

## **GENERAL INFORMATION**

Name of State Agency: Florida Department of Children and Families

Period Under Review:

Federal Fiscal Year for On-Site Review Sample: FFY 1999

Period of AFCARS Data: FFY 1999

Period of NCANDS Data: Calendar Year 1999

Lead State Agency Contact Person:

Gladys E. Cherry, Director

Office of Family Safety

Department of Children and Families

1317 Winewood Boulevard

Tallahassee, FL 32399-0700

Telephone: (850) 488-8762

Lead State Agency Contact Person Program Improvement Plan:

Sallie Linton

Office of Family Safety

Department of Children and Families

1317 Winewood Boulevard

Tallahassee, FL 32399-0700

Telephone: (850) 488-9444

Lead State Agency Contact Person Data :

Susan Chase

Office of Family Safety

Department of Children and Families

1317 Winewood Boulevard

Tallahassee, FL 32399-0700

Telephone: (850) 922-2195

Ruth Walker  
Region IV  
Administration for Children and Families  
U.S. Department of Health and Human Services  
Atlanta Federal Center  
61 Forsyth Street  
Suite 4M60  
Atlanta, GA 30303-8909



FLORIDA DEPARTMENT OF

**CHILDREN  
& FAMILIES**

# MISSION STATEMENT

**The Department of Children and Families is  
committed to working in partnership with local  
communities to ensure safety, well-being, and  
self-sufficiency  
for the people we serve**



**FLORIDA'S**

**PROGRAM**

**IMPROVEMENT**

**PLAN**

**04-01-03**

## GUIDING PRINCIPLES

- All children deserve to be safe and secure. The Department of Children and Families works diligently to ensure children can grow and thrive in families free from threat of harm or abandonment.
- All children belong in families who are committed to them into adulthood, where they are provided with the resources necessary to achieve all of life's possible success.
- The counselors' primary role is that of providing support and assistance to families enabling them to better meet the goals of providing physical and emotional safety and sustenance, moral strength and opportunity for their children.
- When the family cannot or will not provide the love and protection each child deserves, we will move, as expeditiously as possible, to ensure a permanent, secure and loving environment.
- Service delivery will be designed around the classic quality improvement "Plan-Do-Check-Act" cycle. Ongoing provision of services within this cycle maintains DCF's alignment with the CFSR model of a strength-based, outcome focused methodology.
- The Department of Children and Families is committed to establishing and implementing best practices based on service provision that is defined, delivered, monitored and refined by model operational processes and procedures spanning the state and federal Child Welfare system.
- The Department's commitment to improving practice, community / stakeholder partnering, and endorsement and expansion of the family-centered, system of care approach to providing quality individualized wraparound services is reflective of the CFSR model and will be monitored and validated through the actions outlined in the Performance Improvement Plan.
- We will include families as core members of the service team. Implementing "Family Centered Practice" means the decisions about child and family interventions will be more relevant, comprehensive and effective because they are made in collaboration with the family's team.
- We will make diligent efforts to actively engage absent fathers and/or mothers as participating members of the service team. Parental participation, including providing input into developing the family's case plan, has shown that if the parents feel respected they are more likely to comply with the service plans.
- We will empower and partner with foster parents.
- We will involve individuals we serve in the planning and evaluation of services.
- We will deliver services within the available budget.

# FLORIDA PROGRAM IMPROVEMENT PLAN

## WORKPLAN NARRATIVE

### **Federal Child and Family Services Review (CFSR) Process**

The Federal Child and Family Services Review (CFSR) provides an opportunity to identify strengths, barriers, opportunities and challenges in a state's child welfare system in order to improve outcomes and services for children and their families. The Administration for Children and Families (ACF), in collaboration with the Florida Department of Children and Families (DCF), conducted the CSFR review of Florida's Child and Family Services program during August 2001 to ensure substantial conformity with Titles IV-B and IV-E of the Social Security Act.

The Program Improvement Plan (PIP) is Florida's response to the assessment. The PIP is used in conjunction with other ongoing programs and initiatives as Florida's plan to develop and implement improvements to its child welfare system. Florida's PIP also includes recommendations from the recent Blue Ribbon Panel convened by Governor Bush and the System of Care reviews.

### **Florida's Strengths**

The CSFR noted significant existing strengths within Florida's system of care related to:

- The statewide information system,
- The quality assurance system,
- The training system,
- The agency's responsiveness to the community; and
- Foster and adoptive parent licensing, recruitment, and retention.

### **Florida's Opportunities for Improvement**

The items from the CSFR identified as opportunities for improvement were organized into four areas:

- Safety,
- Permanency,
- Well-Being, and
- Case Review and Service Array.

## **FLORIDA CHILD WELFARE SYSTEMS IN TRANSITION**

### **New DCF Leadership : Staff Changes**

The Department of Children and Families is in a major transition period following the September 3, 2002 resignation of former Secretary Kathleen Kearney and Governor Bush's appointment of Jerry Regier as the new Secretary. Since that time, there have been significant leadership changes at the state and local levels of DCF. These changes in leadership will enable Secretary Regier to develop a statewide team committed to ensuring the PIP and other important strategies are implemented, monitored, standardized and replicated.

### **New DCF Leadership : Listening Tour Priorities and the PIP**

In October 2002, Secretary Regier, accompanied by his deputy and assistant secretary (both appointed in October 2002), conducted a statewide listening tour. During their trips to the various districts and region, information was gathered from various sources and used as the basis for establishing four clear priorities for improving the child welfare system in Florida. Front line, supervisory staff and management staff, providers and partners discussed their concerns during the tour. As a result of the listening tour the Secretary identified four priorities.

### **Secretary Regier's Four Priorities**

- **Safety Of Children And Vulnerable Adults**
- **Stabilize The Workforce**
- **Restore Accountability**
- **Prevent Crises Before They Occur**

After the Listening Tour, the DCF leadership convened a statewide Leadership Conference on October 16, 2002. (See *Appendix D: DCF Leaders' Conference Agenda and Issues.*)

### **October 2002 DCF Leadership Conference Priorities Provide the Following Guidance And Direction to Carry Out the Secretary's Priorities**

- Ensure a manageable workload for DCF Family Safety Counselors, Supervisors, and Adult and Child Protective Investigators
- Increase district and program flexibility to manage the budget
- Provide front-line staff with the right tools
- Increase district and program flexibility in hiring and promoting staff, and other Human Resources activities
- Improve communication to implement agency priorities

### **Re-forming the Social Service Business Partnership**

On February 4, 2003, Secretary Regier presented his vision and strategies for Re-forming the Social Service Business Partnership. The purpose of the re-forming is to "Determine the most appropriate organizational and service delivery structure which aligns with the department's mission, in order to build a more accountable and responsive department focused on excellence and family safety and stability." The nine priorities noted above and the goals as outlined in the February 2003 plan, are part of Florida's comprehensive strategy to improve services and assistance provided to its citizens by DCF and Community-Based Care Agencies (CBC). The reform plan and priorities provide the focus necessary to improve Florida's child welfare system and service delivery practices.

## FLORIDA'S COMMITMENT

Florida is committed to helping families work toward the ultimate goals of all children living free of abuse, neglect or at risk of harm. Anything less than all children in Florida living in safe, stable, permanent environments with loving families is unacceptable. However, reality teaches that some children will require intervention and protection services from DCF and its partners, therefore, program improvement goals have been set at attainable levels.

Many of the opportunities for improvement detailed in the PIP will require:

- Strong leadership support,
- Increased and enhanced partnerships with families, providers, and other stakeholders,
- Additional resources,
- Rule, policy and procedural changes,
- Additional training, and
- Mobilization of efforts.

Shared ownership of and responsibility for the PIP among the Department, the families it serves, providers, stakeholders and community partners are essential to ensuring reasonable, achievable and measurable outcomes are established and sustained.

Florida's commitment to providing families needed services in order to consistently progress toward independence drives the actions for improving practice and quality service delivery. Assisting and supporting families requires a flow of information that is as seamless, user-friendly and transparent as possible. Effective, reliable, timely communication at all levels and across all venues is essential to ensuring best practices are replicated, lessons learned are shared and policy is clarified. Florida is an advanced state in terms of electronic communication and is committed to expanding the avenues and methods of effective two-way information / data sharing.

The DCF and its partners are committed to building on their collective and individual strengths to affect needed changes. These improvements, as detailed in the PIP, will help Florida ensure the highest quality of services are delivered to its consumer families. This commitment is shared by the Secretary and other leaders of the Department, administrative and front line staff throughout the Department, elected officials, providers and other service partners.

Priorities established by the new leadership, and reflected in the PIP, demonstrate the Department's commitment to keeping the safety, stability, permanency and well-being of children first and foremost. Secretary Regier and his leadership team understand the complexity and diversity of quality child welfare service provision in Florida and are committed to taking action that results in improved outcomes for children and families. Transferring child protective investigations to local enforcement agencies by the end of fiscal year 2004 is one of the Secretary's primary strategies for meeting local service needs by partnering with community service providers of many types.

Leadership's commitment to families is demonstrated in the strategies to obtain and maintain a stable, well-trained quality staff to assist families in need. Strengthening innovative, mutually supportive relationships with other stakeholders and community partners across the state will help to ensure families receive what they need, where they need it, when they need it and how

they need it. The DCF and its partners, working together to find new ways to meet the needs of the citizens in their communities, will increase families' chances of success.

Helping children and families in need of services is demanding, complicated work and requires staff to take actions that impact the lives of many others in many ways. Supportive leadership who provide clear direction and guidance, strong readily available management networks, a seasoned knowledgeable group of mentors, job coaches, peers, partners, trainers – all have an investment in the quality of service outcomes for each individual family.

The new leadership of DCF has pledged to improve practice. Florida's renewed emphasis on family-centered practice recognizes that what matter most are keeping children safe, in stable, nurturing homes. Improved quality of practice, availability and user-friendliness of practice – practice that is focused on the child, centered on the family, with the necessary services coming from as many individual, local venues as possible to keep the family near "home" is the standard for child welfare practice in Florida.

The quality of service delivery and practice, from the quality of the 1: 1 relationship between a child and her caseworker to the quality of the overall system depends on the individual efforts of many thousands of people. DCF's leadership is committed to providing staff at all levels with the tools, knowledge and administrative support necessary to perform meaningful work that achieves positive results. Hiring and retaining qualified capable employees is essential for child welfare practice improvement including the successful implementation and ongoing progress of the PIP.

An ongoing staff training strategy ensures common knowledge and quality information about good social work practice is shared. Numerous training curricula help supervisors and other management staff support their workers by addressing special staff development needs, transition issues, and policy changes.

Job satisfaction and motivation are important aspects of social services worker retention. All staff need ongoing training in order to continue to improve job performance. Retaining employees who perform their work with a commitment to quality - whether in direct service provision or in a leadership or other front-line support position - is essential for Florida to positively impact the lives of DCF's consumer families. Providing employees with the training and the tools needed to perform their work demonstrates DCF's commitment to increased job satisfaction for staff and to better outcomes for children and families, both of which help to improve the child welfare system in Florida.

## **THE PROGRAM IMPROVEMENT PLAN**

Safety, stability, well-being, and permanency of children are at the PIP's core and as such, drive child welfare practice decisions and service delivery in Florida. With the support, guidance and direction of Secretary Regier and his leadership team, the PIP will function as the "road map" for statewide practice improvements.

The PIP is the foundational Child Welfare action strategy for the state of Florida.

The PIP reflects the priorities of DCF's new leadership and addresses the strengths and challenges in Florida's Child Welfare system.

It is a compact between state, local and federal partners that strives to adequately address complex and diverse provision of quality services to families in need, while establishing a common understanding of how the system was functioning in Florida at the time of the Child and Family Services review.

The PIP is a dynamic, living plan that describes what is needed to improve practice and outcomes:

- What strategies will be put in place to accomplish the goals in the PIP,
- Who is responsible for the strategies, and
- When the action steps will be implemented, measured and validated.

## PROGRAM IMPROVEMENT PLAN (PIP) DEVELOPMENT

Following receipt of the CFSR assessment in May 2002, an initial planning meeting was held.

Participants at the meeting, who form the core team, were comprised of representatives from:

- The judiciary,
  - Legislative staff,
  - National experts in child welfare,
  - Private service providers,
  - Other State agencies,
  - CBC providers,
  - And Department staff from headquarters and districts/region.
- (See Appendix C: Program Improvement Plan Partners)

Four workgroups, including members of the core team and additional people from disciplines serving children and families in Florida were formed to concentrate on each of the opportunities for improvement identified in the CFSR.

The workgroups were comprised of representatives from:

- Department of Health,
- Agency for Healthcare Administration,
- Child advocacy groups,
- Department of Education,
- Professional Development Centers,
- Local law enforcement,
- Mental health, substance abuse and domestic violence providers,
- Foster parent associations,
- Legislative staff,
- Guardian Ad Litem program,
- CBC lead agencies, and
- Other stakeholders.

Each workgroup, building on the strengths identified, formulated goals, strategies, and benchmarks for the items needing improvement. The teams' strategies and actions embed and sustain practice reform and improvements over the long run, which will help prevent abuse and neglect, assist and support families moving towards independence by building on family strengths, and address needs families cannot otherwise meet themselves.

The PIP is developed in a manner that supports Florida's commitment to serving its vulnerable citizens, improving practice, establishing effective and efficient partnering, and wholeheartedly endorsing the family-centered, community-based system of care approach to services.

Many of the actions necessary to improve programs and practice in Florida will be implemented at local levels. Using Florida's approved PIP, the DCF Districts and Region and the local CBC providers will develop their individualized processes for improvement, a Local Program Improvement Plan (LPIP). Members of the core team and workgroups may provide assistance

and feedback by conducting local planning sessions related to practice improvements and quality service delivery and by providing recommendations for modifications in policy and procedure directives.

### **PIP Foundations, Partner Participation, Implementation & Performance Improvements**

Strategic planning, coordination, collaboration and effective communication are essential to the successful implementation of the PIP. Local implementation of the PIP will be a phased-in process requiring varying levels of central office and program office assistance.

The Department, its stakeholders and partners will work together within the established infrastructure to implement the actions detailed in the PIP. Following final approval, Memorandums of Understanding between Secretary Regier and each of the district/region administrators and local partners will be signed as the "kick-off" - formalizing local PIP development and implementation. Quarterly reporting on local PIP progress will be the responsibility of DCF district leadership and local CBC partners.

Members of the PIP core team and workgroups will continue to partner with DCF throughout the PIP process and beyond. The members will be asked to periodically review the goals, action steps, and progress relative to the overall improvement of the system.

As recently as December 2002, a draft version of the PIP was distributed to the workgroups, DCF/ District/Region administration, community-based lead agencies and others to review and respond. As part of the December review, several teleconference meetings occurred which gave participants an opportunity for feedback and further discussion about PIP development and implementation.

### **DCF Moving Towards Quality Outcome Focus**

The new leadership within the department recognizes the need to shift from a procedural focus (program compliance) to a focus that develops and supports front-line practice and results (quality service outcomes). This shift in philosophy and methodology is expected to increase the supervisors' knowledge of the professional capabilities of their staff while providing much of the information needed to review staff performance and attend to staff development needs. As a result, supervisors will be better informed and able to give significant input into program/practice development, improvement and planning.

In addition, there is a renewed emphasis on Family-Centered Practice as an essential component of improving service delivery. The department recognizes family involvement in the decisions affecting them will help increase stability and permanency. Employing family centered practices tends to decrease confusion, increase understanding and creates an environment that encourages active participation in the process by everyone involved.

## **CURRENT CHILD WELFARE INITIATIVES IN FLORIDA**

The DCF is committed to successfully partnering with community providers to provide the highest level of quality services to Florida's citizens. Several extensive efforts to enhance and expand the strengths within Florida's system of care are underway.

The programs spotlighted in the PIP are representative of the many excellent, proactive and responsive initiatives working collaboratively to improve the lives of some of the State's most vulnerable citizens. Not only do these projects, programs and initiatives each do their part to improve child welfare services, they also help to reduce the service gaps around the state.

### **DCF OPERATIONS IMPROVEMENT PROJECT**

A concerted demonstration effort will be implemented in District 11 (comprised of Miami-Dade and Monroe counties). The demonstration project will serve as the pilot for a departmental Operations Improvement Project encompassing refinement and implementation of best practices, model processes, and procedures, which can be replicated by the Department and other local providers throughout the state of Florida.

### **FLORIDA ABUSE HOTLINE INVESTIGATIVE SUPPORT UNIT**

The Florida Abuse Hotline has recently been assigned the responsibility for the Department's Central Clearinghouse for Missing Children. The Unit will also have other responsibilities to include: FCIC/NCIC criminal background checks, background screening, DCF visitation reports, and the 1-800 number to report a DCF child in custody not having a monthly visit. The DCFs Central ISU will outsource two full time positions to the FDLE Missing Children's Clearinghouse. Below are the highlights of the unit's responsibilities:

- Coordinate statewide efforts in locating the missing children who are currently under the supervision of the Department. This is a continuation of the Operation Safe Kids program that was initiated by Governor Jeb Bush in conjunction with FDLE.
  - Ensure alerts are posted in DCF databases.
  - Facilitate the submission of DCF cases to NCIC by reconciliation of MCRF, HS<sub>n</sub>, and FCIC data.
  - Provide technical assistance to district staff.
  - Help to bolster the cooperation and assistance of the local law enforcement agencies in locating missing children.
  - Analyze data and prepare reports on missing children and identify trends and efforts being made in recovering these children.
  - Monitor the Department's Missing Children's website and update as appropriate. This will include posting the efforts made to find the children.
  - Review the monthly visits to children under the supervision of the Department and provide analysis to include the level of performance and district indicators and trends.
  - Provide assistance to the districts when there are situations of missing children being located out of state or out of the country.
- Assist in training staff for the districts Investigative Support Units for missing children.

## **NEIGHBORHOOD PARTNERSHIP PROGRAM**

In an era when there is not just constant change, but change with no discernable pattern, on many occasions the smallest change will make a big difference and the biggest change make no difference at all. The Neighborhood Partnership Program (NPP) is one of those small changes making a big difference for child safety.

The ten (10) Partnership sites around the state are weaving prevention efforts together with intervention to achieve more coherence, at the front-end of services to families, and services to families long involved in the child-welfare system. The NPP includes on-going training, technical assistance and process consultation delivered as a reform management program.

Strategies emphasize family-directed collaboration and effective partnering with service providers using partnership facilitators trained and certified through the DCF's Professional Development Center (PDC). With this initiative, families and their natural supports, civic, and voluntary organizations, join with public child welfare agencies to keep children safe, support families, and increase community participation in child protection.

The NPPs are based on the concept that no single individual or agency can ensure the safety of children as effectively as a true partnership between key stakeholders in the family's life. The partnership model creates a network of formal and informal resources to plan and coordinate services.

An essential component of the NPP is the development of the Individual Course of Action (ICA) plan. The NPP sites use of the Family Team Conference approach to promote comprehensive engagement with the family in the development of the ICA. This Conference process is based on the family's strengths, assesses family needs, develops and facilitates the ICA plan.

The process engages the family in organizing, coordinating and supporting the change process.

- The process allows the team to:
- Learn what the family hopes to accomplish,
- Set reasonable and meaningful goals,
- Recognize and affirm the family's needs,
- Assess the family's needs,
- Find solutions to meet the family's needs,
- Design individualized support systems and services that match the family's needs and build on the strengths of the family,
- Achieve clarity about who is responsible for agreed-upon tasks (with due dates attached); and
- Agree on the next steps.

### **NPP Next Steps**

The DCF has requested that the NPP be expanded statewide. A Legislative Budget Request has been prepared and will be submitted during the next Legislative session in March 2003.

A great deal of interest and hope rides on the Neighborhood Partnership idea – not just among those who have shaped its principles and methods or dedicated themselves to its

implementation, but among all who work in the child welfare system and all whose lives are affected by its functioning and outcomes. Together with the cities, towns, and neighborhoods that are already on board, and with new networks of partners in the future, the DCF hopes to improve the state's response to its most vulnerable children and families.

