' ability to provide for their own and their children's needs through quality family assessments, family engagement and appropriate supports to address identified needs.					**Applicable CFSR Items:** 2, 3, 5, 11, 12, 13, 29	
Key Activities	**Office and Lead Person Responsible**	**Evidence of Completion**	**Data Measure Used to Measure Improvement**	**Quarter Due**	**Quarterly Update**	**Quarter Completed**
1. Implement the Drug Endangered Children protocol	Kyle Teague, QA Manager	This has been implemented	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
1.1 Region QA staff are involved in reviewing all cases involving a substance misuse allegation with a child under the age of 1 with an emphasis on quality decision making and assessment.	Kyle Teague, QA Manager	Tracking log	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
2. Conduct Integrated Decision Team staffings to ensure appropriate safety services are considered to maintain children in their homes if possible.	Marla Timmons, Training and Staff Development Manager	This is already in place	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
3. Re-send CFOP 170-7 to all leadership with the CBCs, sheriff's offices and DCF investigations highlighting the areas regarding	Kyle Teague, QA Manager	Email sent	PIP monitored cases	Q1 2017	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1

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Key Activities	Office and Lead Person Responsible	Evidence of Completion	Data Measure Used to Measure Improvement	Quarter Due	Quarterly Update	Quarter Completed
developing and managing safety plans						
3.1 Create and disseminate a job aid regarding this OP	Kyle Teague, QA Manager through CNSWFL	Job aid created and disseminated to all front line staff and leadership	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
4. Implementation of Early Childhood Court	Kyle Teague, QA Manager	This is already in place in Circuit 12	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1

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. Place an emphasis on accountability for foster home recruitment and retention	Evan Leach, Regional Licensing Manager	Increased recruitment and retention of quality foster homes including targeted populations such as sibling groups and teenagers	PIP monitored cases	Q4 2018	☐ Completed MM/YYYY ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
1.1 Information provided at the Regional level regarding recruitment and retention of foster homes	Evan Leach, Regional Licensing Manager	This practice is already in place. A weekly email is disseminated highlighting each CBCs net gain/loss in foster homes	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
2. Implement a total quality management project to identify	Kathleen Cowan, Family Safety Program Manager	Story board completed	PIP monitored cases	Q4 2018	☐ Completed MM/YYYY ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

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root cause and implement strategies						
2.1 Establish a region wide workgroup	Kathleen Cowan, Family Safety Program Manager	Workgroup created	PIP monitored cases	Q2 2017	☒ Completed 11/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 2
2.2 Complete placement stability analysis/story and implement CBC specific strategies	Kathleen Cowan, Family Safety Program Manager	Analysis completed and ready for implementation of strategies. Current Countermeasure for Placement Stability (Global): • Monthly Regional Licensing meetings with all CBC to discuss foster home recruitment and retention (leadership of CBC's, leadership of Child Placing Agencies and Foster Parents are in attendance). • System of Care weekly report out of foster home recruitment and retention and the impact of the efforts on placement stability • Each CBC developed and implemented a data driven action plan for targeted recruitment of foster homes with monthly report outs • Each CBC developed and implemented a data driven action plan for retention of	PIP monitored cases	Q3 2018	☒ Completed 03/2018 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 3

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		foster homes with monthly report outs • Monthly CBC specific contract meetings with all CBC to discuss contract performance, including placement stability (leadership of CBC and DCF are in attendance). • Conducted Tableau training with all CBC's on the use of the DCF Tableau dashboards to assist in the identification of placements needs • Produce and distribute a SunCoast Region Contract Management – Monthly Performance Report and Trend that include a section on OHC Trends specific to the individual CBC • Held a meeting with all CBC's and Child Placing agencies and SunCoast Region FYLA (teens) for the youth to share their experiences in OHC. • Monitor incident reports and client concerns to address caregiver issues Additional Counter Measures for Placement Stability (Specific):			

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		• To be determined once comprehensive analysis is finished and countermeasure matrix and prioritization matrix is completed by the team.				
3. Disseminate information related to CFOP 170-11, Chapter 4 Child Placement Agreements	Kyle Teague, QA Manager	Information has been disseminated	PIP monitored cases	Q1 2017	☒ Completed 09/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
3.1 Ensure local agreements are in place and operational	Kyle Teague, QA Manager	Monitoring of local protocols to ensure compliance with the OP	PIP monitored cases	Q3 2018	☒ Completed 03/2018 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 3
4. Implement "Bridging the Gap to Legal Barriers" training/curriculum	Robin Jensen, Regional CLS Director/Statewide Trainer	All front line staff trained C-6 2/8/18, 2/9/18, 2/23/18 C-12 1/29/18, 2/12/18, 2/19/18 C-13 3/23/18 C-20 1/12/18, 2/7/18, 2/23/18	PIP monitored cases	Q3 2018	☒ Completed 03/2018 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 3
5. Children's Network of Southwest Florida will implement conducting the initial permanency staffing for families within 30-45 days of case transfer which will include the family and development of a Genogram. The QM department will conduct follow up on recommended case plan tasks within 30 days of the staffing and will review all cases every 5	Kyle Teague, QA Manager through Michelle Farquharson, QM Director CNSWFL	Random sample of cases to determine if the staffings have a positive effect on parent engagement and potential expansion of this process throughout the Region	PIP monitored cases	Q2 2017	☒ Completed 10/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 2

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months until permanency is achieved.						

