Community Based Care

There are five Community Based Care (CBC) lead agencies in the Northeast Region: Community Partnership for Children, Family Integrity Program, Family Support Services of North Florida, Kids First of Florida, and Partnership for Strong Families. On a quarterly basis, the Northeast Region Quality Management staff lead a joint Side-by-Side Review with the Community Based Care (CBC) lead agency Quality Assurance staff on eight cases.

Sampling Methodology

The office of Family Safety data unit provides an extract for each CBC that lists all children eligible for review by permanency goal. The extract is provided in the first week of the month preceding the beginning of a new quarter, and consists of all children who were service recipients during the defined selection period. Children are assigned to the CBC sample population based on the CBC assignment of the primary worker as of the sample date or the service recipient end date, whichever is earlier.

The Region Quality Manager is responsible for identifying and assigning eight cases for the Side-by-Side Review. The Region Quality Manager is also responsible for assigning two cases from the Side-by-Side sample for case specific interviews. The sample for each review represents a range of permanency goals. In order to achieve this, a purposive sample selection methodology is used. Each sample includes two focus children under six years of age with a goal of Maintain and Strengthen, two focus children age six or older with a goal of Maintain and Strengthen, one case with a permanency goal of reunification, one case with a permanency goal of adoption, one case involving a child with a permanency goal of guardianship or relative placement, and one case involving a child with the goal of Another planned Permanent Living Arrangement (APPLA). The reviews are conducted jointly with the CBC Quality Assurance staff. The Northeast Region Quality Manager serves as Monitor in the review, in the event the Side-by-Side Review Team is unable to reach consensus on a review finding.

The sample population must include children in open cases who were service recipients for at least one day during the selection period and were a service recipient for at least six months as of the sample date or service recipient end date, and includes children served through in-home or out-of-home care services or a combination during the period under review. The period under review begins with the first day of the 9th month prior to the beginning of the quarter in which the review is conducted. For example, if a review is conducted in July, the review period would be October 1 through June 30.
A case is discarded from the sample if any of the following apply:

- Child was already selected for review in the quarter.
- Child was reviewed in any of the prior three quarters in the fiscal year.
- A sibling of the child is included in the current sample or was reviewed in any of the prior three quarters.
- Case is open only for continued adoption subsidy payments.
- Child was placed for the entire period under review in a locked juvenile facility or commitment program.
- Child was a service recipient for less than six months as of the sample date or service recipient end date. (Note: Six consecutive months of service are not required.)

The CBC Quality Manager is responsible for identifying two of the eight cases in the Side-by-Side sample for case specific interviews. Interviews are conducted with the child, parents, other caregivers, providers, advocates and CLS Attorney as applicable to further assess service delivery, using the interview guides provided. If the feedback from the interviewees differs from the findings in the case file reviews, the discrepancy is noted on the review tool, but the rating is not changed.

### Systemic Reviews

Northeast Region Quality Management staff meet with the CBC Chief Executive Officer or designee, Circuit Administrator or designee, and the DCF CBC Contract Manager to select one of the following systemic factors for review.

1. **Statewide Information System.** Addresses how the CBC uses FSFN for case management.
2. **Case Review System.** Addresses how the CBC ensures each child has a written case plan developed during face-to-face contacts with the parents and other parties involved in the case.
3. **Quality Assurance System.** Addresses how the CBC conducts quality assurance activities to assess the quality of services delivered and ensure children in foster care are safe and healthy.
4. **Staff and Provider Training.** Addresses how the CBC develops and delivers appropriate training programs that provide staff with necessary skills and knowledge to carry out their jobs.
5. **Service Array and Resource Development.** Addresses the array of services available to meet the needs of children and families that either help children remain in their home or help children in foster care achieve permanency.
6. **Agency’s Responsiveness to the Community.** Addresses the CBCs involvement with the tribal representatives, consumers, service providers, foster parents, juvenile court, and other public and private child serving agencies.
7. **Foster and Adoptive Home Licensing, Approval and Recruitment.** Addresses the CBCs efforts to recruit potential foster and adoptive families who
reflect the ethnic and racial diversity of the community; implementing reasonable standards and assuring background checks are completed.

The systemic factor, questions, and selection of stakeholders is a team decision between the Northeast Region Quality Management and CBC and Circuit staff. Feedback is provided in the semi-annual report format or as an addendum to the report. Systemic reviews are supplemented by Quality Management staff attending community meetings within each regional circuit, e.g. dependency court, foster care redesign, and alliance meetings) to provide valuable insight into how stakeholders, CPI and CBC staff function within the community.

**Exit Conferences**

An Exit Conference is conducted on Friday of the Side-by-Side Review week, using the Windows Into Practice framework. The CBC will be asked to invite agency leadership, case management supervisors and case managers to participate in the Exit Conference.

**Quality Assurance Review Schedule**

See attached calendar for CBC Quality Assurance reviews scheduled for Fiscal Year 2010/2011.