## **BEHAVIOR ANALYST PROGRAM**

The Behavior Analysis Services Family Safety Program is active in all areas of the state. Every DCF district/region has a team comprised of one senior behavior analyst and three behavior analysts. The program is facilitated by contracts with two universities, one private provider and a CBC lead agency. The services provided by every team are tailored to meet individual community needs.

During the first 5 months of this fiscal year, July – November 2002, behavior analysts statewide worked with over 2,000 clients and made more than 2,450 on-site visits to foster, adoptive and biological homes, schools, day care centers and residential facilities. Behavior analysts served 261 new children and 852 new caregivers, monthly averaging 156 open child cases and 308 open caregiver cases.

Behavior analysts provided 58 courses (580 classes) of *Parenting Tools for Positive Behavior Change* for foster parents. Three hundred thirty-six caregivers each completed 30 hours of training. There are 17 classes currently in progress.

Behavioral assessments were provided for at least one child in each of the foster homes of parents enrolled in class. Intervention plans were developed for those children and the parents were coached on their implementation. In addition, 75 behavioral assessments were completed to facilitate the transition of children into less restrictive settings.

Behavior analysts act as consultants for residential facilities, provide training, reviews, technical assistance and assessments as well as ongoing consultation to individual therapeutic foster homes and community providers. Behavior analysts currently are working with DCF to facilitate placements for children returned from runaway status.

The behavior analysts in each DCF district/region established committees that meet monthly to provide internal oversight and monitoring of the Behavior Analysis Program services, including individual behavioral analyses and interventions. These committees provide a statewide consultation resource to all providers for children in foster care, particularly those children who display behaviors that are harmful or life threatening to self or others.

This service is coordinated through the DCF office of a statewide Director of Behavior Analysis Services. The Director is responsible for ongoing collaboration with Developmental Disabilities and Children's Mental Health programs, working towards integration and improvements of behavior analysis services.

## History of the Behavior Analysis Services Family Safety Program

In 2000 the Legislature established the statewide Program

12,000 children in foster care in Florida, who are moved often because of their challenging behaviors. The responsibility of direct care of children who have been abused and neglected is

behaviors of abused and neglected children, their emotions, language and actions, present continuous challenges that make caregivers feel fatigue, frustration, fear and anger. Certified

conduct comprehensive behavior analyses for children in foster care who display dangerous and challenging behaviors or who move frequently.

behavior analysts. The DCF Office of Family Safety established a contract with the University of

major research resources and have graduate programs in behavior analysis. This service and these resources have attracted some of the best behavior analysts from around the country.

---

In 1997, Florida's twenty judicial circuits embarked on a mission to create a deliberate process to improve dependency court as an integral feature to the way a court community system

### **General Masters**

- General Masters are attorneys and are a part of the dependency court system. They are dependency or family law, and work at the direction of the judge.
- Ten of twenty circuits use general masters to hear dependency matters.
- This supplemental resource for the judiciary is designed to increase the number of cases reaching milestones pursuant to the Adoptions and Safe Families Act and within statutory
- conduct permanency hearings and preside over trials in a timely manner. Cases are referred to a general master by the presiding judge and with the consent of all parties.

- 
- judiciary in case processing.
  - The role of the case managers includes docket scheduling, monitoring the progress of discovery in each case, verifying that service of process has been effectuated, and ensuring
  - authorized to establish case managers.
  - Other courts have obtained local funding to create these positions

Court liaisons can also serve a case management function from a systemic perspective. Dependency court communities that meet regularly to enhance communication realize the value in identifying liaisons to serve as ambassadors between their agencies and the courts. The DCF, as well as several contract care service providers, have designated liaisons whose primary responsibility is to link agency and court issues with solutions. For example, in Pensacola, the court liaison ensures the availability of court ordered services.

### **Technology**

Computer technology has transformed the work of child protection systems. Not very long ago, court orders and various reports were drafted on correction-tape typewriters and spotted with liquid white out paint. Technology-supported enhancements challenge workers to examine routine practices in the day-to-day responsibilities related to managing people's time. Numerous circuits have reported the implementation of automated systems as a court improvement initiative.

### **Court Docketing/Orders**

As court improvement initiatives continue to develop, a court's docketing practices emerge as a significant factor in the overall case processing system. The court's design of when certain types of cases are heard on any given day is linked closely to the effective use of everyone's work day --- judges, parents, clerks, attorneys, social workers, child advocates and witnesses. Many jurisdictions have overhauled their docketing practices as a result of discussions and experimentation among the local dependency court community professionals.

### **Innovations In Progress**

In addition to many other improvement initiatives currently in effect throughout judicial circuits, there are innovative projects in place to strive for enhanced services for children, families, and the advocates who help children and their families each day.

## **TEAM FLORIDA PARTNERSHIP**

With the Vision that children are raised in a safe and nurturing family environment, TEAM Florida's mission is to enhance the safety and well-being of Florida's families and children, by developing and coordinating opportunities for child welfare agencies and other partners to work cohesively.

The TEAM Florida Partnership (the Partnership) is a network of child serving agencies, organizations, programs, advocates, consumers, legislative staff, Governor's staff, and community facilitators. It was established per a Florida Legislature mandate, Florida Statute 39.001 (7) f.s..

With a broad representation from over 60 statewide agencies and associations, eight state departments, four universities, and legislative staff, the Partnership is able to bring together many professionals across many fields to collaborate on issues related to the support of children and their families. The Partnership is committed to providing collaborative leadership that improves policies, programs, and community support for Florida's children and families. The Partnership believes these areas of focus are beneficial to all of the TEAM partners, including the DCF, Education, Health, and Labor (Workforce Innovation).

**The goals of the TEAM Florida Partnership are to:**

- Contribute to the development of a collaborative, strength-based, family-centered delivery system in order to enhance families' ability to promote their children's healthy development; and
- Coordinate between and among partners to work together to enhance the well-being of Florida's families and children.

The membership of more than 200 Floridians convenes quarterly as a full group to examine the latest developments in the field of health and human services and to hear from top-notch presenters on topics that range from legislative action to community development to developmental assets. Whatever is the latest in the field, whatever is the most important issue in resolving barriers to effective service, whatever is the most promising new development for supporting families will be found at a TEAM Florida Partnership meeting.

*(See Appendix E: TEAM FLORIDA Statewide Membership)*

**Team Florida Action Teams Working For Families**

The purpose of the Partnership is to assist DCF in the development, expansion, and enhancement of a statewide network of community-based, prevention-focused, family resource and support programs.

The desired outcomes include:

- Coordinating and integrating planning efforts within and among public and private agencies and organizations,
- Supporting and providing training and technical assistance to staff and the community,
- Maintaining a resource web site with information available to anyone worldwide, and
- Maintenance of a statewide resource database for community planners, government agencies, individuals, and families.

The Partnership is designed to enhance state and community collaboration efforts, share best practices to build stronger, healthier communities, and improve service delivery systems that support and strengthen families. The Partnership is also responsible to assist with the development of Florida's Child and Family Services Annual and Five-Year Plan for the prevention of child abuse and neglect.

The DCF's vision for the TEAM Florida Partnership is to serve as the umbrella for all child abuse prevention and treatment programs, public and private, through a partnership. The envisioned partners include other offices and programs within the DCF, such as Alcohol, Drug Abuse and Mental Health, Mission Support and Performance, and Quality Assurances well as other state agencies and departments involved with children and families, such as the Departments of Education, Health, and Juvenile Justice.

A Coordinating Committee governs the Partnership, and the majority of the work is accomplished through the efforts of two action teams. This Coordinating Committee sets policy and direction for the Partnership, chooses topics and speakers for the quarterly Partnership meetings, and develops its own action plan and tasks for which the Coordinating Committee members are responsible.

*(See Appendix F : Team Florida Coordinating Committee)*

The Partnership is a hub of communication for private non-profit agencies, state departments, and community groups wishing to work together on the issues of integrated planning, community input, and training and technical assistance.

## **CHILD PROTECTIVE INVESTIGATIONS BACKLOG REDUCTION PROJECT**

Secretary Regier's goal is to eliminate the backlog of child protective investigations. At present, there is a backlog of approximately 30,000. The DCF is beginning a major project to eliminate the present backlog and ensure timely completion of investigations in the future.

Backlog has become an accepted fact in child protection which we must change. In eliminating the backlog, the DCF must simultaneously ensure the safety of children and meet the statutory requirements for the investigative process within the statutory time standards for investigations. This agency has no greater responsibility than to ensure the safety of children referred for protection. However, the DCF must not let its emphasis on timeliness of completing investigations compromise the safety of children.

One reason for the backlog is the lack of a stable and experienced workforce. Excessive pressure in backlog reduction efforts contributes to the workforce crisis. The reduction in backlog is intended to be accomplished in a manner that does not increase staff turnover. Communicating clearly with staff, respecting staff desires and wishes concerning assignments and motivating staff to excel are essential in this project.

The approach to eliminating the backlog must simultaneously meet three goals:

Ensure the timeliness of investigations.

Ensure that children are safe.

Support staff in this effort and improve retention of staff.

The project to eliminate the backlog includes the following strategies:

- Clarify the child protective investigations job, with limits on the scope of the job and a standardized hand-off from protective investigations to case management.
- Simplify FAHIS requirements for closure.
- Eliminate the backlog in two phases -- half the backlog by February 28; virtually all of the remaining backlog by June 30.
- Provide headquarters resources to several districts with the greatest need.
- Manage through District project plans for two sub-projects -- (1) timely completion of current and new investigations; (2) elimination of backlog.
- Report on project status twice each month.
- Review samples of high-risk investigations completed to ensure that children are not left in danger.

As of March 14, 2003 the Child Protective Investigations backlog has been reduced 55.8% since December 13, 2003.

## **Mission And Objectives**

Ensure the safety of children through the timely completion of child protective investigations.

Ensure the safety of children while completing all child protective investigations within the statutory time standard of 60 days.

Ensure the safety of children while eliminating the backlog of child protective investigations.

## **INTERAGENCY COLLABORATION:** **DEPARTMENT OF CHILDREN & FAMILIES AND DEPARTMENT OF HEALTH**

programs with the Department of Health and the DCF's programs that provide services to abused and neglected children and their families, the two departments entered into an

and the establishment of protocols for joint oversight and operation of the child protection teams and sexual abuse treatment programs. Regularly scheduled meetings between the two

local concern.

## **COMMUNITY-BASED CARE**

---

based networks of providers who are equipped to manage and deliver all needed services and supports to meet the needs of children and their families.

Current contracts with the local agencies requires CBC agencies to either be accredited, or have plans for accreditation within a reasonable amount of time after becoming operational. As an example, the CBC lead agency known as the YMCA Children, Youth & Family Services, Inc. has achieved accreditation from the Council on Accreditation for Children and Family Services and the sub-contractors for the YMCA have achieved accreditation by the Joint Commission on Hospital Administration.

### **Current CBC Status** (See Appendix L: CBC Snapshot 11\_20\_02)

- Statewide implementation is on schedule for completion by December 31, 2004
  - Service contracts in 12 counties (full implementation of CBC)
  - Start-up contracts in 7 counties (building administrative and service delivery infrastructure)
  - Competitive procurement active in 48 counties
- Statewide implementation of Community Alliances in accordance with s. 20.19 F.S.
  - 33 Alliances serving all 67 counties
  - Over 550 members statewide including representatives from the judiciary, education, county government, and community advocates
- Community-Based Care Statewide Conference, Feb. 26 - 28, 2002
  - Goal: Building Community Partnerships that support children and their families
  - Showcasing Best Practices in Our Communities
  - Identifying Issues and Answers for Continued Progress
  - Providing Skill Building Opportunities

### **Community Alliances**

Under Community-Based Care, services will be provided by comprehensive, community-based networks of providers who are equipped to manage and deliver all needed services and supports to meet the needs of child victims and their families. In essence, the system of care will be strengths based, building on existing family and community strengths and assets. Service provision will be child safety focused, family centered, respectful of individual needs, outcome-based, and directed toward achievement of timely permanency.

Community Alliances, acting as the “voice” of their communities, are the central point of contact for broad-based community input and interagency coordination, and are often described as the linchpin to the success of the CBC initiative. Currently, all 67 counties in Florida are represented by 33 Alliances with more than 525 members.

## **OVERSIGHT AND ACCOUNTABILITY**

The implementation of CBC has produced a need to revisit and streamline DCF's monitoring and quality assurance processes. To this end, the SunCoast Region (SCR), which has contracted all child protection programs to local nonprofit agencies (with the exception of investigations in three counties), has been pivotal in testing an integrated review process. Based on the success and lessons learned from the first integrated review pilot, an Oversight and

Accountability workgroup was established and three action teams are developing and refining

During the recent monitoring of three of the SCR's CBC providers, a multi-disciplinary team from headquarters and the region reviewed:

- Contractual requirements,
- Foster home licensing requirements,
- Administrative/managerial processes,

- Out of home care, and

This type of integrated review is seen as desirable because:

departmental staff who are involved in:

- Contractual, Fiscal, and Managerial operations.

efficiency by allowing CBC staff to prepare for an integrated review rather than multiple preparations for various reviews that, historically, occur throughout the fiscal year.

Accountability action teams comprised of staff from the SCR and two DCF districts with fully

The matrix approach:

- Defines the service requirements, and
- Ensures a standardized approach to measurement of outcomes.

next:

monitoring window, etc.)

- Identify training / certification requirements for staff administering the tool, test the tool in two areas with fully operational CBC providers, and develop and refine

The Oversight and Accountability Model is comprised of a multi-tiered, overarching, and

Different types of oversight and accountability, at various levels, are necessary to provide full

- 
- 
-

- **Tier 1** of the system will be the responsibility of the local service provider (contract provider or department ) and will include program monitoring of key performance indicators at the service level. Tier 1 reviews will be conducted on a routine and regular basis, i.e., monthly.
- **Tier 2** will be the responsibility of the DCF districts/ region and will include program monitoring using the Comprehensive CFSR Review Tool or similar tool and peer reviews. Stakeholder interviews will be included in Tier 2 activities. The district / region will also provide technical assistance, training and support to Tier 1 Quality Assurance activities. Tier 2 reviews will be scheduled on a routine and regular basis.
- **Tier 3** will be the responsibility of Headquarters Family Safety Quality Assurance staff. Staff will perform validation case reviews (using the CFSR Tool), data analysis and will conduct stakeholder interviews. Stakeholders and peer reviewers will be asked to participate in the validation review. Hdqtrs. Family Safety Quality Assurance staff will also provide technical assistance, training and support to the Tier 2 quality assurance/ quality improvement activities. Tier 3 validation reviews will be conducted quarterly. Additionally, a statewide CFSR will be conducted annually in at least three sites: a large urban area, a middle sized urban area, and a rural area.

## **STATEWIDE AUTOMATED CHILD WELFARE INFORMATION SYSTEM - HOMESAFENET**

HomeSafenet, Florida's statewide automated child welfare information system (SACWIS), is a major Departmental initiative with the goal of providing more efficient, economical and effective management of child protection service information, using current technology. The system facilitates provision of high quality services to children and families at local levels while allowing for validation and other analysis at the state level. HomeSafenet will play a pivotal role in collecting data needed by both caseworkers and policy makers by providing more efficient automated support for caseworkers and managers. The information system and real-time support provide guidance and promote sound decision-making for those critical casework activities necessary to ensure child safety, promote child well-being and strengthen families.

The system includes protocols for use by staff, which should also facilitate both programmatic and operational consistency statewide. Findings/data will be tracked and monitored on the local and state office levels and validated at the state office level.

Among other things, the data provided by this information system can be analyzed for trends, deficiencies, and improvements made and needed, as well as for future program planning efforts. The information system will assist the local offices as much as the state offices in managing the business of the child welfare system.

## **DCF TRAINING INITIATIVES**

The department's numerous training initiatives include the following:

### ➤ **Supervisor Training**

Supervisors are the key to implementing quality case management. Training for supervisors provides them with the skills necessary to adequately direct and evaluate staff performance in initial and ongoing assessment of child safety and risk factors, child / family strengths and needs, and as the case moves forward, progress towards permanency. This training provides supervisors with the necessary tools to give critical guidance, support and direction to their counselors. As the workforce begins to stabilize, in-service and pre-service training of counselors and supervisors is a critical part of preparing employees to do their jobs. Supporting staff to develop and use skills beyond meeting compliance factors is necessary to build and enhance the workforce and creates the right atmosphere for family centered practice to succeed. Pre-service training for counselors has been revised and includes a family centered perspective and on the job training. The on the job training will provide trainees the ability to practice their newly gained skills. With the support of their supervisors, trainees are given the opportunity to use these tools before experiencing a full caseload. The ability to gather information is one thing, but most importantly counselors must have the skills to determine what the information actually means in order to make sound decisions related to child protection and permanency planning.

**Love 'Em or Lose 'Em:** A conference devoted to the issue of retention held on December 3 and 4, 2002. Over 1200 supervisors attended. The principles illustrated in the book Love 'Em or Lose 'Em: Getting Good People to Stay by Beverly Kay and Sharon Jordan-Evans were presented in the form of 5 workshops. The workshops included: Recognition Strategies, Mentoring, Professional Development, Communication Skills, and Interpersonal Skills.

An additional training conference was held March 11 and 12, 2003 for Operations Program Administrators and Program Administrators.

### ➤ **Leadership Training**

#### **DCF Leadership For High Performance Training Overview**

**Date: December 11-13, 2002**

**Audience:** Leadership Staff      **Training Subject:** Leadership for High Performance

- Markers of High Performance
- Evolution of Work and High Performance
- Overview of High Performance Model
- Leadership for High Performance Model: Setting Boundaries
- Leadership for High Performance Model: Creating Alignment
- What We Have Now and What's Missing
- Gap Analysis Debrief/Action Planning
- Leadership Competencies
- Keeping Leadership for High Performance ALIVE!
- Tools for Achieving High Performance

*(See Appendix K & L: Seminar Attendance List; Full Seminar Agenda)*

**Training curriculum and family centered focus:** The pre-service and in-service training uses a family centered perspective in each of the curricula offered. The overriding principles in the curricula address child safety, permanency and family preservation. Trainees are taught to observe and evaluate family dynamics and involve families in the effort to provide safe, stable and permanent living situations for children. Continuous assessment of the family related to child safety is also a focus emphasized in the curricula.

Continuous improvement has been incorporated in the curriculum development process. The curriculum is revised a minimum of 4 times a year to incorporate law and policy changes. Improvements or additions to the curricula occur as a result of the collaboration of workgroups convened throughout the state. The members of these workgroups consist of staff from the Department of Children and Families, Community-Based Care providers, and other subject matter experts.

The most recent revision to the pre-service curriculum for new Child Protection Professionals occurred in October 2002. In addition to legal updates, the curriculum was divided into two training tracks: Protective Investigations and Protective Services. Dividing the pre-service curriculum into two training tracks allows for more in-depth training specific to the new trainee's job position.

Specific examples of how family centered focus is incorporated into the training are as follows:

- The maltreatment courses emphasize the need to assess the entire family and analyze the family history and dynamics contributing to the occurrence of the maltreatment.
- The interviewing course teaches interviewing skills from the perspective of involving and interviewing the entire family to gather information related to the family's situation. Concepts related to family conferencing skills are utilized in the interviewing course.
- The assessment course teaches assessment from the perspective of assessing family strengths and needs and using continuous assessment throughout the life of a case. We teach the trainees to include the family in this process by asking family members what they think their strengths and needs are.
- The case planning course builds on the assessment course and teaches the trainees to use the strengths and needs identified through assessment in determining the tasks and outcomes necessary to write a case plan that has the greatest possibility of success in meeting the needs of the child and family. The trainees are instructed to engage the family to the fullest extent possible so that they have ownership in the process and the end results.
- The Structured Field Activities are activities done during pre-service training. These activities allow a trainee to practice skills (assessment, documentation, case planning, interpersonal, etc...) learned in the classroom on real cases while under the direction of his or her supervisor.

**Guiding Principles of Care** This in-service training is designed to teach Family Safety Counselors how to provide standards of care to ensure access to mental health services for children in the custody of the department. The course objectives are to:

- Describe and identify the guiding principles of care and the relationship between the guiding principles of care and positive outcomes for children with mental health needs,
- Identify roles and responsibilities of all parties involved in providing services for children with mental health needs,
- Define the procedures for maximizing collaboration between the Department of Juvenile Justice and the Department of Children and Families for jointly served children,
- Explain the process and timelines for the comprehensive behavioral health assessment.