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. Increase the percentage of sibling groups in foster care where all siblings are placed together	Evan Leach, Regional Licensing Manager	Monitoring of data and implementation of CBC specific plans	PIP monitored cases	Q4 2018	☐ Completed MM/YYYY ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
2. Reduce the percentage of children in licensed out of home care placed outside of the removal county	Evan Leach, Regional Licensing Manager	Increased recruitment of teen and large sibling group specific foster homes	PIP monitored cases	Q2 2018	☒ Completed 10/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 2
3. Utilize Family Finders or other relative locator search programs	Kyle Teague, QA Manager	This program already exists with the Safe Children's Coalition/YMCA and will be monitored for potential expansion throughout the Region	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
3.1 Safe Children's Coalition/YMCA is piloting a program in Manatee County to attend shelter hearings and meet with parents to assess if	Kyle Teague, QA Manager through Andrea Mertyris, QM	The pilot is already in place and will be monitored for potential expansion throughout the Region	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1

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they have potential placement or connections that can be explored	Director SCC/YMCA					
4. Create a brochure for all relative caregivers	Kyle Teague, QA Manager through Michelle Farquharson, QM Director CNSWFL	The brochure already exists and the efficacy will be monitored for potential expansion throughout the Region	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
5. Implement Permanency Roundtable process	Kyle Teague, QA Manager	Potential expansion throughout the Region	PIP monitored cases	Q4 2018	☐ Completed MM/YYYY ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
5.1 Safe Children's Coalition/YMCA is conducting PRTs with case participants and each child's action plan is reviewed monthly for progress and tracking to assist the youth in achieving permanency	Kyle Teague, QA Manager through Andrea Mertyris, QM Director SCC/YMCA	This process is already in place and will be monitored for potential expansion throughout the Region	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
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)			

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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. Monitor compliance of accuracy and timely data entry into FSFN including placement, living arrangement and Child Placement Agreements	Kyle Teague, QA Manager	Quarterly reviews of a sample of cases	PIP monitored cases	Q4 2018	☐ Completed MM/YYYY ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
1.1 Eckerd currently has daily meetings with their CMOs to discuss placement moves, and part of the discussion is about accuracy of the information in FSFN	Kyle Teague, QA Manager through Eckerd	This process is already in place and the efficacy will be monitored for potential expansion throughout the Region	PIP monitored cases	Q4 2018	☐ Completed MM/YYYY ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule	

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					☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.	**Applicable CFSR Outcomes or Systemic Factors:** 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. Improve availability and access to the Regional service array within each Circuit	Kathleen Cowan, Family Safety Program Manager	Analysis of currently available service resources versus identified needs within the communities	PIP monitored cases	Q4 2018	☐ Completed MM/YYYY ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

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					Quarterly Update	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
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					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.	**Applicable CFSR Outcomes or Systemic Factors:** 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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1. Eckerd has an Education specialist and school liaisons that act as guidance counselors and help bridge the gap between the school system and case management.	Kyle Teague, QA Manager, through Eckerd QM Department	This is already in place and will be monitored for potential expansion throughout the Region	PIP monitored cases	Q1 2017	☒ Completed 07/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 1
2. Develop CBC specific service array to ensure children have access to a mentor, school supplies, uniforms, etc	Kathleen Cowan, Family Safety Program Manager	CBC specific education service array plans developed	PIP monitored cases	Q2 2017	☒ Completed 10/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 2
2.1 CBCs to identify list of educational resources available in the community and the process for case management accessing those resources	Kathleen Cowan, Family Safety Program Manager	Creation of CBC available resources and process for accessing the services. Each CBC has an education point of contact who can be accessed for services.	PIP monitored cases	Q3 2018	☒ Completed 03/2018 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 3
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
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					Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐	
					Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable ☐	

Goal 3: Families have enhanced capacity to provide for their children needs and the well-being of children is improved through services to meet their education, physical health and mental health needs.				**Applicable CFSR Outcomes or Systemic Factors:** 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
1. CBCs to develop internal process for accessing data through the Community Based Care Integrated Health Portal	Kathleen Cowan, Family Safety Program Manager	CBC specific procedures for accessing the CBC integrated health portal created	PIP monitored cases	Q3 2018	☒ Completed 03/2018 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 3
2. Develop and provide case managers and caregivers with a user friendly medical resource guide to include accessing medical and dental services through the Child Welfare Specialty Plan	Kathleen Cowan, Family Safety Program Manager	CBC specific resource guides created	PIP monitored cases	Q4 2018	☐ Completed MM/YYYY ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
3. Monitor identified medical/dental/behavioral health follow up recommendations from	Kyle Teague, QA Manager	Random sample of cases reviewed to ensure all identified follow up health services are completed for each child	PIP monitored cases	Q4 2018	☐ Completed MM/YYYY ☒ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	

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providers to ensure they are completed						
3.1 Develop a tool to capture all identified follow up treatment recommendations upon receipt of records from providers	Kyle Teague, QA Manager	Tool completed	PIP monitored cases	Q2 2018	☒ Completed 12/2017 ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	Quarter 2
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
					☐ Completed MM/YYYY ☐ On/ahead of schedule ☐ Behind schedule ☐ No longer applicable	
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