**Tracking Training** An on-line registration and tracking system called SkillNET is the vehicle used for keeping record of an employee's training history. Last fiscal year (2001-2002) 1,593 trainees attended pre-service training. Since 1998, 5,163 people have been certified and 1,696 have been recertified.

**Measuring Training Outcomes** The following are used to measure training outcomes:

- Formative evaluations – observing training and revising according to recommendations from the observed process, trainees, and the trainers
- Level 1 evaluation – trainees complete class evaluations
- Post test – a written test given after pre-service training (Level 2 evaluation)
- Structured Field Training – during pre-service training a trainee's performance on Structured Field Activities is evaluated and feedback is given to the trainee (Level 3 evaluation)
- Field Training – after completing pre-service, trainees are accompanied in the field by Field trainers who assess and provide feedback on the trainees' demonstration of assessment, case planning, documentation and interpersonal skills (Level 3 evaluation)
- Field Based Performance Assessment – Trainee's job skills related to assessment, case planning, documentation, and interpersonal skills are evaluated on real cases (Level 3 evaluation)

*(See Appendix R : Expanded Training Report)*

## **OVER-ARCHING ISSUES COMBINE WITH FOUNDATIONS IN PIP**

Four over-arching issues impacting practice and outcomes in the child welfare system have been identified. The workgroups and local participants are aware of how these issues continue to impinge on quality service delivery from the statewide systems to the individual case work level, sometimes impacting the safety and well being of children and their families.

Addressed in the PIP through a variety of actions and methods, these issues will continue to be dealt with through a variety of on-going initiatives the state is undertaking. It is understood that these issues are at the core of the improvements needed in Florida.

**1. Retention Of Experienced Supervisory Staff:** Critical factors in achieving the overall goals for improved response to child abuse and neglect in Florida are to retain experienced supervisory staff and to improve training and provide support to supervisors. The DCF's Office

of Human Resources has conducted extensive research relative to staff retention and many creative solutions have been proposed and are being discussed. Staff retention efforts are also focused on retaining experienced counselor and legal staff. (See *Appendix H: Human Resources Management Plan*)

**2. Reduction of Caseloads:** Caseloads, in most areas of the state, exceed standards recommended by the Child Welfare League of America. Streamlining some of the prescriptive casework mandates in statutes and policy is being considered to save time and resources without jeopardizing the safety and stability of children and families. Additionally, some research is being conducted to determine if all of the reports taken by the Hotline are appropriate per statutory guidelines and are under the Department's mandate to investigate.

A legislative budget request that seeks to increase staffing levels consistent with those recommended by the Child Welfare League of America has been prepared. Additional efforts are underway to increase recruitment of qualified staff.

**3. Support of Staff and Decision-Making Practices:** As laws and policies became more prescriptive over time, a noted outcome was that the work products were compliance driven instead of qualitatively managed. For instance, staff might well have met all of the casework requirements, but still not have appropriately assessed the situation and thus, failed to make sound casework decisions. The ability to gather information is one thing, but most importantly staff must have the skills to determine what the information actually means in order to make sound decisions related to child protection and permanency planning.

Supporting staff to develop and use family assessment skills is necessary to improve practice and build and enhance the work force. It will also create the right atmosphere for family centered practice to succeed.

**4. Substitute Placement Resources:** Florida has a need for placement resources at all levels: adoptive homes, licensed foster homes, therapeutic foster homes, specialized foster family and group homes, and community-based placements for children and teens with physical, developmental, and emotional disabilities. Initiatives to develop new and enhance existing placement resources for children in the state's care are underway in many areas. These initiatives include targeted recruitment and retention of foster and adoptive parents while recognizing and addressing the need to support and encourage established familial relationships, secure attachments, and a child's ability to tolerate separation and loss as stability and permanency are sought.

The DCF recently entered into a contract with One Church One Child in a collaborative effort to complete more adoptions in a timely manner by partnering with a faith-based organization committed to finding children adoptive families.

## **PROGRAM IMPROVEMENT PLAN PROGRESS**

Progress on the PIP will be evaluated using case reviews and data analysis. The case reviews will mirror the Child and Family Services Review and will be conducted annually. At least three sites will be reviewed: 1.) A large urban area, 2.) A middle sized urban area, and 3.) A rural area. The sample will range across all program areas, will be pulled from HomeSafenet using Adoption and Foster Care Analysis and Reporting System (AFCARS) data elements for out-of-home care cases and National Child Abuse Neglect Data System elements for in-home cases, and will consist of a total of 50 cases. Stakeholder interviews will be included as a part of the case review process.

Reviews will be conducted quarterly to validate data and assess the quality of case practice. Data analysis will be conducted following the end of each quarter and will be an ongoing process. Additionally, managers and supervisors will have the ability to extract management reports on specific data elements that will enable them to monitor progress in achieving the goals of the PIP. They will identify trends, patterns, and strong and/or weak performers for the purposes of identifying training needs of staff.

Measurement of progress with the case review outcomes and specific items will begin in July 2003. Following two consecutive quarters of case reviews we will be able to determine progress toward meeting the established benchmarks. The goals associated with the aggregate data and the national standards will be defined in relation to a years worth of data in the same manner as the aggregate data is computed for the data profile by ACF and will be met by the end date of the PIP.

### **Goals**

The achievement of the following goals, as set by ACF, will document successful completion of the PIP with the case review outcomes:

- Safety 1 – 90%
- Safety 2 – 85%
- Permanency 1 – 87%
- Well-Being 1 – 75%
- Well-Being 2 – 85%
- Well-Being 3 – 84%.

These percentages pertain to the number of cases that are rated as having substantially achieved each of the outcomes during the annual case reviews. Progress will be based on the results of the Department's review of cases using the CFPSR model. Progress will also be measured through case reviews in regards to targets set for levels of performance related to particular items.

The goals/benchmarks to document substantial conformity with the national standard outcomes or successful completion of the PIP are:

- Repeat Maltreatment – 7.5%
- Maltreatment of Children in Foster Care - According to the 2000 and 2001 data prepared by the Children’s Bureau, Florida has met this standard and therefore this standard will not be addressed in the PIP.
- Stability of Foster Care Placements – 86.7%
- Length of Time to Achieve Reunification – 53%.

The Department will continue to monitor performance related to meeting these goals/benchmarks on National Child Abuse Neglect Data System (NCANDS) and Adoption and Foster Care Analysis and Reporting System (AFCARS) data. However, a significant barrier to continuous monitoring of the Department’s performance during the Program Improvement period is the lag time in publication of the most current data on national standard outcomes.

Recognizing the need for improvement statewide and evidenced by implemented initiatives, the state of Florida continues to overcome the current challenges in its existing child welfare system while working to improve the well-being, outcomes and future of the state’s children and families. The paradigm shift towards community based service provision will ultimately achieve the desired outcomes. However, the systemic and long-time barriers will not be overcome quickly.

The Department will strive to insure a seamless transition to Community-Based Care and work diligently to ensure improved services and resources for children and families with both the remaining DCF districts, current and emerging CBC lead agencies.

The Governor, Legislature and Department Secretary and local community stakeholders have all accepted the pledge and are committed to creating new policies, proposing new legislation, encouraging, designing and implementing new initiatives to achieve positive results for Florida’s children and families.

- **Any abuse, neglect or abandonment of a child is unacceptable. Therefore, implicit in all action steps in this matrix is the fundamental overarching goal of 100% of children are free from abuse, neglect, abandonment or threat of harm.**
  
- **The Program Improvement Plan, including the matrix, is constructed around a number of DCF strategies and priorities. The goals and benchmarks listed in Florida's PIP establish a mechanism for measuring performance and service delivery outcomes.**
  
- **The Program Improvement Plan Matrix is found in Section III. A brief description of the improvement plan for each specific outcome and item cited in the review is included. Each Outcome contains charts with Florida's performance during the Child and Family Services Review (CFSR) and the stated goal for the Program Improvement Plan.**
  
- **Section IV contains five matrices, as Attachments A - E, which focus on the processes for addressing the overarching issues impacting child welfare practice in Florida. These five action plans are referred to throughout the PIP Matrix.**

## Glossary of Terms

**ACF - Administration for Children and Families** is responsible for Federal programs that promote the economic and social well-being of families, children, individuals, and communities.

**AFCARS - Adoption and Foster Care Analysis and Reporting System** is a system for collecting data on children in foster care and children who have been adopted under the auspices of the State child welfare agency. The State component consists of the information system used to collect case management information, and transmit the AFCARS data to the Federal system. The Federal system consists of the information system that receives the data, process the data and checks it for compliance and quality, and the development of reports. State child welfare agencies are responsible for reporting on children in the States foster care system, and on children that have been adopted under the auspices of the State child welfare agency.

**ASFA - The Adoption and Safe Families Act (1997) (PL 96-272)** requires that child safety be the foremost concern when making service provision, placement and permanency planning decisions, and clarifies that states are not required to make efforts to keep children with their parents when doing so would jeopardize the child's safety. The act also includes provisions that shorten the time frame for making permanency planning decisions and promotes the timely adoption of children who cannot return safely to their homes. Finally, ASFA endorses the concept that permanency planning efforts for children must begin as soon as a child enters out of home care and should be expedited by the timely provision of appropriate services to families.

**CAPTA – Child Abuse Prevention Treatment Act** provides funds for States to improve their child protective service systems. Reauthorized by the CAPTA Amendments of 1996, the grant program requires States to submit a five-year plan and an assurance that the State is operating a Statewide child abuse and neglect program that includes several programmatic requirements including: establishment of citizen review panels; expungement of unsubstantiated and false reports of child abuse and neglect; preservation of the confidentiality of reports and records of child abuse and neglect, and limited disclosure to individuals and entities permitted in statute; provision for public disclosure of information and findings about a case of child abuse and neglect that results in a child fatality or near fatality; expedited termination of parental rights (TPR) for abandoned infants, and provisions that make conviction of certain felonies grounds for TPR.

**CFSR - Child and Family Services Review** is designed to enable the Children's Bureau to ensure that State child welfare agency practice is in conformity with Federal child welfare requirements, to determine what is actually happening to children and families as they are engaged in State child welfare services, and to assist States to enhance their capacity to help children and families achieve positive outcomes.

**CFCIP- John H. Chafee Foster Care Independence Program (The Foster Care Independence Act of 1999)** offers assistance to help current and former foster care youths achieve self-sufficiency. Grants are offered to States who submit a plan to assist youth in a wide variety of areas designed to support a successful transition to adulthood. Activities and programs include, but are not limited to help with education, employment, financial management, housing, emotional support and assured connections to caring adults for older youth in foster care as well as youth 18-21 who have aged out of the foster care system. A reporting system for States and a program evaluation component will be used to attain more knowledge about the outcomes of youth transitioning to adulthood.

**DEPENDENCY COURT IMPROVEMENT PROJECT** – Since 1997, Florida's twenty judicial circuits have embarked on a mission to create a deliberate process for improving dependency court as an integral feature of the way a court community system achieves systemic change. The DCIP brings together a multidisciplinary cadre of professionals engaged in child protection with the shared goal of achieving the highest standards possible in dependency practice. Through greater collaboration and partnership, professionals can more effectively engage families and communities in efforts that serve the best interests of children.

## Appendix A

**DILIGENT SEARCH** – Diligent Search means the efforts of the department (or licensed child-placing agency) to locate a parent of prospective parent whose identity or location is unknown, initiated as soon as the department or licensed agency is aware of the existence of such a parent, with the search progress reported at each court hearing until the parent is either identified and located or the court excuses further search.

**GAL - Guardian ad Litem** is a court appointed advocate to represent the best interests of children who are alleged to be abused, neglected or abandoned and who are involved in court proceedings.

**PIP - Program Improvement Plan** is developed in collaboration with stakeholders and partners to address areas that are not in substantial conformity as a result of the Child and Family Services Review.

**PSSF - Promoting Safe and Stable Families Grant (Title IV-B, subpart 2)** program provides funds to states to provide family support, family preservation, time-limited family reunification services, and services to promote and support adoptions. These services are primarily aimed at preventing the risk of abuse and promoting nurturing families, assisting families at risk of having a child removed from their home, promoting the timely return of a child to his/her home, and if returning home is not an option, placement of a child in a permanent setting with services that support the family. As part of this program, the Dependency Court Improvement Program provides grants to help State courts improve their handling of proceedings relating to foster care and adoption. After an initial assessment of court practices and policies, States use these funds for improvements and reform activities. Typical activities include development of mediation programs, joint agency-court training, automated docketing and case tracking, linked agency-court data systems, one judge / one family models, time-specific docketing, formalized relationships with the child welfare agency, and legislative change.

**QSR – Quality Service Review** is a method used for appraising the current status of persons receiving child welfare and other publicly funded services on key indicators and for determining the adequacy of performance of key service system functions for these same persons. The QSR examines short-term results for children with special needs and their caregivers and the contribution made by a locally coordinated service system in producing those outcomes.

**TANF – Temporary Assistance for Needy Families** funds are used to resolve the underlying conditions of child abuse, neglect or abandonment and to strengthen families so that children can be cared for in their own home or in the home of a relative. Eligibility must be redetermined at 12-month intervals.

**Title IV-E Foster Care Program** provides funds to States to assist with: the costs of foster care maintenance for eligible children; administrative costs to manage the program; and training for staff, for foster parents and for private agency staff. The purpose of the program is to help States provide proper care for children who need placement outside their homes, in a foster family home or an institution.

**Title IV-E Adoption Assistance Program** provides funds to States to assist in providing ongoing financial and medical assistance for adopted children (AFDC or SSI eligible) with special needs, e.g., children who are older or handicapped. Funds are also used for the administrative costs of managing the program and training staff. The goal of this program is to facilitate the placement of hard to place children in permanent adoptive homes and thus prevent long, inappropriate stays in foster care.

## Appendix B

## Acronyms

AHCA - Agency for Health Care Administration

APSR – Annual Progress and Services Report.

CBC- Community Based Care.

CFR – Code of Federal Regulations.

DCIP - Dependency Court Improvement Project.

CWVS – Child Welfare Vouchering System.

DCF – Department of Children and Families.

DJJ - Department of Juvenile Justice.

DOE - Department of Education.

DOH – Department of Health.

FAHIS – Florida Abuse Hotline Information System.

HSn HomeSafenet - HSn

ICPC - Interstate Compact for the Placement of Children.

NCANDS - National Child Abuse and Neglect Data System.

PDC – Professional Development Center.

SACWIS - Statewide Automated Child Welfare Information Systems.

TPR - Termination of Parental Rights.

USC – United States Code.

**Program Improvement Plan Partners  
Advisory Committee Members and Staff Participants**

**Committee Members**

Darcy Abbott, Children's Mental Health, Specialist  
Department of Children & Families

Sharon Abrams, Chief Information Officer  
11<sup>th</sup> Judicial District

Janis Ahearn, Quality Assurance, Manager  
Department of Children & Families

Mary Allegretti, Deputy Director, District 10  
Department of Children & Families

Karen Arndt, Quality Assurance, Director  
Partnership for Safe Children (CBC Lead Agency)

Joel Atkinson, Independent Living, Specialist  
Department of Children & Families

Charles Auslander, District 11 Administrator  
Department of Children & Families

**Patricia Badland, Children's Court Improvement Program, Program Director**  
Supreme Court of Florida

**Charles Bates, District 1 Administrator**  
Department of Children & Families

Jodi Bixler, Therapeutic Foster Care  
Agency: Sunrise

Jill Browne  
Service Provider

Nicole Bucher, Staff Recruitment and Retention, Human Resources, Specialist  
Department of Children & Families

Mary Jo Butler, Senior Educational Program Director  
Department of Education

Delores Cain, Professional Development Center, Trainer  
University of South Florida

**Susan Chase, Data Support, Administrator**

Department of Children & Families

**Dineen Cicco, Promoting Safe and Stable Families, Program Manager**

Department of Children & Families

**Dr. Bob Constantine, Director**

Florida Council on Community Mental Health

**Ken DeCerchio, Former Assistant Secretary for Programs**

Director, Substance Abuse Program

Department of Children & Families

**John Daigle, Executive Director**

Florida Alcohol and Drug Abuse Association

**Debra Dowds, Legislative Analyst**

Senate Committee on Children & Families

**Jennifer Dritt, Director**

Governor's Task Force on Domestic Violence

**Phillip Emenheiser, Substance Abuse Program**

Department of Children & Families

**David Fairbanks, Ph.D , Mission Support and Performance, Director**

Department of Children & Families

Rosemany Fleishman, Domestic Violence Services

Agency: The Spring

**Gay Frizzell, Child Welfare Policy, Supervisor**

Department of Children & Families

Eric Handler, MD, Chief Medical Officer

Department of Children & Families

Mike Haney, Ph.D.

Department of Health

**Ralph Harmsen, Former Chief, Child Welfare Policy**

Current: Director, Children's Mental Health and Substance Abuse, District 2

Department of Children & Families

**John Harper, Neighborhood Partnership Program, Coordinator**

Department of Children & Families

Johana Hatcher, Quality Assurance, Specialist  
Department of Children & Families

Marcia Hilty-Reinshuttle, Circuit Director  
2<sup>nd</sup> Judicial District

June Hirst  
Child Welfare Policy and Practice Group

Mark Holtzclaw, HomeSafenet, Manager  
Department of Children & Families

**Susan Howell, Former Position: Community-Based Care, Analyst**  
Current: Program Manager, Quality Assurance  
Department of Children & Families

**Roshannon Jackson, Quality Assurance, Specialist**  
Department of Children & Families

Elaine Kaplan, District 11, Revenue Maximization  
Department of Children & Families

**Amy Karimipour, Human Resources, Director**  
Department of Children & Families

**The Honorable Kathleen A. Kearney, Former Secretary**  
Department of Children & Families

Karen Kock  
Florida Council Community Mental Health

**Pat Lawler, Quality Assurance, Specialist**  
Department of Children & Families

**Becky Lyons, Mission Support and Performance, Analyst**  
Department of Children & Families

**Gloria Nelson, Quality Assurance, Manager**  
Department of Children & Families

**The Honorable Cindy Lederman, Circuit Judge**  
11<sup>th</sup> Judicial District

**Sallie Linton, Quality Assurance, Chief**  
Department of Children and Families

Steve McGarvey, Professional Development Center, Assistant Director  
Department of Children & Families

Mary Marotta, Family Safety Policy, Protective Investigation Specialist  
Department of Children & Families

**The Honorable Karen Martin, Circuit Judge**  
15<sup>th</sup> Judicial District

**David May, District 9 Administrator**  
Department of Children & Families

**Trula Motta, Domestic Violence, Director**  
Department of Children & Families

Catherine Nelson, Manager, Health Systems Development  
Agency for Health Care Administration

**The Honorable Edward Nickinson, Circuit Judge**  
1<sup>st</sup> Judicial District

June Noel, Program Implementation, Assistant Director  
Department of Children & Families

Cyndee Odom, Foster / Adoptive Parent Liaison  
Department of Children & Families

David Overstreet, Community-Based Care, Deputy Director  
Department of Children & Families

Rose Patterson, Children's Court Improvement Program  
Supreme Court of Florida

Amy Peloquin, Education and Training  
Department of Children & Families

The Honorable Julie Piggotte, Circuit Judge  
7<sup>th</sup> Judicial District

**Frank Platt, Children's Mental Health, Specialist**  
Department of Children & Families

**Carol Preston,  
Legislative Analyst,  
House Select Committee on Oversight of Department of Children & Family  
Services**

**Celeste Putnam, Mental Health Programs Office, Director**  
Department of Children & Families

George Rabone, Therapeutic Foster Care  
Agency: Sunrise

**Linda Radigan, Program Development, Former Assistant Director**  
Department of Children & Families

**Jeff Rainey, Chief Operating Officer**  
Hillsborough Kids, Inc. (CBC Lead Agency)

Sue Ross, Children's Mental Health, Chief  
Department of Children & Families

**Lynn Richard, SunCoast Region, Director**  
Department of Children & Families

**Nancy Sackett, Child Protection Investigations**  
Pinellas County Sheriff Office

**Selga Sakss, Quality Assurance, Manager**  
Department of Children & Families

**Elizabeth Schlein, HomeSafenet, Business Director**  
Department of Children & Families

Mary R. Smith, District 11, Planner  
Department of Children & Families

Jim Spencer, Quality Assurance, Manager  
Department of Children & Families

**Mike Stoutimore, Behavior Analyst Program, Director**  
Department of Children & Families

**Josefina Tamayo, General Counsel**  
Department of Children & Families

Margaret Taylor  
FamiliesFirst Network (CBC Lead Agency)

**The Honorable Lynn Tepper, Circuit Judge**  
6<sup>th</sup> Judicial District

Donna Veline, Quality Assurance, Specialist  
Department of Children & Families

Paul Vincent, Director  
Child Welfare Policy and Practice Group

**Ruth Walker, Region IV, Program Specialist**  
Administration for Children and Families

Kathleen Waters, Quality Assurance, Manager  
Department of Children & Families

**Mike Watkins, Office of Family Safety, Former Director**  
Current: Deputy District Administrator, District 2  
Department of Children & Families

Kim Welles, District 10 Family Safety, Program Manager  
Department of Children & Families

**Beverly Whiddon, Ph.D., Staff Director**  
Senate Committee on Children and Families

Dannie Williams, Child Welfare, Supervisor  
Department of Children & Families

**Kathy Winters, District 1, Foster Care / Adoption Specialist**  
Department of Children & Families  
<mailto:Whiddon.Beverly@leg.state.fl.us>

Fotena Zirps, Ph.D., System of Care, Former Policy Director  
Department of Children & Families

Ron Zychowski, SunCoast Region, Deputy Director  
Department of Children & Families

**Department of Children & Families Support Staff**  
Beth Harrer  
Liz Purvis  
Joann Stark

Appendix D

DCF Leaders' Conference  
Fiscal Year 02-03 Issues

October 5, 2002

**Agenda**

Tuesday, October 15

6:00 P.M. Dinner Event – Location TBD

Wednesday, October 16

- 9:00 – 9:30 Welcome and opening remarks Secretary
- 9:30 – 10:30 Issue 1: *Ensure a manageable workload for Family Safety Counselors, Family Safety Supervisors and Adult Protective Investigators* Team May
- 10:30 – 11:30 Issue 2: *Increase district and program flexibility to manage the budget* Team Richard
- 11:30 – 12:00 Lunch
- 12:00 – 1:00 Issue 3: *Provide frontline staff with the right tools* Team Melvin
- 1:15 – 2:15 Issue 4: *Increase district and program flexibility in hiring and promoting staff, and other human resources activities* Team Tibbs
- 2:30 – 3:30 Issue 5: *Improve communication to implement agency priorities* Team Gray
- 3:30 – 4:30 Wrap-up and next steps Secretary
- 4:30 Adjourn

<b>Teams</b>		
Issue 1 - Team May	Issue 2 - Team Richard	Issue 3 - Team Melvin
<i>Dave May</i>	<i>Lynn Richard</i>	<i>Vern Melvin</i>
Jack Moss	Charles Auslander	Chuck Bates
Betsy Lewis	Janice Johnson	Wayne Clotfelter
Gladys Cherry	Dennise Parker	Randy Niewenhaus
Sam Navarro	Celeste Putnam	Debby Russo
A.C. Frizzell	Susan Dickerson	Mike Watkins
	Bob Fierro	
Issue 4 - Team Tibbs	Issue 5 - Team Gray	
<i>Ester Tibbs</i>	<i>Sue Gray</i>	
Betty Carley	Bob Morin	
Bob Williams	Mike Murphy	
Ken DeCerchio	David Fairbanks	
Amy Karimipour	Todd Parrish	
Linda Dilworth	Bob Brooks	
Jane Criswell	Tom Pierce	

<b>Secretary's Priorities</b>	
Safety of children and vulnerable adults Restore accountability occur	Stabilize the workforce Prevent crises before they

<b>Secretary's Priorities</b>	
Safety of children and vulnerable adults	Stabilize the workforce
Restore accountability	Prevent crises before they occur

**Issue 1 – Ensure a manageable workload for Family Safety Counselors,  
Family Safety Supervisors and Adult Protective Investigators**

**Secretary's Guidance**

Review the department's policies and procedures, and recommend actions that we can take during this fiscal year to reduce the workload for Family Safety Counselors, Family Safety Supervisors and Adult Protective Investigators so the department can begin to retain more front-line staff and, in the near future, stabilize the workforce.

At a minimum, address the following points:

- Ensure hotline staff is appropriately screening calls, and completely recording information into FAHIS, which will decrease the amount of time a protective investigator must search for an alleged victim of abuse or neglect.
- Reduce the time for protective investigators to close unfounded cases.
- Decrease the number of vacant FTEs.
- Address the composition and structure for front-line units stressing the development of teams to conduct investigations. Include a discussion of a reasonable span of control for supervisors ensuring a balance between what they are being held accountable for and what they have influence over.
- Provide adequate support staff – Family Support Workers, Direct Support Aids, clerical, etc. – to assist CPI, API, and supervisors in focusing on their primary responsibilities.
- Balance overtime and on-call expenses with workload.
- Increase the number of Family Services Counselors actually doing protective investigator duties.
- Increase the pay for highly qualified line supervisors.

**Team:**

<i>Dave May</i>
Jack Moss
Betsy Lewis
Gladys Cherry

<b>Secretary's Priorities</b>	
Safety of children and vulnerable adults	Stabilize the workforce
Restore accountability	Prevent crises before they occur

Sam Navarro
A.C. Frizzell

**Secretary's Priorities**

Safety of children and vulnerable adults  
Restore accountability  
occur

Stabilize the workforce  
Prevent crises before they

**Issue 2 – Increase district and program flexibility to manage the budget**

**Secretary's Guidance**

Review the department's budget policies and procedures, and recommend actions that we can take during this fiscal year to provide more budget flexibility to districts, institutions and programs so the department can better meet changing service needs.

At a minimum, address the following points:

- Reduce the number of budget categories and Other Cost Accumulators (OCAs).
- Reduce limitations on moving budget between categories and between OCAs.
- Reduce the time of releasing funds to the districts at the beginning of the fiscal year.
- Reduce the time to approve budget amendments.
- Reduce the number of budget amendments that districts submit to central office.
- Ensure the allocation methodology process solicits input from the districts.
- Reinstate the District Administrator's statutory authority to move up to 10% of the district's budget.
- Decrease central office's direct management over district and program expense budgets.
- Minimize money held in "control."

**Team:**

<i>Lynn Richard</i>
Charles Auslander
Janice Johnson
Denise Parker
Celeste Putnam
Susan Dickerson
Bob Fierro

<b>Secretary's Priorities</b>	
Safety of children and vulnerable adults	Stabilize the workforce
Restore accountability	Prevent crises before they occur

**Issue 3 – Provide frontline staff with the right tools**

**Secretary's Guidance**

Review the department's policies, procedures and budget, and recommend actions that we can take during this fiscal year to provide frontline staff with the right tools to ensure greater efficiencies and reduce personal costs (out-of-pocket expenses). The overall goals are to increase front-line staff morale and reduce workload.

At a minimum, address the following points:

- Ensure that people who routinely work in the field have access to voicemail.
- Increase the number of fax machines, printers and copiers to reduce time waiting for access to shared machines.
- Ensure Family Safety and Adult Services Counselors have cell phones.
- Increase the availability of laptop computers for Family Safety and Adult Services Counselors.
- Increase front-line staff access to state cars.
- Increase front-line staff access to cameras (.35mm, digital or disposable), fingerprinting equipment and digital recorders.
- Explore feasibility of CPI, API and supervisors using electronic notepads, and voice recognition software.
- Improve the department's current Information Systems such as HomeSafenet, Florida, etc.
- Increase the availability and use of Unity One.

**Team:**

<i>Vern Melvin</i>
Chuck Bates
Wayne Clotfelter
Randy Niewenhaus
Debby Russo
Mike Watkins

<b>Secretary's Priorities</b>	
Safety of children and vulnerable adults	Stabilize the workforce
Restore accountability	Prevent crises before they occur

**Issue 4 – Increase district and program flexibility in hiring and promoting staff, and other human resources activities**

**Secretary's Guidance**

Review the department's human resources policies and procedures, and recommend actions that we can take during this fiscal year to provide more flexibility to districts, institutions and programs.

At a minimum, address the following points:

- Reduce the time required to hire employees.
- Readdress the need for applicants to take the personality test so they can be hired as a Family Safety Counselors.
- Discuss career paths and step pay plans.
- Improve the department's Performance Appraisal and Lump Sum Bonus policies.
- Determine various ways to recognize department employees for outstanding service.

**Team:**

<i>Ester Tibbs</i>
Betty Carley
Bob Williams
Ken DeCerchio
Amy Karimipour
Linda Dilworth
Jane Criswell

<b>Secretary's Priorities</b>	
Safety of children and vulnerable adults	Stabilize the workforce
Restore accountability	Prevent crises before they occur

**Issue 5 – Improve communication to implement agency priorities**

**Secretary's Guidance**

Review how the department communicates critical information, and recommend actions that we can take during this fiscal year to communicate critical information more effectively.

At a minimum, address the following points:

- Increase the support for effective decision-making at all levels in the department.
- Increase Quality Assurance, Quality Improvement, and Technical Assistance activities to better identify the department's strengths and challenges; and then openly discuss best practices to build on the strengths and solutions to solve or decrease the challenges.
- Enhance the department's management of information by facilitating the rapid and unconstrained flow of information in all directions. At the same time, our management of information must allow us to discriminate as to importance, quality, and timeliness as a means of providing focus and preventing information overload.
- Increase information sharing across programs to better support our clients.

**Team:**

<i>Sue Gray</i>
Bob Morin
Mike Murphy
David Fairbanks
Todd Parrish
Bob Brooks
Tom Pierce

<b>Secretary's Priorities</b>	
Safety of children and vulnerable adults	Stabilize the workforce
Restore accountability	Prevent crises before they occur

### **TEAM Florida Partnership Co-Chairs**

- **Jim Bailey**, Co-Chair, TEAM Florida Partnership; Chair, Partnership Development Action Team; Community Facilitator, D2B, Devereux Kids Inc.; jbailey@devereux.org
- **Dineen Cicco**, Acting Co-Chair, TEAM Florida Partnership; Acting Co-Chair, Program Development Action Team; Statewide Community Facilitator and Program Manager; Department of Children and Families; dineen\_cicco@dcf.state.fl.us

### **TEAM Florida Partnership Coordination and Support**

- **Barbara Foster**, Program Director, TEAM Florida Partnership, Lawton and Rhea Chiles Center for Healthy Mothers and Babies; bfoster@hsc.usf.edu
- **Karen Hardy**, Program Assistant, TEAM Florida Partnership, Lawton and Rhea Chiles Center for Healthy Mothers and Babies; khardy@hsc.usf.edu
- **Julie Helter**, Research Assistant, TEAM Florida Partnership, Lawton and Rhea Chiles Center for Healthy Mothers and Babies; jhelter@hsc.usf.edu
- **Susan McNamara**, Program Coordinator, TEAM Florida Partnership, Lawton and Rhea Chiles Center for Healthy Mothers and Babies; smcnamar@hsc.usf.edu
- **Robin Wright**, Webmaster, TEAM Florida Partnership, Lawton and Rhea Chiles Center for Healthy Mothers and Babies; rwright@hsc.usf.edu

### **Partnership Development Leadership**

- **Roslyn Dean** Parent Leadership Co-Chair; Director of Programs, The Family Source of Florida; jberlinger@familysource.org
- **Lisa Evans**, Parent Leadership Co-Chair, The Family Source of Florida, plchair@cox.net
- **Susan Howell**, Public-Private Partnerships Co-Chair; Family Safety Quality Assurance, Department of Children and Families; susan\_howell@dcf.state.fl.us
- **Jackie Malone**, Public-Private Partnerships Co-Chair; Executive Director, Brehon Institute for Family Services, Inc.; brehon@nettally.com
- **Michael Toops**, Special Populations Co-Chair; Project Director, Beyond Barriers, Redlands Christian Migrant Association; miket@rcma.org

### **Program Development Leadership**

- **Margie Collins**, Public-Private Partnerships Co-Chair, Community Facilitator, D1, Families First Network, Lakeview; Margie\_M\_Collins@dcf.state.fl.us
- **Monica King**, Special Populations Co-Chair; Community Facilitator, D10, Department of Children and Families; monica\_king@dcf.state.fl.us
- **Theresa Leslie**, Public-Private Partnerships Co-Chair; Community-Based Care, Department of Children and Families; theresa\_leslie@dcf.state.fl.us
- **Terry Rhodes**, Peer Review/Program Evaluation/Needs Assessment Chair; Director of Research, Evaluation and Systems, Ounce of Prevention Fund of Florida; trhodes@ounce.org
- **Andrew Sanderbeck**, Parent Leadership Co-Chair, The Family Source of Florida, positiveandrew@yahoo.com
- **Rebecca Varnadore**, Respite Care Chair; Executive Director, Florida Respite Coalition; RebeccaV@FloridaRespite.org

### **Other Coordinating Committee Members**

- **Mary Bryant**, Director, Florida Head Start State Collaboration Office; mary.bryant@schoolreadiness.org

Appendix E

- **Chris Canty**, Statewide Partnership Coordinator, Department of Juvenile Justice; Christina.Canty@djj.state.fl.us
- **Mary "Bunny" Hanley**, Agency for Workforce Innovation; mary.hanley@awi.state.fl.us
- **Alison Hewitt**, Director, Office of Urban Opportunity, Executive Office of the Governor, Front Porch Florida; alison.hewitt@dca.state.fl.us
- **Bettye Hyle**, Shared Services Network Team Leader, Department of Education; bhyle@tempest.coedu.usf.edu
- **Wendy Johnston**, Program Administrator, Agency for Health Care Administration, Medicaid Program Development; johnstow@fdhc.state.fl.us
- **Becky Lyons**, Senior Management Analyst II, Mission Support and Performance, Department of Children and Families; becky\_lyons@dcf.state.fl.us
- **Carol McNally**, Executive Director, Healthy Families Florida, The Ounce of Prevention Fund of Florida; cmcnally@ounce.org
- **Yvonne Nelson-Langley**, Neighborhood Partnership Project, Department of Children and Families; yvonne\_nelson-langley@dcf.state.fl.us
- **Frank Platt**, Mental Health Program Office, Department of Children and Families; Frank\_Platt@dcf.state.fl.us
- **Susan Potts**, Department of Health; susan\_potts@doh.state.fl.us
- **Clara Reynolds**, Community Facilitator, D23h (Suncoast Region), SEDNET Project Manager; booth\_c@popmail.firn.edu
- **Monica Rutkowski**, Bureau Chief for Prevention and Early Intervention, Children's Medical Services, Department of Health; monica\_rutkowski@doh.state.fl.us
- **Atrica Warr**, Team Leader Special Populations/Projects, Substance Abuse Program Office, Department of Children and Families; [atrica\\_warr@dcf.state.fl.us](mailto:atrica_warr@dcf.state.fl.us)

For contact information on the above leadership members, please see the TEAM Florida Partnership website at [www.teamfla.org](http://www.teamfla.org).



**Vision Statement:**

Children are raised in a safe and nurturing family environment.

**Mission Statement:**

To enhance the safety and well-being of Florida's families and children, the TEAM Florida Partnership coordinates and develops opportunities for agencies and other partners to work cohesively.

*Internet Web Site - <http://www.teamfla.org>*

---

**Representation on the TEAM Florida Partnership includes:**

**Advocates and Providers**

- ARC/Florida
- Bay, Franklin, Gulf, Healthy Start Coalition, Inc.
- Bertha Abess Children's Center
- Beta Center, Inc.
- Brehon Institute for Family Services
- CHAIN-CIAC Housing Authority of Daytona Beach
- Chapel Hill Training- Outreach Project Quality Improvement Center for Disability Services
- Child Care Advocacy (CCA)
- Child Care of Southwest Florida
- Child Care Services
- Children's Board of Hillsborough County
- Children's Services Council of Palm Beach County
- Clearinghouse on Human Services
- Communities in Schools of Florida
- Community Assets, Inc.
- Dade County AHEC
- Devereux Kids, Inc.
- Early Childhood Services, Inc. Head Start Program
- East Coast Migrant Head Start Project
- Episcopal Children's Services
- Escambia County Healthy Start Coalition
- Families First Network, Lakeview
- Family Continuity Programs, Inc.
- Family Source of Florida
- First Coast Family Center
- Florida Association of Community Action, Inc.
- Florida Catholic Conference
- Florida Children's Campaign
- Florida Children's Forum
- Florida Coalition for the Homeless
- Florida Council for Community Mental Health
- Florida Developmental Disabilities Council
- Florida Head Start State Collaboration Office
- Florida HIPPI T & TA Center
- Florida Institute for Family Involvement
- Florida Kinship Center
- Florida Network of Youth and Family Services
- Florida PTA
- Florida Respite Coalition
- Florida Statewide Advocacy Council
- Habilitative Services of North Florida
- Healthy Families Hendry/Glades
- Hearts & Minds - FFCMH
- Hillsborough Education Foundation
- Institute for Women's Policy Research
- Jacksonville Youth Sanctuary
- Kayce Morton & Associates
- Lakeview Center, Inc. – FamiliesFirst Network
- Leadership Roundtable of Brevard County
- Lively Technical Center
- Lutheran Social Services of North Florida, Inc.
- Marion County Children's Alliance
- NonProfit Business Works
- NW FL Comprehensive Services for Children, Inc.
- OPEN DOOR Social Services of Florida
- Orange County Healthy Start Coalition, Inc.
- Okeechobee County School District
- Ounce of Prevention Fund of Florida
  - Commission on Responsible Fatherhood
  - Healthy Families Florida
- Palm Bay Elementary School
- Parent Representatives
- Pasco Family Protection Team
- Private Consultants
- Raising A Healthy Child, Inc.
- Redlands Christian Migrant Association
- Stewart Marchman Center
- Telephone Counseling and Referral Service
- United Way Florida
- United Way of Northwest Florida
- Voices for Florida's Children
- Wakulla County Schools
- Workforce Development Board Region 2
- YMCA
- YWCA

**Legislative Staff**

- House Academic Excellence Council
- House Family Law and Children Committee
- Senate Committee on Children and Families
- Senate Education Committee
- Office of U. S. Senator Bob Graham

**State Agencies and Governor's Staff**

- Agency for Health Care Administration
  - Medicaid Program Development
- Agency for Workforce Innovation
  - Florida Partnership for School Readiness
  - Workforce Florida, Inc.
- Department of Children and Families
  - Child Day Care Licensing
  - Children's Mental Health
  - Community-Based Care
  - Community Facilitators
  - Contract Managers
  - District Staff
  - Domestic Violence Prevention
  - Family Safety
  - Florida Statewide Advocacy Council
  - Mission Support and Performance
  - Neighborhood Partnership Program
  - Office of Programs
  - Public Information
  - Substance Abuse Prevention

- Task Force on Children's Justice
- Department of Education
  - SED Network
- Department of Health
  - Children's Medical Services
  - KidCare Outreach
  - Maternal and Child Health
  - School Health
- Department of Juvenile Justice
  - Prevention and Intervention
- Executive Office of the Governor
  - Office of Urban Opportunity--Front Porch Florida
- Florida Department of State
  - Division of Library and Information Sciences

### **Universities**

- Florida State University
  - Educational Research Center for Child Development
  - Institute for health and Human Services-School of Social Work
- Nova Southeastern University
  - Mailman Segal Institute for Early Childhood Studies
- University of Florida
  - Leon County Extension - UF/IFAS
- University of South Florida
  - Lawton and Rhea Chiles Center for Healthy Mothers and Babies
  - Psychology and Social Foundations
  - Shared Services Network Resource Center

## APPENDIX F

### TEAM FLORIDA

#### ADDITIONAL INFORMATION

The detail and implementation of building more effective systems for children and their families is carried out in two action teams and six committees under the action teams.

**Partnership Development Action Team:** Its goal is to "identify partners that will contribute towards the vision of the TEAM Florida Partnership." This team is currently working on researching evidence-based prevention programs and best practices. The supporting committees for this action team include:

- Parent Leadership
- Public Awareness
- Public-Private Partnerships
- Special Populations

**Program Development Action Team:** Its goal is to "spend money wisely on programs that have been shown to work." This team is currently working on promoting the development of a comprehensive needs assessment for funding programs that support families in providing safe and nurturing home environments for children. The supporting committees for this action team include:

- Peer Review/Program Evaluation/Needs Assess
- Respite Care
- Public-Private Partnerships
- Special Populations

**TEAM FLORIDA PARTNERSHIP**

**Representation on the Coordinating Committee**

- Agency for Health Care Administration, Medicaid Program Office
- Agency for Workforce Innovation, Office of Communications
- Brehon Institute for Family Services
- Department of Children and Families, Children's Justice Act
- Department of Children and Families, Community-Based Care
- Department of Children and Families, Mental Health Program Office
- Department of Children and Families, Neighborhood Partnership Project
- Department of Children and Families, Office of Family Safety
- Department of Children and Families, Office of Mission Support and Performance
- Department of Children and Families, Office of Substance Abuse Prevention
- Department of Children and Families, Quality Assurance
- Department of Education/University of South Florida, Shared Services Network
- Department of Health, Children's Medical Services
- Department of Health, Maternal and Child Health
- Department of Juvenile Justice, Prevention and Victim Services
- Devereux Kids, Inc.
- Executive Office of the Governor, Florida Front Porch Initiative
- FamiliesFirst Network, District 1
- Family Source of Florida
- Florida Respite Coalition
- Florida State Head Start Collaborative
- Hillsborough Education Foundation, Suncoast Region
- Ounce of Prevention Fund of Florida
- Parent Representative, Escambia County
- Parent Representative, Pinellas County
- Redlands Christian Migrant Association

## **CHILD PROTECTIVE INVESTIGATIONS BACKLOG REDUCTION PROJECT**

### **1. INTRODUCTION**

Secretary Regier has asked that we eliminate the backlog of child protective investigations. At present, the Department is completing less than 40 per cent of investigations within 60 days and there is a backlog of approximately 30,000 investigations. Today we are beginning a major project to eliminate the present backlog and ensure timely completion of investigations in the future.

**Timeliness and Safety.** Backlog has become an accepted fact in child protection, but we must change that expectation. We must simultaneously ensure the safety of children and meet the statutory requirements for the investigative process within the statutory time standards for investigations. This agency has no greater responsibility than ensuring the safety of children referred to us for protection. Some children have been injured or have died in the weeks or months after they were referred to us -- both before investigations were completed and after hurried closure due to backlog reduction efforts. However, we must not let our emphasis on timeliness of completing investigations compromise the safety of children.

**Workforce Stability.** One reason for the unacceptable performance in this area is the lack of a stable and experienced workforce. Excessive pressure in backlog reduction efforts has contributed to the workforce crisis. We must accomplish this project in a manner that does not increase our staff turnover problem. This includes communicating clearly with staff, respecting staff desires and wishes concerning assignments and motivating staff to excel.

**Goals.** Our approach to eliminating the backlog must simultaneously meet three goals:  
Ensure the timeliness of investigations.  
Ensure that children are safe.  
Support staff in this effort and improve retention of staff.

**Strategies.** Our project to eliminate the backlog includes several strategies, including:  
Clarify the child protective investigations job, with limits on the scope of the job and a standardized hand-off from protective investigations to case management.  
Simplify FAHIS requirements for closure.  
Eliminate the backlog in two phases -- half the backlog by February 28; virtually all of the remaining backlog by June 30.  
Provide headquarters resources to several districts with the greatest need.  
Manage through District project plans for two sub-projects -- (1) timely completion of current and new investigations; (2) elimination of backlog.  
Report on project status twice each month.  
Review samples of high-risk investigations completed to ensure that children are not left in danger.

### **2. MISSION AND MEASURABLE OBJECTIVES**

**Mission: Ensure the safety of children through the timely completion of child protective investigations.**

**Objective 1: Ensure the safety of children while completing all child protective investigations within the statutory time standard of 60 days.**

## Appendix H

**Measure 1.a.** Percent of investigations completed within 60 days.

**Standards** (by month received): Initial Reports received in **January 2003: 70%; February 2003: 80%; March 2003: 85%; April 2003: 90%; May 2003 and beyond: 95%.**

The standard will be met if the investigation is completed and locked in FAHIS within 60 days from the date the initial report was received.

**Measure 1.b.** Percent of completed non-backlog high-risk investigations reviewed by district program office with "satisfactory" rating.

**Standard: 95%.** All judged "unsatisfactory" will be unlocked and re-investigated. High levels of unsatisfactory ratings will result in more extensive reviews and corrective action.

**Objective 2: Ensure the safety of children while eliminating the backlog of child protective investigations.**

**Measure 2.a.** Number of investigations not complete after 60 days.

**Standards.** The December 2 backlog will be cut in half by February 28 and eliminated by June 30. The backlog in each District or Region must be reduced to the following percentages of the December 2 level by the following dates (see attached spreadsheet for specific district targets):

### Phase I

**December 31: 90% of 12/2 level; no initial reports received before 1/1/2001  
(nothing over 2 years; there were 1,195 on 12/5, including 811  
in District 7 and 274 in District 11)**

**January 15: 80% of 12/2 level; no initial reports received before 7/15/2001  
(nothing over 18 months)**

**January 31: 70% of 12/2 level; no initial reports received before 1/31/2002  
(nothing over 12 months; there were 6,257 on 12/5, including 3,340  
in District 7 and 1,374 in District 11)**

**February 15: 60% of 12/2 level; no initial reports received before 4/1/2002  
(nothing over 10.5 months)**

**February 28: 50% of 12/2 level; no initial reports received before 6/1/2002  
(nothing over 9 months)**

### Phase II

**March 31: 40% of 12/2 level; no initial reports received before 9/1/2002  
(nothing over 7 months)**

**April 30: 30% of 12/2 level; no initial reports received before 11/1/2002  
(nothing over 6 months)**

**May 31: 20% of 12/2 level; no initial reports received before 1/1/2003  
(nothing over 5 months)**

**June 30: 10% of 12/2 level; no initial reports received before 3/1/2003  
(nothing over 4 months)**

This measure will be tracked by central office on a daily basis using the FAHIS Daily Management Report (CI1860 and CI1865) and on a biweekly, then monthly basis, using ad hoc reports.

**Measure 2.b.** Percent of completed high-risk backlog investigations reviewed by central office QA with "satisfactory" rating.

**Standard: 90%.** All judged "unsatisfactory" will be unlocked and re-investigated. High levels of unsatisfactory ratings will result in more extensive reviews and corrective action.

### **3. SIMPLIFYING THE JOB OF THE PROTECTIVE INVESTIGATOR**

In order to ensure that we can meet our goals of safety and timeliness while retaining staff, we must simplify the job of the Protective Investigator. This clarification must be done carefully, as reducing the scope of the Protective Investigator's job will increase the scope of the Case Manager's job. In some areas, this change will be small; others will have a significant impact. These changes must also be made without increasing risk to children.

#### **a. Clarifying the Scope of the Protective Investigations Job**

**The "Hand-Off" from Protective Investigations to Case Management.** The division of labor between protective investigations and case management has been cloudy, and lacks uniformity from district to district. Investigations remain open more than 60 days in the Florida Abuse Hotline Information System (FAHIS) for many reasons. These include several situations where the investigative work is complete, but the FAHIS record is kept open for tracking, or to ensure that complete information is entered into FAHIS, or because the Protective Investigator does more than the required investigative activities. Each district must define the roles of Protective Investigators and Case Managers in such a manner that investigative work does not go beyond the statutory time limit of 60 days. Until central office promulgates a rule standardizing the transfer, each district must develop an Operating Procedure to define roles and the hand-off, including:

**"Early Service Intervention" or "Case Transfer" Staffing.** Section 409.1671(3)(a), F.S. requires that "In order to help ensure a seamless child protection system, the department shall ensure that contracts entered into with community-based agencies pursuant to this section include provisions for a case-transfer process to determine the date that the community-based agency will initiate the appropriate services for a child and family. This case-transfer process must clearly identify the closure of the protective investigation and the initiation of service provision. At the point of case transfer, and at the conclusion of an investigation, the department must provide a complete summary of the findings of the investigation to the community-based agency." The Operating Procedure must define the case transfer process for all cases, regardless of whether made to a Department unit or CBC. The procedure for requesting, conducting and documenting transfer of responsibility and time standards for each step must be described. The forms in the Child Protection/Permanency Project's Quality Delivery System may be adapted for this purpose. The emphasis must be on timely transfer of responsibility for the case.

**Family Assessment and Case Plan.** When a case is opened, a family assessment and case plan must be completed. These essential casework activities go beyond the required investigative activities. Protective Investigators know the family and the situation that led to opening a case, and must document that information. However, the Case Manager must immediately engage the family, complete a family assessment and involve the family in developing the case plan. The Case Manager has a greater sense of ownership in a plan the Case Manager has developed with the family. The district operating procedure must define how the Protective Investigator provides input into the family assessment and case plan, but the Case Manager is responsible for preparing both documents.

**Judicial Action.** Some investigations are kept open because the Protective Investigator is responsible for preparing the case for court, including the predisposition study. Districts have developed different approaches to the division of labor for cases handled judicially. Case Managers must assume responsibility for judicial cases (including working with CWLS to prepare for court action) that remain open beyond 60 days. However, Protective Investigators may be called upon to provide testimony and make a recommendation to the court, regardless of who prepares the predisposition study.

**Children Removed by an Investigator and Placed in Shelter.** Children removed by Protective Investigators and placed in shelter require visitation and other supports. In some areas this

## Appendix H

supervision is the responsibility of the investigator, in other areas, it is the responsibility of the Case Manager. The district operating procedure must define this responsibility in such a manner that the Protective Investigator's responsibility does not go beyond the statutory time limit of 60 days.

**Referrals to Family Builders and Intensive Crisis Counseling.** Some districts allow Protective Investigators to refer families to short-term services, including Family Builders and Intensive Crisis Counseling, without opening a case and assigning a Case Manager. The investigation is left open more than 60 days pending either receipt of a new abuse report or failure of the family to cooperate with the provider of services. Although such services may be beneficial, they are intended for serious situations where the child would be removed if the service were not provided. Families with such problems rarely have such a rapid turnaround, even with intensive services. A case must be opened and a Case Manager must be assigned, as the case is likely to remain open for at least monthly contacts after the intensive services end.

**Impact on Case Managers.** The clarification of a limited scope of the Protective Investigator job and an increased scope of the Case Manager job may make it difficult to meet all standards required of Case Managers. The revised standard for seeing children is 95% seen each month, with no child going more than two calendar months without a visit, unless reasonable efforts to locate are documented.

**b. Special Time-Limited Rules for Backlog Reduction Project.** Several investigation requirements may be waived by districts, if necessary, to meet the targets. They may not be used for investigation of initial reports received after October 1, 2002.

**Victim over 18.** Investigations where the youngest (or only) alleged victim is now over the age of 18 may be closed with no contact.

**Merging Reports Over a Six-Month Period.** Investigations with reports received up to six months after an initial report may be merged with the earlier investigation (the limit in OP 175-46 is 60 days), as long as the later investigation concerns the same subjects and same household.

**Investigations Over One Year Old.** Investigations over one year old may be closed with no additional contact, if the youngest (or only) alleged victim is over the age of ten, and there are no prior or subsequent reports on the alleged victim(s), and the allegations, if true, would not place the child at risk of serious harm, and at least one actual contact or at least two attempted contacts were made and documented in the file, and the investigative file documentation includes no indication that any child in the family is in danger, and the decision to close without additional contact is approved above the supervisor level and such approval is documented in the chronological log.

### c. FAHIS Changes

**Judicial Dispositions.** A new FAHIS disposition code 48, "Investigation Completed, Judicial Action Pending" will be implemented by Friday, December 13. This should be used only when a petition has been filed and judicial action is scheduled to occur more than 60 days after the initial report was received. The Office of Family Safety data unit will produce a quarterly report listing all investigations with this code and will send it to districts for follow-up unlocking and entry of the final judicial disposition code.

**Multiple Investigations on Same Subjects.** When multiple investigations concerning the same subjects are active at the same time, they should be assigned to one investigator. Although investigations of some reports received during a six-month period may be merged (see above), all should be investigated simultaneously with one set of documentation to be duplicated for the other

## Appendix H

files. The Investigative Decision Summary should be completed for one; the other Summaries should refer by FAHIS number to the one that is complete.

### 4. ADDITIONAL RESOURCES

Several districts have backlogs that are quite large in relation to the available resources within the district. In addition to the existing Rapid Strike Team and Challenge Campaign resources provided to Districts 7 and 11, additional central office staff will assist Districts 13, 14 and 15 in Phase I of this effort.

### 5. QUALITY ASSURANCE REVIEW

The pressure on timeliness of investigations is intended to improve, not compromise, the safety of children. Review of a sample of investigations each month is one way to determine whether the efforts in this project are leaving children in danger and to take corrective action where necessary. The volume of investigations to be completed during this project requires a joint effort by central office QA staff and district program office staff. Samples of recently completed non-backlog investigations will be reviewed by district staff; samples of recently completed backlog investigations will be reviewed by central office QA staff. Both will use a review instrument and sampling method to be developed by central office QA staff and distributed to districts by December 20.

### 6. DISTRICT PLANS

#### a. Structure of Plan

Each district must develop a written plan for Phase I and submit it to the Deputy Secretary, with copies to Gladys Cherry by Friday, December 20, 2002. The Phase II plan will be due in February. The plan must include four parts:

A narrative description of the district's approach to accomplishing the mission and objectives, including each of the numbered elements below.

A schedule of time-limited tasks necessary to meet the targets, with a work breakdown structure at a level low enough to provide weekly status reports to the District Administrator and biweekly reports to the Deputy Secretary. The schedule must address each of the numbered elements below. The schedule's columns must include the names of the tasks, broken down by activities, starting and ending dates, the accountable manager for the task or activity, and the current status of each activity. It is not acceptable to list the job responsibilities of investigators and supervisors (e.g., "Investigators will complete investigations within 60 days," "Supervisors will review investigations and lock in FAHIS") or to say that most tasks are "ongoing." This plan must focus on **what action** each **specific manager** will do by **what date**. The status of each active task (tasks with planned start date before the status report date) must be reported in the weekly status report. A description of the internal and external resources to be used, including numbers of specific position types (e.g., Family Safety counselors, Adult Protective Investigators, other DCF staff) to be reassigned. The resources should include the estimated number of positions and hours and these should be matched to the estimated workload. The resource sheet is a living document and should be updated as workload and resources change. See attached Excel file for an example. A clear communication/change management plan that respects and values staff.

#### b. Required Elements

Each plan must address the following required elements:

**(1) Implementation of New Definition of Protective Investigator and Case Manager Roles, Including Early Services Intervention, "Hand-Offs" and Coordination with CBCs.**

This must include a written district operating procedure implemented by December 31, 2002, with copies to Gladys Cherry, Dannie Williams and Sallie Linton, Office of Family Safety. For the SunCoast Region and districts that have implemented CBC, a working agreement or contract amendment may be required. Describe the approach to mitigating the impact on case management staff as responsibility is transferred more quickly.

**(2) Approach to Ensuring that All New Investigations and Current Non-Backlog Investigations Are Completed and Locked in FAHIS in Less than 60 Days**

This section is necessary so that new backlog does not develop. Increasing the percent of investigations completed within 60 days from less than 40% to over 90% will be a major work effort without addressing the backlog. For this reason, current Protective Investigators should be focusing primarily on current non-backlog investigations and investigating new reports received during this project. Although some work on their own backlog investigations is inevitable (e.g., those received 70 days ago, where only limited data entry remains to be done), much backlog (e.g., investigations left behind by an investigator who has left DCF) must be handled by other staff.

**Analysis of Workload and Resources.** This section of the plan must include a quantitative analysis of the current workload and any additional resources needed. Examples include the current number of active investigations (initial reports) that are not backlog, the average number of investigations per month, the PI positions filled and vacant, OPS PIs available, and the use of support positions. See attached Excel file for example.

**Quality Assurance.** This section of the plan must include a description of the approach to reviewing a sample of current (non-backlog) high-risk investigations in each unit each month, including specific district office staff with expertise needed for this task.

**Workforce.** This section of the plan must also describe the approach to recruitment, selection and retention to ensure development of a stable Protective Investigations workforce, including visible management support for Protective Investigations staff.

**(3) Approach to Completing All Backlog Investigations by the Target Dates**

**Analysis of Workload and Temporary Resources Required.** This section must include a quantitative analysis of the current backlog, the estimated number of hours to eliminate the backlog, and additional resources needed, based on the estimated workload. For example, the current number of backlog investigations, the hours required to complete and lock them in FAHIS, the number of positions generated by those hours and identification of the existing positions or other approach to providing the resources. See attached Excel file for an example. Additional resources that will be mobilized to assist in this effort include former Child Protective Investigators and other certified staff currently or formerly employed by the Department, Adult Protective Investigators and other DCF staff. Other resources in the community, including retired law enforcement officers, should be considered. However, any plan to use non-certified staff must describe how they will serve in a support capacity, with only certified staff making key decisions regarding safety, removals, referral for ongoing services and court action. Describe the approach to mitigating the impact on the work of other Family Safety staff and other DCF staff who are assigned to this project.

**Triage.** Describe the approach to triage, using the attached form or a modification of that form. Triage should assign priority levels to each backlog investigation. The current backlog

## Appendix H

prioritization lists may assist in this effort, but experienced staff must review backlog to ensure safety. Each district plan must: identify specific experienced staff to perform the triage; the workflow from triage staff to investigative staff; the types of investigations assigned to various types of staff resources. The results of the triage should be used to update the estimated workload and resource requirements. An example is provided on the attached spreadsheet.

### **(4) Management of the Project, Including Tracking Progress**

Identify district management accountable for leading the project. Describe the approach to accountability, including tracking progress and taking corrective action in any areas not on target. Describe how district management's direct support will be visible in service centers for the duration of the project.

## **7. PROJECT TRACKING AND REPORTING REQUIREMENTS**

Status reports for Phase I from each district and region (except District 10) are due to the Deputy Secretary (cc: Gladys Cherry) on January 3 and 17; February 7 and 21; and March 7. Phase II reporting requirements will be provided with the plan and target requirements in February.

## **8. LONG-TERM STRATEGIES**

We are also working on several long-term strategies to reduce the workload on Protective Investigators, including:

Ensuring that screening criteria used by the hotline is consistent with law,

Developing a new workload standard for Protective Investigators, and

Working with legislative staff on proposals to narrow the scope of what is to be reported to the hotline, accepted and investigated.

## Family Safety Human Resources Management Plan

Goal: To recruit and retain a more competent, competitive workforce, thus enhancing the continuity of services and providing a more positive outcome for children.

Objective/Strategy	Status/Anticipated Completion Date	Explanation
Family Services Counselor Mentor Program	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Delayed <input type="checkbox"/> Amended <input type="checkbox"/> Added <input checked="" type="checkbox"/> Continuous Program	Family Services Counselor Mentor Program was implemented in order to provide new Family Services Counselors with an available resource within their workplace for guidance and assistance.
Separation of job classes for child protection staff	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Delayed <input type="checkbox"/> Amended <input type="checkbox"/> Added	On May 10, 2002, the Department separated job classes for child protection staff, Protective Investigators and Protective Investigator Supervisors, to attract applicants with more specific qualifications for these positions.
Establishment of Career Paths for Family Safety positions	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Delayed <input type="checkbox"/> Amended <input type="checkbox"/> Added	In May 2002, the Department began developing strategies for the establishment of Career Paths for Family Safety positions which will include: Operations Track, and Programs - PI and Services Track Advanced specialty training for Counselors and Supervisors with focus in specialized areas Bearing Point, formerly KPMG Consulting was engaged by the Department of

	<p>AC Date: 7-1-03</p>	<p>Children and Families to develop pay plans within the state’s broadbanding system based on competencies and performance related to career pathing and planning. The Family Safety deliverables will be completed 12/31/02.</p>
<p>BRP (coordination with consultant Robin Perry from FSU) on Tasks 23 a, b, and c</p>	<p> <input type="checkbox"/> Completed  <input checked="" type="checkbox"/> On Target  <input type="checkbox"/> Delayed  <input type="checkbox"/> Amended  <input type="checkbox"/> Added                 </p> <p>AC Date: 2-1-03</p>	<p>“The department will compare the performance and longevity of child welfare staff with degrees in social work or other behavioral sciences vis-à-vis other degreed staff.”</p> <p>The Department of Children and Families has engaged a consultant from the local university to compare the performance and longevity of child welfare staff with degrees in social work or other behavioral sciences vis-à-vis other degreed staff.</p> <p>The consultant is also working on the workload analysis in Family Safety.</p>
<p>FSC QIC Story</p>	<p> <input type="checkbox"/> Completed  <input type="checkbox"/> On Target  <input type="checkbox"/> Delayed  <input checked="" type="checkbox"/> Amended  <input type="checkbox"/> Added                 </p> <p>AC Date: 3-1-03</p>	<p>Department initiated a Family Services Counselor QIC (Quality Improvement and Control) Story to develop recruitment and retention strategies. The recommendations that have been implemented are: revise the Hotline acceptance criteria, streamline the investigative process, enhance supervisory training, create career paths/succession planning, and reduce duplication of forms (HSn)</p>
<p>FSCS QIC Story</p>	<p> <input type="checkbox"/> Completed  <input type="checkbox"/> On Target  <input type="checkbox"/> Delayed  <input checked="" type="checkbox"/> Amended  <input type="checkbox"/> Added                 </p> <p>AC Date: 3-1-03</p>	<p>Recommendations of countermeasures are being implemented in the following strategies. An update of the story is needed to note the initiatives, changes and status of actions. Some recommendations including enhancement of supervisory training and succession planning/career pathing, are being further explored within other current initiatives (see Enhancement of Counselor and Supervisor training and Career Pathing for high performers). A Supervisor Retention Conference was held in December 2002 for all front line supervisors. Its purpose was to develop skills to improve communication, recognition and mentoring skills vital to sustaining a productive workforce.</p>
<p>“Answer the Call” Statewide Communications Campaign”</p>	<p> <input checked="" type="checkbox"/> Completed  <input type="checkbox"/> On Target  <input type="checkbox"/> Delayed  <input type="checkbox"/> Amended                 </p>	<p>In May 2000, the “Answer the Call” Statewide Communications Campaign was kicked off. Recruitment tools including radio ads, professional brochures, and professional displays were provided to Districts and the Suncoast Region to be used at job fairs and other functions aimed at attracting Family Services</p>

	<input type="checkbox"/> Added	<p>Counselors. The radio ads were then re-released in May 2001 in targeted areas of the state to increase applicants in those areas.</p>
<p>Districts/Region established Family Safety Recruiters</p>	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Delayed <input type="checkbox"/> Amended <input type="checkbox"/> Added	<p>Districts/Region established Family Safety Recruiters to ensure consistent approaches to recruitment and retention, participate in job fairs, enhance partnerships with schools, standardize the selection and hiring of Family Services Counselors and act as a resource for incumbent employees and Districts in the selection and hiring process.</p>
<p>Family Safety Recruitment and Retention Manager at the state level</p>	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Delayed <input type="checkbox"/> Amended <input type="checkbox"/> Added	<p>Department established a Family Safety Recruitment and Retention Manager at the state level to coordinate activities and serve as a liaison between the District/Region Family Safety Recruiters, the Professional Development Center, the Family Safety Program Office, and Universities statewide. This position also conducts extensive analysis and provides recommendations on various recruitment and retention strategies, initiatives, and efforts.</p>
<p>IV-E Stipend Program: Partnership with Schools of Social Work</p>	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Delayed <input type="checkbox"/> Amended <input type="checkbox"/> Added	<p>Department implemented the IV-E Stipend Program: Partnership with Schools of Social Work. The students receive \$6,000 for BSW/BHS, and \$8,000 for MSW, with one year of employment payback per stipend received. Selection process based on recommendation of the university and successful completion of the Family Services Counselor Selection Modules. Assists Department to recruit staff with experience and specialized Child Welfare coursework.</p>
<p>Online Exit Interview Process</p>	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Delayed <input type="checkbox"/> Amended <input type="checkbox"/> Added	<p>An Online Exit Interview Process aimed at capturing the reasons people leave, and targeting classes such as Family Services Counselors, Family Services Counselor Supervisors, and Family Services Specialists.</p>

	<input checked="" type="checkbox"/> Continuous	
The Family Services Training Program	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Delayed <input type="checkbox"/> Amended <input type="checkbox"/> Added <input checked="" type="checkbox"/> Continuous Training Program	The Family Services Training Program was revised to address the training needs of Counselors. A Standardized Training Program was implemented to assist in the professional development of the counselor through classroom training and scheduled fieldwork, relating to the casework activities and documentation. AC Frizzell has further information on this program.
Enhance Supervisory Training	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Delayed <input type="checkbox"/> Amended <input type="checkbox"/> Added <input checked="" type="checkbox"/> Continuous Training Program	Strengthen management techniques and leadership skills. This is being provided through the Quality Case Management for Supervisors training and Supervisor Effectiveness Training. Need to address further needs in relationship to ongoing growth and development training, and support roles of the supervisor for purposes of retaining staff in the units. The Department's movement is towards continued professional development opportunities for supervisors to gain new skills and enhance supervisory practices.
Community Based Care Transition Retention Bonus Program (BRP)	<input type="checkbox"/> Completed <input checked="" type="checkbox"/> On Target <input type="checkbox"/> Delayed <input type="checkbox"/> Amended <input type="checkbox"/> Added AC Date: 7-1-03	The Department is requesting funding in the 03-04 LBR to implement a Retention Bonus Program for those that loyally remain in the critical class positions through the transition to CBC, helping us to ensure retention of experienced and competent employees to achieve the Department's mission and goals. The classes that will be affected by this program include the Child Protective Investigators, Child Protective Investigator Supervisors, Family Services Counselors and Family Services Counselor Supervisors. This will serve as a recognition technique for those in the hard to retain positions that deliver safety and ongoing services to our children and families, until the transition to the private provider is complete.
Performance Path to Excellence: Career Pathing	<input type="checkbox"/> Completed <input type="checkbox"/> On Target <input type="checkbox"/> Delayed	The Department requested funds in the 03-04 LBR to provide adjustments to the base rate of pay of all front line field staff assigned to this program, including staff in CBC and Sheriff's Offices, and to implement a Pay for Performance

<p>Program within the Family Safety Child Protection and Permanency program</p>	<p><input type="checkbox"/> Amended  <input type="checkbox"/> Added    AC Date: 7-1-03</p>	<p>Career Pathing Program within the Family Safety Child Protection and Permanency program. This will assist the Department in its efforts to achieve accreditation in the Family Safety Program and achieve three of the Longer Term Priorities recommended by the Blue Ribbon Panel. The Department of Children and Families has engaged a consulting company, BearingPoint, to develop clear compensation guidelines related to competencies and performance. The legislative budget request is based on an estimate of funds needed to create a career path and pay levels based on our current market values. Staff should be paid for performance and pay should be equitable. The Department must begin preparing and motivating our better counselors and investigators to stay with the Department and move into supervisor and managerial positions with the knowledge, skills and abilities necessary to be successful or to move to community based care. Employees should enjoy a higher level of performance and the process should improve the ability of program management to recruit, train and retain more qualified employees should create greater workforce stability and continuity to assure quality customer service, enhanced customer satisfaction, streamlined processes and efficiency.</p>
<p>Accelerated career path for employees with high potential</p>	<p><input type="checkbox"/> Completed  <input checked="" type="checkbox"/> On Target  <input type="checkbox"/> Delayed  <input type="checkbox"/> Amended  <input type="checkbox"/> Added    AC Date: 7-1-03</p>	<p>An accelerated career path for employees with high potential to include attending internal and external training, conferences and meetings with an emphasis on leadership and management skill building as well as child protection and permanency expertise. These employees will acquire the additional knowledge, skills and abilities to adapt to new roles quickly in response to changing organizational needs.  A professional development conference for supervisors was held in Orlando December 2002 to teach supervisors skills and techniques to retain their front line critical staff.</p>
<p>Specialized recruiting activities and</p>	<p><input type="checkbox"/> Completed  <input checked="" type="checkbox"/> On Target  <input type="checkbox"/> Delayed</p>	<p>Specialized recruiting activities and programs will be explored to allow the recruiters to become more proactive in their recruitment efforts. These include: updating program specific recruitment packages and materials, developing</p>

<p>programs</p>	<p><input type="checkbox"/> Amended  <input type="checkbox"/> Added    AC Date: 7-1-03</p>	<p>advertising for targeted statewide advertising campaigns, providing funds for specialized recruiters to attend Job Fairs at universities, colleges and the private sector, and providing an on-line recruitment tool to expedite applicant screening, testing and employment. An advertising agency has previously developed an advertising campaign, Answer the Call, which was proven to be effective and will be modified and enhanced in the upcoming year.</p>
<p>Establish Manager for the statewide recruitment and retention program</p>	<p><input type="checkbox"/> Completed  <input checked="" type="checkbox"/> On Target  <input type="checkbox"/> Delayed  <input type="checkbox"/> Amended  <input type="checkbox"/> Added  AC Date: 7-1-03</p>	<p>Establish a manager position to lead the statewide recruitment and retention program, approve processing of actions and monitor to ensure the success of our efforts; recommending revisions as needed to enhance outcomes.</p>

## **THE CHILD AND FAMILY TEAM CONFERENCE GOALS**

### Day One

- Welcome, Introductions and Purpose of the Training
- Group's expectations for the three-days of training and exchange of wants and offers
- Review ICA strategies
- Jacksonville Story
- Hearing from families who have participated in a family team meeting
- Stages of Change
- Working with Resistance
- Feedback and Closure

### **Day Two**

- How to build the conditions for building a trusting relationship
- Review the Cycle of Need
- Review the Challenge Model
- Challenge Model Vignettes
- Review and practice the use of Solution-Focused Question
- Feedback and Closure

### **Day Three**

- How to build the family team
- How to identify informal team members
- How to identify the role and responsibilities of team members
- How to conduct a Family Team Conference as assessment, team and partnership building and case planning
- How to use the outcomes and steps developed in the family team conference to write a services case plan
- Discuss the next steps in participating in a family team conference

**Welcome**  
**To the Sixth Annual**  
**Dependency Court Improvement Summit**

The Dependency Court Improvement Summit brings together a multidisciplinary cadre of professionals in an environment that challenges each individual to achieve the highest standards possible in dependency practice. “United for Children and Families,” this year’s summit theme, embodies the legislative and best practice directives at the forefront of the child welfare agenda in America.

Professionals engaged in child protection, from every discipline imaginable, are gathered here to share and learn innovative techniques, strategies, and information critical to serving children and families in dependency with increased excellence. Through greater collaboration and partnership, professionals can more effectively engage families and communities in efforts that serve the best interest of children.

We invite you to participate in this year’s summit with confidence that the investment of your time and energy will be well spent, and with hope that the summit experience will make a positive difference in the lives of children you serve.

## 2002 SUMMIT PROGRAM

AUGUST 28 - 30, 2002

### **ORLANDO, FLORIDA**

Sponsored by the Department of Children and Families

## TABLE OF CONTENTS

<u>Program At-A-Glance</u>	<u>3</u>
<u>Opening Plenary Keynote Speaker</u>	<u>4</u>
<u>Local Court Community Sessions</u>	<u>7</u>
<u>Professional Development Sessions</u>	<u>8</u>
<u>Hotel Layout</u>	<u>10</u>
<u>Special Conference Events</u>	<u>11</u>
<u>Professional Education Hours</u>	<u>12</u>
<u>Workshop Summaries.</u>	<u>13</u>

## PROGRAM AT-A-GLANCE

Tuesday, August 27, 2002		
<u>4:00p.m. –</u> <u>7:00p.m.</u>	<u>Early Registration</u>	<u>Convention Level</u>

Wednesday, August 28, 2002		
<u>7:00a.m. –</u> <u>8:20a.m.</u>	<u>Registration</u>	<u>Convention Level</u>
<u>8:30a.m. –</u> <u>10:00a.m.</u>	<u>Opening Plenary</u>	<u>Plaza International</u>
<u>10:00a.m. –</u> <u>10:30a.m.</u>	<u>Break</u>	<u>Convention Level</u>
<u>10:30a.m. –</u> <u>12:00p.m.</u>	<u>Local Court Community Sessions</u>	See Page 7
<u>12:00p.m. –</u> <u>1:30p.m.</u>	<u>Lunch</u>	<u>Plaza International</u>
<u>1:30p.m. –</u> <u>3:00p.m.</u>	<u>Workshops - Session A</u>	<u>See Personal Itinerary</u>
<u>3:00p.m. –</u> <u>3:30p.m.</u>	<u>Break</u>	<u>Convention Level</u>
<u>3:30p.m. –</u> <u>5:00p.m.</u>	<u>Workshops – Session B</u>	<u>See Personal Itinerary</u>
<u>5:00p.m. –</u> <u>6:30p.m.</u>	<u>Unity One Presentation</u>	<u>Plaza G</u>

Thursday, August 29, 2002		
<u>7:00a.m. –</u> <u>8:20a.m.</u>	<u>Registration</u>	<u>Convention Level</u>
<u>7:20a.m. –</u> <u>8:20a.m.</u>	<u>Coffee and Bakery</u>	<u>Convention Level</u>
<u>8:30 a.m. –</u> <u>10:00a.m.</u>	<u>Workshops – Session C</u>	<u>See Personal Itinerary</u>
<u>10:00a.m. –</u> <u>10:30a.m.</u>	<u>Break</u>	<u>Convention Level</u>
<u>10:30a.m. –</u> <u>12:00p.m.</u>	<u>Workshops – Session D</u>	<u>See Personal Itinerary</u>
<u>12:00p.m. –</u> <u>1:30p.m.</u>	<u>Lunch Plenary</u>	<u>Plaza International</u>
<u>1:30p.m. –</u> <u>3:00p.m.</u>	<u>Professional Development Sessions</u>	<u>See Page 8</u>
<u>3:00p.m. –</u> <u>3:30p.m.</u>	<u>Break</u>	<u>Convention Level &amp; Orange County Convention Center</u>
<u>3:30p.m. –</u> <u>5:00p.m.</u>	<u>Professional Development Sessions</u>	<u>See Page 9</u>

Appendix K

<u>Friday, August 30, 2002</u>		
<u>7:20a.m. – 8:20a.m.</u>	<u>Coffee and Bakery</u>	<u>Convention Level</u>
<u>7:20a.m. – 8:20a.m.</u>	<u>Registration</u>	<u>Convention Level</u>
<u>8:30a.m. – 10:00a.m.</u>	Local Court Community Sessions	<u>See Page 7</u>
<u>10:00a.m. – 10:30a.m.</u>	<u>Break</u>	<u>Convention Level</u>
<u>10:30a.m. – 12:00p.m.</u>	<u>Local Court Community Sessions</u>	<u>See Page 7</u>

## LOCAL COURT COMMUNITY SESSIONS

Judicial Circuits	Room
First	Plaza A
Second	Plaza B
Third	Plaza C
Fourth	Florida II
Fifth	Orlando I
Sixth	Florida I
Seventh-Flagler/Volusia	Fairview
Seventh - Putnam/St. Johns	Butler
Eighth	Challenger
Ninth – Orange	Orlando III
Ninth – Osceola	Sweetwater
Tenth	Discovery
Eleventh	Florida III
Twelfth	Columbia
Thirteenth	Plaza G
Fourteenth	Windermere
Fifteenth	Plaza F
Sixteenth	Conway
Seventeenth	Plaza H
Eighteenth - Seminole	Winter Park
Eighteenth - Brevard	Orlando II
Nineteenth	Cypress
Twentieth	Coconuts

## PROFESSIONAL DEVELOPMENT SESSIONS

*Please notice that the 1:30p.m. – 3:30p.m. professional group assignments may be different from the 3:30p.m. – 5:00p.m. group assignments.*

<b>Thursday, August 29, 2002</b>	
<b>1:30p.m. - 3:00p.m.</b>	
<b>Professional Group</b>	<b>Room</b>
Judges; General Masters	Florida III
Guardian Ad Litem (GAL) Directors; Guardian Ad Litem Attorneys; Trial Court Administrators; Deputy Court Administrators	Orlando III
Guardian Ad Litem Case Coordinators	Plaza A
Dependency Case Managers; Clerks of the Court	Windermere
Dependency Mediators	Fairview
Attorneys for Parents	Conway
Attorneys for Children	Challenger
Domestic Violence Staff; Treatment Providers	Cypress
Child Protection Team (CPT)	Orlando I
Department of Children and Families (DCF); Community Based Care Agencies; Community Service Providers; Child Welfare Legal Services (CWLS); Professional Development Centers (PDC); Law Enforcement Professionals	Orange County Convention Center <i>Exit the Peabody main lobby and proceed directly across the street to the Orange County Convention Center. Look for the DCIS signs.</i>

## PROFESSIONAL DEVELOPMENT SESSIONS

**Please notice that the 1:30p.m. – 3:30p.m. session professional group assignments may be different from the 3:30p.m. – 5:00p.m. group assignments.**

<b>Thursday, August 29, 2002</b>	
<b>3:30p.m. - 5:00p.m.</b>	
<b>Professional Group</b>	<b>Room</b>
Judges; General Masters; Trial Court Administrators; Deputy Court Administrators	Florida III
Guardian Ad Litem (GAL) Directors	Winter Park
Guardian Ad Litem Attorneys	Orlando III
Guardian Ad Litem Case Coordinators	Plaza A
Dependency Case Managers	Discovery
Clerks of the Court	Windermere
Dependency Mediators	Fairview
Attorneys for Parents	Conway
Attorneys for Children	Challenger
Law Enforcement Professionals	Orlando II
Domestic Violence Staff; Treatment Providers	Cypress
Child Protection Team (CPT)	Orlando I
Department of Children and Families (DCF); Community Based Care Agencies; Community Service Providers; Child Welfare Legal Services (CWLS); Professional Development Centers (PDC)	Orange County Convention Center <i>Exit the Peabody main lobby and proceed directly across the street to the Orange County Convention Center. Look for the DCIS signs.</i>

## SPECIAL CONFERENCE EVENTS

### *THE SENATE COMMITTEE ON CHILDREN AND FAMILIES*

**The Senate Committee on Children and Families** is conducting a study relating to the unique challenges faced by supervisors in the field of child welfare.

If you are a family services counselor **supervisor** and would like to provide input, there will be a brief meeting during the conference

**WHO:** Any Supervisor

**WHEN:** Wednesday, August 28, 2002

**TIME:** 12:15 p.m. – 1:15 p.m.  
Bring your Box Lunch

**WHERE:** Coconuts

**WITH:** Beverly Whiddon,  
Staff Director

### HOME SAFENET KIOSK

Stop by the HomeSafenet Kiosk for a hands-on experience of this incredible technology.

**WHERE:** Convention Level

**WHEN:** Wednesday, August 28, 2002  
Throughout the day

**WITH:** Randy Niewenhaus, Chief Information Officer,  
Department of Children & Families



## ATTENTION!!!

### **SPECIAL PRESENTATION OF UNITY ONE**

Unity One is a web-based system that will provide a portal connection to data contained in state and federal agencies' databases. Unity One bridges the distance between heterogeneous systems through a single interface regardless of a client's service program or location of services. The Unity One presentation will demonstrate the power by highlighting the connectivity to the ADM mental health and substance abuse databases, the Economic Self-Sufficiency database, and the HomeSafenet system.

**DON'T MISS THE UNITY ONE EVENT!!!**

**WHEN:** Wednesday, August 28, 2002

**TIME:** 5:00 p.m. — 6:30 p.m.

**WHERE:** International Plaza G

**WITH:** Glenn Palmiere, Data Processing Manager, Department of Children & Families

## **PROFESSIONAL EDUCATION HOURS**

### **Certified Child Protection Professionals**

1.5 credit hours of Continuing Professional Education (CPE's) will be awarded for each workshop, with a maximum allotted total of 6 hours for the summit. Individuals seeking certification hours from the Professional Development Centers need to maintain a copy of their attendance certificate or personal itinerary as verification of attendance.

### **Attorneys**

The Florida Bar will award Continuing Legal Education (CLE's) units for workshop attendance at the summit. Additionally, sessions 12A and 12B will be accepted for Ethics hours. Please pick up your CLE materials at the registration desk.

### **Judges**

Appropriate information will be distributed to Judges during the professional development session.

## WORKSHOP SUMMARIES

### 1. A View From Washington

This session will feature a panel discussion by top Congressional Administrative Staff members on significant federal developments affecting child welfare. They will share their perspectives and discuss policy issues including: TANF reauthorization, court improvement initiatives, the Child and Family Services Reviews, CAPTA, and the need for flexible federal funding. Come and learn about the “hot topics” in the national arena and how your voice can be heard.

**Joan E. Ohi**, *Commissioner, Administration on Children, Youth and Families*

**Cassie Bevan**, *Senior Policy Advisor to the Majority Whip, U.S. House of Representatives*

**Karen Hogan**, *Federal Liaison, U.S. House of Representatives*

**Matt Weidinger**, *Majority Staff Director, U.S. House of Representatives*

**Catherine Kitchin**, *Professional Staff Assistant, U.S. House of Representatives*

### 2. ASFA

This session will address the most frequently asked questions regarding ASFA, review Florida’s ASFA audit, and discuss the Corrective Action Plan. Representatives with a federal and national perspective will discuss the federal guidance on ASFA and provide a concrete review of successes and challenges of ASFA implementation.

**Ruth Walker**, *Child Welfare Specialist, Administration on Children & Families*

**Margaret Taylor**, *Families First Network, Lakeview Center*

**Kathy Winters**, *Program Operations Administrator, Department of Children & Families*

### 3. Building and Evaluating Systems of Care

This session will address a framework that can be used for building systems of care and for evaluating them. Reviewers will discuss the process and results from the 2002 reviews. Community members who participated in the 2002 reviews will discuss how this experience helped them think about building systems of care in their communities. ASFA requires that children and their families are provided services to ensure their safety, health, and well-being. Designing community-based systems of care with local leadership can provide a structure for ASFA goals to be achieved.

**Fotena Zirps**, *System of Care Policy Director, Department of Children & Families*

**Paul Vincent**, *Director, Child Welfare Policy and Practice Group*

## WORKSHOP SUMMARIES

### 4. Building Effective Relationships and Community Partners

The Broward County community has accepted the challenge of seeking ways to work in partnership with the Department of Children and Families to improve outcomes for the children in foster care. Highlights include our interagency agreement with the school board, one we believe could be a national model; the work being done by the Children's Services Council regarding community wide planning; and our Permanency Project funded by the Council and being implemented through the dependency court. Participants will leave with some creative ideas and concrete examples for approaches to community wide problem solving for foster youth.

**Mary C. Allegretti**, *Deputy District Administrator, Department of Children & Families*

**Peggy Morrison-Thurston**, *Director of Alternative Education, Broward County Schools*

**Carol Ortman**, *Trial Court Administrator, Seventeenth Judicial Circuit*

**Cindy Arenberg**, *President/CEO, Children's Services Council of Broward County*

**Judge Michael Gates**, *Seventeenth Judicial Circuit*

### 5. Case Plans

This session will offer specific guidance to participants on how to develop effective case plans, and generate subject specific case plans. Presenters will focus on effective approaches to engage families in the case planning process, and how judges evaluate and assess case plans.

**George Beckwith**, *Deputy District Legal Counsel, Department of Children & Families*

**Jacqueline Eaton**, *Senior Attorney, Department of Children & Families*

**Cheryl Polite-Eaford**, *Department of Children & Families*

**Katharine Schofield**, *Child Protective Investigator, Department of Children & Families*

### 6. Legislative Update & Chapter 39 Review

Chapter 39, Florida Statutes, has recently undergone changes which impact policy and practice. This workshop will introduce new statutory language and will also provide participants an opportunity to discuss past and future changes to dependency legislation. This workshop is designed for the newcomer to Florida's dependency system and for seasoned professionals who seek a refresher of this complex area of the law.

**Deborah Lacombe**, *Senior Attorney, Office of the State Courts Administrator*

**Josefina Tamayo**, *General Counsel, Department of Children & Families*

## WORKSHOP SUMMARIES

### 7. Collaborative Models: Child Abuse Investigations and Interventions

This session will feature a panel discussion of collaborative models involving law enforcement, prosecutors, and the Department of Children and Families. Children's Advocacy Centers and Polk County's co-location of law enforcement and Department investigators will be highlighted. Participants will have a chance to ask questions and share information about collaborative initiatives in their areas.

**Ken Malnik**, *Attorney at Law*

**Julie Hurst**, *Executive Director, Emerald Coast Children's Advocacy Center*

**Karen Godley**, *Director, Child Advocacy Center*

**Sergeant Larry G. Williams, Jr.**, *Polk County Sheriff's Department*

**Julie Hermelbracht**, *Service Area Manager, Department of Children & Families*

**Wayne Durden**, *Director of Felony, Office of the State Attorney, Tenth Judicial Circuit*

### 8. Co-occurrence Domestic Violence and Child Abuse: Practical Interventions

This session will discuss practical interventions for cases involving child abuse and domestic violence in a manner that protects child and adult victims and reduces additional trauma.

**Judge Raymond T. McNeal**, *Circuit Judge, Fifth Circuit*

**Jennifer Dritt**, *Domestic Violence Program Analyst, Department of Children & Families*

**Mary Marotta**, *Protective Investigations Specialist, Department of Children & Families*

**Cindy Flachmeier**, *Director, Salvation Army Domestic Violence & Supervised Visitation Program*

### 9. Dealing With the Media

This session will focus on the media's coverage of child welfare issues. What should child protection professionals know about dealing with the media? What can we learn from recent coverage of the Rilya Wilson case? What should members of the media know about the work you do? Come and participate in this interactive workshop.

**Brent Kallestadt**, *The Associated Press*

**David Lawrence**, *Former Publisher, The Miami Herald*

**Curtis Kreuger**, *The Tampa Tribune*

**Steve Wilkerson**, *President, Florida Cable Telecommunications Association*

## WORKSHOP SUMMARIES

### 10. Dependency Case Law 2001-2002

This session will provide an overview of recent cases impacting dependency law. Key areas of discussion include the July 2002 L.E.A.D.E.R. report, the Supreme Court Speaks, the DCA review, termination of parental rights, and juvenile court rules. The presenters will also share information on special topics including medication, evidence, interstate compact, and no speedy trial.

**Alan Abramowitz**, *Chief Legal Counsel, Department of Children & Families*

**Kelly J. McKibben**, *Managing Attorney, Department of Children & Families*

### 11. Developmental Services

This session will discuss the role of Children's Medical Services in Developmental Services, how to get children staffed in a timely manner, and how to get Developmental Services kids ready for transition into adult living. Discussion will also ensue around what happens to children who don't get placed, how to work with parents who are low functioning.

**Susan J. Redmon**, *Registered Nurse Consultant, Children's Medical Services*

**Susan Dickerson**, *Director, Developmental Disabilities, Department of Children & Families*

### 12. Ethics, Professionalism and the Legal Profession (Part 1 of 2 part session)

This session will explore ethical issues encountered by attorneys in the dependency arena. In addition to ethical considerations in pre-trial and trial situations, the course will examine professionalism and civility in daily practice.

**Blan L. Teagle**, *Director, Florida Bar Center for Professionalism*

**Melissa Storey**, *Legal Project Manager, Professional Development Centers*

### 12B. Ethics, Professionalism and the Legal Profession (Part 2 of 2 part session)

This session will explore ethical issues encountered by attorneys in the dependency arena. In addition to ethical considerations in pre-trial and trial situations, the course will examine professionalism and civility in daily practice.

**Blan L. Teagle**, *Director, Florida Bar Center for Professionalism*

**Melissa Storey**, *Legal Project Manager, Professional Development Centers*

## WORKSHOP SUMMARIES

### 13. Family Conferencing

Throughout Florida there is a new approach to family intervention that has shown very positive results. This session will provide information on family conferencing that utilizes Family Team Meetings and the Individualized Course of Action process. Using feedback from current pilot sites, presenters will facilitate a discussion focused on the challenges and successes of the family conferencing model.

**Judge Steven D. Robinson**, *Circuit Judge, Eleventh Judicial Circuit*

**John Harper**, *Statewide Coordinator, Partnership Program, Department of Children & Families*

**Yvonne Nelson-Langley**, *Director, Partnership Program, Department of Children & Families*

**Delores J. Cain**, *Training Manager, Professional Development Centers*

### 14. Innovations in Dependency Court

This session will identify current examples of court practices that are innovative in serving children and families, and court practices that are achieving optimal results. Discussion will also ensue around how to change court practices that may not be effective.

**Rose Patterson**, *Court Operations Consultant, Office of the State Courts Administrator*  
**Tony Sullivan**, *Information Systems Programmer, Office of the State Courts Administrator*

**Keith Schenck**, *General Master, Fifth Judicial Circuit*

**Judge Michael Gates**, *Seventeenth Judicial Circuit*

**Rebecca A. Beddow**, *Senior Court Program Specialist, Unified Family Court*

### 15. Legislative Update

**This session was combined with workshop #6.**

### 16. Linkage Between Healthy Families and other Child Protection Entities

This session will provide an opportunity to learn about the Healthy Families program, the services provided and the voluntary nature of the program, and the role of Healthy Families in the community. Participants will take part in a review of a case study involving a Healthy Families client and the child protection system. The strengths of the collaboration with DCF, local law enforcement, and other advocates and organizations will be discussed and avenues for strengthening these collaborations will be explored.

**Juanita Arnold**, *Assistant Director, Healthy Families*

**Leah H. McCallister**, *Program Manager, Healthy Families*

## WORKSHOP SUMMARIES

### 17. Listening to Our Youth: Panel of Foster Children in Independent Living

A panel of youth from the State Youth Board will provide an insightful presentation on issues/concerns that effect youth in foster care. Participants will have an opportunity to receive direct feedback and input from youth on their experiences in foster care, how professionals and communities can make a difference for youth, and suggestions for improvement of the child protection system.

**Rachel Farley**, *President, State Youth Advisory Board*

**Elsie Leger**, *Youth*

**Michael Blankumsee**, *Youth*

**Brandi Kennamore**, *Youth*

Dale Driver, *Youth*

### 18. Medication/ Psychological Reports or Diagnosis

This session will focus on an in-depth explanation of medical and psychological reports to further enhance participants understanding of the data, diagnosis, and the medications involved in intervention and treatment. Presenters will also address how to incorporate this understanding in case practice.

**Dr. Deborah Day**, *Licensed Psychologist*

### 19. Myths and Realities of Implementing CBC'S in Partnership with the Department

This session will discuss: Where we were, where we are now, and where we are headed in the partnership between Community Based Care and the Department of Children and Families. Discussion will ensue around awareness and understanding of common goals and expectations, and challenges and successes experienced by both groups.

**David Fairbanks**, *Director, Mission Support and Planning, Department of Children & Families*

**Leland Johnson**, *Executive Vice President, YMCA Youth and Family Services, Inc.*

**David Overstreet**, *Deputy Director, Community Based Care, Department of Children & Families*

**Lee Riley**, *Director, Core Services, FamiliesFirst Network*

**Lisa White**, *Director, Clinical Assessments and Court Services, FamiliesFirst Network*

**Richard Barry**, *District Administrator, Department of Children & Families*

**W. Dave Robinson**, *Community Based Care Coordinator, Department of Children & Families*

**Deborah Thielen**, *President, Partners for Community Based Care*

## WORKSHOP SUMMARIES

### 20. Older Adolescents in the System & Independent Living Issues

This session will identify specific issues that affect older adolescents. Facilitators will discuss legislation and how it is changing. Also transitional living for those not in subsidized Independent Living will be addressed.

*Rachel Farley, President, State Youth Advisory Board*

*Peggy Sanford, Assistant General Counsel, Department of Children & Families*

*Joel Atkinson, Foster Care/Independent Living Specialist, Department of Children and Families*

### 21. Permanency Issues

This session will discuss various permanency options and placement issues. Discussion will focus on best practices and improving services by conducting interviews with stakeholders; increasing services for adolescents; clarifying confusion in the field; maintaining continuity of family relationships; exploring different permanency options; and implementing ASFA directives.

*Joel Atkinson, Foster Care/Independent Living Specialist, Department of Children & Families*

*Gay Frizzell, Policy Unit Supervisor, Office of Family Safety, Department of Children & Families*

*Sonja Schierling, Foster Care Director, Manatee Children's Services*

### 22. Residential Treatment

This session will provide an in-depth discussion of the new Statewide Inpatient Psychiatric Program (SIPP), the referral process, and ongoing stay reviews. Discussion will also continue around other residential treatment options and services for children with serious emotional disturbance issues.

*Catharine Nelson, Agency for Health Care Administration*

*Susan Ross, Chief, Children's Mental Health, Department of Children & Families*

### 23. Shared Parenting and Building Alliances

This session will focus on the importance of developing a shared parenting alliance between the foster parent and the birth parents. Discussions will ensue around child safety; roles of each team member; and strategies that will facilitate the development of partnerships between foster parents, birth parents, and service agencies.

*Delores J. Cain, Training Manager, Professional Development Centers*

## WORKSHOP SUMMARIES

### 24. SkillNET

During this innovative session, participants will be exposed to SkillNET from a past, present, and future perspective. Through Software demonstrations throughout the presentation participants will be introduced to the Quality Case Management tool, how to assess the SkillNET learning center, the process for reviewing online training history, registering for courses online, and submitting field training reports.

**Lance Kerwin**, *Technology Manager, Office of the Secretary Education & Training*

### 25. The Role of the Court in Children and Family Services Review

What is the relationship between the federal Children and Family Services Review audit and our dependency court system? Join this engaging discussion facilitated by the ABA Center for Children and the Law. This session will explore how judicial case processing drives the performance of court community professionals in meeting safety and permanency goals in required time frames. Gain insight on how other states have seen successes from the technical assistance offered by the ABA in striving for standards of excellence for our children and their families.

**Jennifer Renne**, *Assistant Director, ABA National Child Welfare Resource Center*

### 26. Unified Family Courts

This session will provide information regarding combining dockets of multiple cases for one family, consolidating resources, and how to offer more comprehensive decision-making opportunities.

**Judge Lynn Tepper**, *Sixth Judicial Circuit*

**Loretta Seekins**, *Unified Family Court Case Manager, Dade City Courthouse*

**Jodi Bixler**, *Legal Advocate Supervisor, Sunrise of Pasco*

**Beverly Simmons**, *Mediation Coordinator, Pasco County*

**Rosalyn Fenton**, *Clerk's Office, New Port Richey*

## WORKSHOP SUMMARIES

### 27. Visitation Issues

This session will provide an opportunity to explore bonding, attachment and parenting behaviors. Discussions will ensue around what behaviors can be altered without going to court, when and how to supervise visits, and the new legal requirements affecting visitation.

**Cindy Flachmeier**, *Director, Salvation Army Domestic Violence & Supervised Visitation*  
**Judith A. Pobjecky**, *Management Analyst III, Department of Children & Families*  
**Laura Olivo**, *Program Supervisor, Children's Home Society*  
**Robbi Nelson**, *Program Director, The Salvation Army Family Focus*  
**Ellen Paul**, *Program Coordinator, The Salvation Army Family Enrichment Center*  
**Eunice Nelson**, *Family Support & Visitation Center*

### Special Session

### 28. Welcome To My World

This session will allow participants to experience the opportunities and limitations of the roles and responsibilities of professionals involved in the dependency process. Using a case study, this experiential workshop will require participants to take on the role of another professional, while making critical decisions regarding child safety and permanence.

**Judge Scott Brownell**

## APPENDIX L

### Leadership for High Performance Seminar

#### Attendance List

Secretary Regier	Secretary
Lucy Hadi	Deputy Secretary / Operations
Jim Clark	Assistant Secretary for Programs
Steve Holmes	Acting Chief of Staff
Chuck Bates	District Administrator, District 1
Robert B. Williams	District Administrator, District 2
Ester Tibbs	District Administrator, District 3
Lynn Richard	Regional Director, Suncoast Region
Mike Murphy	District Administrator, District 8
Betsy Lewis	Acting District Administrator, District 12
Janice D Johnson	Acting District Administrator, District 13
Vern Melvin	District Administrator, District 15
Josefina Tamayo	General Counsel
Sheryl Steckler	Inspector General
David Fairbanks	Director, Mission Support & Performance
Amy Karimipour	Director, Human Resources
Bob Brooks	Director, Communications
Gladys Cherry	Program Director, Family Safety
Program	
Ken DeCerchio	Program Director, Substance Abuse Program
Celeste Putnam	Program Director, Mental Health
Program	
Susan Dickerson	Program Director, Developmental Disabilities
Sam Navarro	Program Director, Adult Services
Debby Russo	Program Director, Child Care Services
Tom Pierce	Program Director, Homelessness
Trula Motta	Program Director, Domestic Violence
Jane Criswell	Program Director, Refugee Services
A.C. Frizzell	Director, Education and Training
Eric Handler	Chief Medical Officer
Lynda Earls	Director, External Affairs

APPENDIX L

Mary Allegretti

Jennifer Prather

Greg Keller

Melissa Jacoby

Tiffany Lynn

Sidonie Squier

Cory Gerbrandt

Elwood McElhaney

Deputy District Administrator, District 10

Senior Management Analyst

District Operations Administrator

Senior Management Analyst

Senior Management Analyst

Welfare Reform Administrator

Special Assistant

Comptroller



**Florida Department of Children and Families  
Leadership for High Performance  
December 11-13, 2002**

**Wednesday, December 11, 2002**

8:30 A.M. to 5:00 P.M.

Morning

- Introductions and Welcome
- Markers of High Performance
  - *The concrete, observable characteristics of high performing organizations (this serves as a destination to achieve).*
  - **Work Session:** *Diagnostic using the characteristics of high performance*

BREAK

- Evolution of Work and High Performance
  - *A historical perspective of “leadership” in organizations, how that history has become a liability, and what we need now instead.*

LUNCH

Afternoon

- Overview of High Performance Model
- Leadership for High Performance Model: Setting Direction
  - *Establishing clear direction (or “true north”) as a basis for all decision- making and operations and engaging others toward a common direction.*
  - **Work Session:** *Engaging in a common direction.*

BREAK

- Leadership for High Performance Model: Setting Boundaries
  - *Establishing explicit boundaries for behavior, operations, and decision-making, such that the organization continuously learns and is able to respond to constantly changing conditions.*
  - **Work Session:** *Diagnostic using markers of high performance leadership philosophy.*

## APPENDIX M

- Final Thoughts, Look Ahead to Tomorrow, and Adjourn

### **Thursday, December 12, 2002**

8:30 A.M. to 5:00 P.M.

#### Morning

- Thoughts from Yesterday
- Leadership for High Performance Model: Setting Boundaries (continued)
  - **Work Session:** *Identifying and behaviorally defining core values and embedding them within the organization.*

#### BREAK

- Leadership for High Performance Model: Creating Alignment
  - *Embedding established direction and boundaries by aligning HR, IT, procurement, work processes, communications, etc.*
  - **Work Session:** *Given our Direction and Boundaries, what needs to change in HR, IT, procurement, work processes, communications, etc. to make it “real to us?”*

#### LUNCH

##### Afternoon:

- **Work Session:** What We Have Now and What’s Missing
  - *Intensive work to determine where to focus organizational energy to achieve high performance including specific areas such as realigning the Central Office to the field and building leadership capacity throughout the organization.*

#### BREAK

- Gap Analysis Debrief/Action Planning
  - *Groups report out on gap analysis to identify cross-cutting issues and engage large group in systemic analysis.*
  - *Group decision-making to identify four major focus areas to achieve high performance.*
- Final Thoughts, Look Ahead to Tomorrow, and Adjourn

### **Friday, December 13, 2002**

8:30 A.M. – 12 Noon

#### Morning:

- Thoughts from Yesterday/Leadership Competencies
- Keeping Leadership for High Performance ALIVE!
- Tools for Achieving High Performance
  - **Work Session:** *Groups identify tools and action steps in each focus area*

#### BREAK

- Debrief and summarize action steps

APPENDIX M

- Close out and Adjourn

**DCF Seminar for Leadership Staff  
Dec. 11-13, 2002**

**Subject: Leadership for High Performance  
Focus**

- Markers of High Performance
- Evolution of Work and High Performance
- Overview of High Performance Model
- Leadership for High Performance Model: Setting Boundaries
- Leadership for High Performance Model: Creating Alignment
- What We Have Now and What's Missing
- Gap Analysis Debrief/Action Planning
- Leadership Competencies
- Keeping Leadership for High Performance ALIVE!
- Tools for Achieving High Performance

*(Appendix I & J : Full Seminar Agenda; Seminar Attendance List)*

## **Community-Based Care**

### **Guiding Principles**

1. The care of dependent children and assistance to their families must be a community responsibility involving critical partners such as foster parents, the school system, the courts, law enforcement, the faith community, other community organizations and the State of Florida.
2. The system of care will be child-safety focused, family-centered, respectful of individual needs, outcome-based, and directed toward the achievement of timely permanency.
3. Families and children in the system of care will experience responsive, flexible, relationship-based services from competent staff that maintain frequent contact.
4. The system of care must be designed using an inclusive and participatory planning process. System changes will be appropriately phased-in and targeted to produce improved client outcomes through efficient resource management.
5. The local provider network is the foundation for an orderly transition of child welfare services from the public to private sector.
6. Integrity is the core value of the community-based system of care creating a sense of normalcy for children through communication and developing trust relationships with the various stakeholders in the child welfare system.
7. Relationships within and between the clients and providers of services are paramount in fostering a cooperative community voice regarding the protection of children.
8. Adequate resources will be required to address the myriad of issues in child protection and each community must participate in the mobilization of these resources from various sources.
9. Accountability will be required at all levels to assure consistent treatment utilizing outcome-based measures that are objective and data driven.
10. All stakeholders will continually be brought together with the intention of developing a common planning and implementation process of Community-Based care.

APPENDIX P

A Snapshot of Community-Based Care in Florida

CBC Networks / Lead Agency Activity

There are **five** counties where Community-Based Care Networks are providing all foster care and related services:

- **Manatee & Sarasota** (SunCoast Region) Lead Agency: Sarasota YMCA
- Pasco & Pinellas (SunCoast Region) Lead Agency: Family Continuity Program
- DeSoto (SunCoast Region) Lead Agency: Sarasota YMCA Program

---

**Seven** counties have a services contract and are in the stages of phasing-in foster care and related services to children:

- **Okaloosa, Escambia,**  
Santa Rosa, Walton (District 01) Lead Agency: Lakeview Center
- **Volusia & Flagler** (District 12) Lead Agency: Partners for Community-Based Care
- **Hillsborough** (SunCoast Region) Lead Agency: Hillsborough Kids, Inc.

---

**Thirteen** counties have start-up contracts with Community-Based Lead Agencies.

*These agencies are developing their administrative and clinical service capacity to provide foster care and related services:*

- **Palm Beach** (District 9) Lead Agency: Child and Family Connections
- **Duval** (District 4) Lead Agency: Family Support Services of N. Fl., Inc.
- **St. Lucie, Martin, Okeechobee,**  
**Indian River** (District 15) Lead Agency: United for Families, Inc.
- **Broward** (District 10) Lead Agency: Community Based Solutions, Inc.
- **Holmes, Washington, Bay, Jackson,**  
**Calhoun & Gulf** (District 2A) Lead Agency: Partnership for Families, Inc.

---

**Forty-two** counties from seven districts have released the CBC Invitation to Negotiate:

- **Brevard and Seminole** (District 7) Date of Release: March 29, 2002
- **Orange and Osceola** Date of Release: August 09, 2002
- **Alachua, Bradford, Columbia,** (District 3) Date of Release: April 5, 2002
- **Dixie, Gilchrist, Hamilton, Lafayette,**  
**Levy, Putnam, Suwannee, and Union**
- **Hardee, Highlands, and Polk** (District 14) Date of Release: May 24, 2002
- **Gadsden, Liberty, Franklin, Leon,** (District 2B) Date of Release: June 3, 2002  
Wakulla, Jefferson, Madison, Taylor
- **Charlotte, Collier, Glades,** (District 08) Date of Release: June 21, 2002  
**Hendry, Lee**
- **Citrus, Hernando, Lake,** (District 13) Date of Release: July 15, 2002  
**Marion, Sumter**
- **Miami-Dade, Monroe** (District 11) Date of Release: October 16, 2002
- **Baker, Clay, Nassau, St. Johns** (District 4) Date of Release: November 20, 2002

---

All 67 counties serve approximately 114,000 victims of child abuse, which is 100% of all the victims identified in the state based on FS report 'vict0102'

## **VALUES AND PRINCIPLES FOR THE SYSTEM OF CARE**

### **Core Values**

1. The system of care should be child-centered and family focused, with the needs of the child and family dictating the types and mix of services provided.
2. The system of care should be community-based, with the locus of services as well as the management and decision making responsibility resting at the community level.
3. The system of care should be culturally competent, with agencies, programs, and services that are responsive to the cultural, racial, and ethnic differences of the population.

### **Guiding Principles**

1. Children should have access to a comprehensive array of services that address the child's physical, emotional, social and educational needs.
2. Children should receive individualized services in accordance with the unique needs and potentials of each child and guided by an individualized service plan.
3. Children should receive services within the least restrictive, most normative environment that is clinically appropriate.
4. The families and surrogate families of children should be full participants in all aspects of the planning and delivery of services.
5. Children should receive services that are integrated, with linkages between child serving agencies and programs and mechanisms for planning, developing, and coordinating services.
6. Children should be provided with case management services or similar mechanisms to ensure that multiple services are delivered in a coordinated and therapeutic manner and that they can move through the system of services in accordance with their changing needs.
7. Early identification and intervention for children should be promoted by the system of care in order to enhance the likelihood of positive outcomes.

## Appendix Q

8. Children should be ensured smooth transitions to the adult system as they reach maturity.
9. The rights of children should be protected and effective advocacy efforts for children and youth should be promoted.
10. Children should receive services without regard to race, religion, national origin, gender, physical disability or other characteristics, and services should be sensitive and responsive to cultural differences and special needs.

(Taken from Stroul and Friedman, 1994 and expanded to all children in the service system).

## Dependency Court Liaisons

### **First Judicial Circuit**

Maureen McGill  
850.595.3725

### **Second Judicial Circuit**

Marica Hilty-Reinshuttle  
850.488.7612

### **Third Judicial Circuit**

June Byers  
850.584.2156

### **Fourth Judicial Circuit**

Debra Monkelbann  
904.630.7106

### **Fifth Judicial Circuit**

Debbie Thomas  
352.742.4221

### **Sixth Judicial Circuit**

Lois Sears  
727.464.6528

### **Seventh Judicial Circuit**

Robert Sterner  
386.248.8182

### **Eighth Judicial Circuit**

Donna Connors

### **Ninth Judicial Circuit**

Mimi Rollins  
407.836.9560

### **Ninth Judicial Circuit**

Leslie Scott  
407.343.2425

### **Tenth Judicial Circuit**

Nick Sudzina  
863.534.4690

### **Eleventh Judicial Circuit**

Sharon Abrams  
305.349.5630

### **Twelfth Judicial Circuit**

Kim Miller  
941.861.4875

### **Thirteenth Judicial Circuit**

Molly Langer  
813.225.1105

### **Fourteenth Judicial Circuit**

Carol Cozart  
850.747.5497

### **Fifteenth Judicial Circuit**

Penny Martin  
861.355.2773

### **Sixteenth Judicial Circuit**

Alexsa Corsi-Leto  
305.292.3485

### **Seventh Judicial Circuit**

Tom Genung  
954.831.6782

### **Eighteenth Judicial Circuit**

Nancy Armstrong  
407.665.5370

### **Eighteenth Judicial Circuit**

Leonard Clarke  
321.690.6823

### **Nineteenth Judicial Circuit**

Mark Goodwin  
561.462.1887

### **Twentieth Judicial Circuit**

Roxanne Hino  
239.355.2146

## APPENDIX S

### DCF - FAMILY SAFETY **Behavior Analysis Services**

The Behavior Analysis Services Family Safety Program is active in all areas of the state. Every district/region has a team comprised of one Senior Behavior Analyst and three Behavior Analysts. The program is facilitated by contracts with two universities, one private provider and a lead agency. The services provided by every team are tailored to meet individual community needs.

During the first 5 months of this fiscal year, July – November, behavior analysts statewide worked with over 2,000 clients and made more than 2,450 on-site visits to foster, adoptive and biological homes, schools, day care centers and residential facilities. Behavior analysts served 261 new children and 852 new caregivers, monthly averaging 156 open child cases and 308 open caregiver cases.

Behavior analysts provided 58 courses (580 classes) of *Parenting Tools for Positive Behavior Change* for foster parents. 336 caregivers each completed 30 hours of training. There are 17 classes currently in progress.

Behavioral assessments were provided for at least one child in each of the foster homes of parents enrolled in class. Intervention plans were developed for those children and the parents were coached on their implementation. In addition, 75 behavioral assessments were completed to facilitate the transition of children into less restrictive settings. Behavior analysts have acted as consultants for residential facilities, providing training, reviews, technical assistance and assessments as well as ongoing consultation to individual therapeutic foster homes and community providers. Behavior analysts are working with the Dept. of Children and Families to facilitate placements for children returned from runaway status.

The behavior analysts in each district/region established committees that meet monthly to provide internal oversight and monitoring of the Behavior Analysis Program services, including individual behavioral analyses and interventions. These committees provide a statewide consultation resource to all providers for children in foster care, particularly those children who display behaviors that are harmful or life threatening to self or others.

The *Tools for Positive behavior Change* curriculum was developed specifically for Florida foster parents and is a field-tested and validated curriculum. Behavior analysts worked with the Professional Development Center's (PDC) Senior Behavior Analyst to develop a continuum of 51 hours of behavior management training for caregivers, including foster parents. The course continuum consists of 6 hours, *Two Essential Tools: Helping Children Manage Their Behavior*; 15 hours, *Essential Tools: Creating a Positive Environment* course; 30 hours of classroom instruction *Tools for Positive Behavior Change: Advanced Parenting Tools* and post thirty-hour instruction. Training includes a minimum of 10 weeks of in-home follow-up and annual maintenance training/follow-up. The PDC Senior Behavior Analyst continues to promote the

## APPENDIX S

integration and integrity of behavioral services for children across programs through curriculum development and specialized training.

This project is coordinated through the office of a statewide Director of Behavior Analysis Services. The Director is responsible for ongoing collaboration with the Developmental Disabilities and Children's Mental Health programs, working towards integration and improvements of behavior analysis services.

### **History of the Behavior Analysis Services Family Safety Program**

In 2000 the Legislature established the statewide Behavior Analysis Services Family Safety Program to provide specialized behavior management training and support to caregivers of over 12,000 children in foster care in Florida. Foster children are moved often because of their challenging behaviors. The responsibility of direct care of children who have been abused and neglected is arguably the most important and difficult caregiving, and can be the most rewarding. However, behaviors of abused and neglected children, their emotions, language and actions, present continuous challenges that make caregivers feel fatigue, frustration, fear and anger. Certified Behavior Analysts provide technical assistance, training and support to caregivers. They conduct comprehensive behavior analyses for children in foster care who display dangerous and challenging behaviors or who move frequently.

Florida is recognized for the quality of both its certification program and standards of practice for behavior analysts. The Office of Family Safety established a contract with the University of Florida and the University of South Florida. The universities bring additional faculty expertise, major research resources and have graduate programs in behavior analysis. This project and these resources have attracted some of the best behavior analysts from around the country.

## Training and Education

**Training curriculum and family centered focus:** The pre-service and in-service training use a family centered perspective in each of the curricula offered. The overriding principles in the curricula address child safety, permanency and family preservation. Trainees are taught to observe and evaluate family dynamics and involve families in the effort to provide safe, stable and permanent living situations for children. Continuous assessment of the family related to child safety is also a focus emphasized in the curricula.

Continuous improvement has been incorporated in the curriculum development process. The curriculum is revised a minimum of 4 times a year to incorporate law and policy changes. Improvements or additions to the curricula occur as a result of the collaboration of workgroups convened throughout the state. The members of these workgroups consist of staff from the Department of Children and Families, Community-Based Care providers, and other subject matter experts. The most recent revision to the pre-service curriculum for new Child Protection Professionals occurred in October, 2002. In addition to legal updates, the curriculum was divided into two training tracks: Protective Investigations and Protective Services. Dividing the pre-service curriculum into two training tracks allows for more in-depth training specific to the new trainee's job position.

Specific examples of how family centered focus is incorporated into the training are as follows:

- The maltreatment courses emphasize the need to assess the entire family and analyze the family history and dynamics contributing to the occurrence of the maltreatment.
- The interviewing course teaches interviewing skills from the perspective of involving and interviewing the entire family to gather information related to the family's situation. Concepts related to family conferencing skills are utilized in the interviewing course.
- The assessment course teaches assessment from the perspective of assessing family strengths and needs and using continuous assessment throughout the life of a case. We teach the trainees to include the family in this process by asking family members what they think their strengths and needs are.
- The case planning course builds on the assessment course and teaches the trainees to utilize the strengths and needs identified through assessment in determining the tasks and outcomes necessary to write a case plan that has the greatest possibility of success in meeting the needs of the child and family. The trainees are instructed to engage the family to the fullest extent possible so that they have ownership in the process and the end results.
- The Structured Field Activities are activities done during pre-service training. These activities allow a trainee to practice skills (assessment, documentation, case planning, interpersonal, etc...) learned in the classroom on real cases while under the direction of his or her supervisor.

**Program office review of curriculum** Currently Family Safety Policy Unit coordinates review of the curriculum. General Counsel's Office reviews legal issues addressed in the curriculum.

**Tracking training:** An on-line registration and tracking system called SkillNET is the vehicle used for keeping record of an employee's training history. Last fiscal year (2001-2002) 1,593 trainees attended pre-service training. Since 1998, 5,163 people have been certified and 1,696 have been recertified.

**Measuring training outcomes:** We utilize the following to measure training outcomes:

- Formative evaluations – observing training and revising according to recommendations from the observed process, trainees, and the trainers
- Level 1 evaluation – trainees complete class evaluations

## Appendix T

- Post test – a written test given after pre-service training (Level 2 evaluation)
- Structured Field Training – during pre-service training a trainee's performance on Structured Field Activities is evaluated and feedback is given to the trainee (Level 3 evaluation)
- Field Training – after completing pre-service, trainees are accompanied in the field by Field trainers who assess and provide feedback on the trainees' demonstration of assessment, case planning, documentation and interpersonal skills (Level 3 evaluation)
- Field Based Performance Assessment – Trainee's job skills related to assessment, case planning, documentation, and interpersonal skills are evaluated on real cases (Level 3 evaluation)

**Relating training to job performance:** The Structured Field Training, Phase 2 Field Training, and Casework Practice components of the pre-service training are opportunities to evaluate and give feedback to a trainee on the application of skills learned in the classroom. The trainee, under the guidance of a Supervisor, Mentor or Field Trainer, completes structured field activities which have been specifically designed to reinforce the classroom training. After completion of the initial classroom training Field Trainers provided one-on-one field training sessions. These sessions involve accompanying the trainee into the field on the trainee's cases. The trainee receives individual coaching and immediate feedback on the application of the KSAs in casework situations. Next, the trainees attend Casework Practice sessions where Field Trainers facilitate the analysis and discussion of trainees' cases in a small group setting. Using trainees' actual cases, emphasis is placed on skills practice in decision-making, assessment, planning and interpersonal skills. The Field Based Performance Assessment is an assessment that measures a trainee's skills on a real case.

**Plans for moving to a more OJT training program:** A meeting was held in November 2002 with many program office staff and representatives with Community Based Care providers from around the state. The discussion involved efforts to revise the current pre-service training program to tie the training experience more closely to job performance. There was consensus among the participants that moving to a more On the Job Training (OJT) model of delivery would be more effective. Allowing new trainees to practice skills in a real work environment under directed supervision is the most desirable method for teaching the specialized and complex skills associated with the child protection profession.

In order for an OJT model of training to be successful, the infrastructure to support this model must be built. Supervisors and job coaches/trainers (and mentors where available) will be responsible for providing guidance and feedback for a new trainee as he or she learns and practices new skills. There was concern that current supervisor and trainer workload would adversely affect successful implementation.

**Strategies related to pre-service and in-service training of supervisors and front line staff:** There is a certification training program for front-line staff currently in place. In-service training is available for front-line staff and supervisors statewide. There is also a certification program for supervisors which requires supervisors to complete Supervisor Effectiveness Training (SET) and Quality Case Management training (QCM). SET provides a beginning set of tools and information for supervision. QCM provides supervisors with guided case management practice using job aids and checklists. Additional supervisor training is currently in development.

**Maintaining and sustaining staff through in-service:** Advanced in-services which target complex areas of practice are currently being offered statewide. Examples include Advanced Interviewing for Services which teaches services counselors communication skills that demonstrate empathy and authenticity and Advanced Sexual Abuse presented by two well-known and respected experts in the field, Dr. L. Dennison Reed and Detective Rick Cage.

## Appendix T

**Core/mandatory:** Core/mandatory training for all staff includes pre-service, Legal in-service, and Ethics in-service.

**Understanding WHY it's important to engage all families:** Training focuses on including the family and the affects on the family if they are not included in the process. This is addressed and reinforced throughout all aspects of training.

**Family Team Conferencing:** Provided throughout the state as an in-service. CEUs are given for completion of the training.

**Family Engagement:** The concept of family engagement is addressed in pre-service and in-service interviewing.

**Domestic Violence and Substance Abuse training:** Domestic Violence and Substance Abuse basics are addressed in the pre-service curriculum. There is an Advanced Domestic Violence and an Advanced Substance Abuse Course available as in-service courses.

**Love 'Em or Lose 'Em:** A conference devoted to the issue of retention held on December 3 and 4. Over 1200 supervisors attended. The principles illustrated in the book Love 'Em or Lose 'Em: Getting Good People to Stay by Beverly Kay and Sharon Jordan-Evans were presented in the form of 5 workshops. The workshop titles were: Recognition Strategies, Mentoring, Professional Development, Communication Skills, and Interpersonal Skills. An additional conference will be held in February for Operational Program Administrators (OPA) Program Operational Administrators (POA).

**Professional development training for OPAs, POAs:** Other than the conference scheduled in February, there isn't specific training targeted for these groups at this time. However, they are encouraged to attend SET, QCM, Data Analysis, and advanced in-service training.

**Number of CEUs to maintain certification:** Certification is valid for three years. Forty-eight hours of in-service instruction are required for recertification. This includes a minimum of 24 hours in child protection practice skills, 4 hours in professional ethics and conduct and 6 hours in the child protection legal system.

**Review of enhanced/additional training being performed by Sheriff Offices and CBC Lead Agencies:** These are not reviewed unless they are submitted for recertification credit approval.

**Training for more thorough child and family assessments:** Child safety and family assessment are addressed in several different modules of pre-service training from Initial Response through Case Supervision and Services.

**Training related to overcoming resistive, challenging parents and other caregivers:** The pre-service and in-service interviewing courses address overcoming resistive and challenging behaviors.

**Discuss the status of Data Analysis Training rollout:** Seven cycles have been completed with 96 specialists attending. There are about 75 specialists who still need to complete the Data Analysis Training.

**QCM Training conferences:** Conferences were held in November and December 2001. Training centers have delivered additional QCM training in conjunction with SET since then.