**Child Protective Investigations**

The key components of the Northeast Region’s Child Protective Investigations (CPI) Quality Management Plan include:

- Semi-Annual Quality Assurance Reviews
- Semi-Annual Discretionary Quality Assurance Reviews Focused on qualitative supervisory reviews
- Stakeholder Survey conducted annually
- Duplicate/No Jurisdiction Reviews (small sample added to the Semi-Annual and Discretionary Reviews)
- Special Quality Assurance Reviews Focused on a Case Specific or Practice concerns
- Child Death Reviews

**CPI Supervisory Qualitative Discussions**

CPI Supervisors are required to review investigations 72 hours after an initial assessment regarding child safety is completed by the CPI, and every 30 days thereafter. The statewide Quality Assurance Model requires an additional supervisory qualitative review on three randomly selected cases per CPI each calendar month through a facilitated discussion of critical and qualitative aspects of the investigation.
The CPI Supervisor is required to assess documentation in the following areas:

- All prior reports to the Hotline and outcomes
- Intake summary and allegations
- Household composition and frequent visitors
- Interview notes of child and family members
- Use of collateral contacts in assessing the family
- Assessment of criminal background checks
- Referrals to Child Protection Team and law enforcement, as required
- Completeness of Child Safety Assessment
- Consultation with Children’s Legal Services (CLS) as appropriate
- Referral for behavioral health assessment, as required

The Supervisory Discussion Guide and process facilitates a qualitative focus and discussion between the CPI Supervisor and CPI by addressing the following questions:

- What is the CPI’s thought process during the assessment?
- Is the investigative plan appropriate given the alleged maltreatments and findings?
- Are service needs appropriately identified?
- Is the investigation on track to ensure the alleged maltreatments are thoroughly addressed?
- Is additional investigative activity needed to ensure quality?

Minimally, each CPI Supervisor in Circuits 3, 7, and 8 will conduct a qualitative discussion/review on three investigations per CPI per month, and document the supervisory discussion/review in the Florida Safe Families Network (FSFN), and the basic content of the discussion and any follow up action required.

**Circuit 4 Mentoring and Modeling Pilot:**

Circuit 4 was approved to pilot a different approach to Mentoring and Modeling Quality, which requires the CPI Supervisor to conduct three qualitative discussions per month with probationary CPIs, and to implement the following:

- Conduct a training monthly beginning June 1, 2010 and ending on November 30, 2010 using the training material provided by Quality Management focused on areas in need of improvement, e.g., documenting specific and relevant observations, ensuring follow through on supervisory guidance and direction, etc.
- Require Quality Management Operations Review Specialists and Second Party Reviewers to conduct follow-up electronic file monitoring on a small sample of investigations the CPI Supervisor approved for closure with a focus on the training module(s) completed.
- Summarize and disseminate the data from the electronic file monitoring to determine if the pilot is positively impacting performance and outcomes.
Northeast Region Quality Management Plan for Fiscal Year 2010-2011

CPI Semi-Annual Quality Assurance Reviews

Region Quality Management staff will conduct CPI Semi-Annual Reviews in each circuit, with the initial review conducted between July 1, 2010 and December 31, 2010, and the second review conducted between January 1, 2011 and June 30, 2011. See attached 2010/2011 Quality Management Review Schedule.

The quality assurance review is conducted using the Department approved CPI Quality of Practice Standards and Interpretive Guidelines. The review tool contains 37 review elements. The initial 28 review elements are assessed for each investigation in the sample, and the final 9 review elements are assessed for each investigation involving a removal episode. The reviewer is responsible for determining if the review element was fully Achieved (9), Substantially Achieved (7), or Partially Achieved (5), or Not Achieved (0). A score of 7 is assigned if the reviewer determines the deficiency or omission did not negatively impact the CPI’s assessment of child safety or ongoing risk, and/or negatively impact the disposition of the investigation. A score of 5 is assigned when the deficiencies or omissions negatively impacted the CPI’s assessment of child safety or ongoing risk, and/or the disposition of the investigation.

The Semi-Annual Quality Assurance Review Report arrays the data and provides an analysis of each of the 36 review elements. The report also addresses any ongoing circuit performance improvement initiatives warranted.

Additionally, each review sample includes a sample of reports closed as “duplicate” or “no jurisdiction,” to ensure decision-making remains consistent with Florida law, Administrative Code, and Department policies and procedures. The review findings for “duplicate” and “no jurisdiction” reports are summarized separate from the semi-annual report and disseminated to each circuit.

Sampling Methodology

Each review is conducted by circuit on 50% of a 90/10 sample, with the total sample totaling approximately 120 investigation files for each CPI Semi-Annual Review. The sample is generated using the FSFN Child Investigations and Special Conditions Report District daily report. The sample list is forwarded to each circuit 30 days prior to the beginning of the onsite review. The samples extracted based on the reports closed during a two calendar month period prior to the date the list is generated. For example, if the review date is July 15, the sample is generated on or around June 15 with a sampled population of investigations closed in April and May. The circuits are responsible for locating and forwarding the investigation files and background check results to the designated Quality Management circuit liaison. The Region Quality Management staff are responsible for conducting a prior and subsequent history of investigations in advance of completing the case file review.
The sampling methodology is based on the 90% confidence level and a 10% confidence interval formula, and provides the region with a 90% confidence level the findings accurately reflect the total population. One-half of the 90/10 sample is used for each CPI Semi-Annual Review (approximately 30 to 35 investigations per circuit twice annually). Given that 7% of the investigations result in a removal, each sample includes three or four removal/shelter cases for review. The sample excludes No Jurisdiction, Duplicate, and Special Conditions reports, and is consistent with the percent of investigations handled judicially and non-judicially, and the percent of investigations handled by each unit within the circuit. The methodology used to reach the random sample is explained in the final quality assurance review report.

### Stakeholder Surveys

Stakeholder surveys are completed annually for each CPI Semi-Annual Review, using the approved statewide CPI Stakeholder Survey format. Circuit Administration provided input on the individuals and agencies to be surveyed, but the participants surveyed include at a minimum key Department and community partners, e.g., CLS, Child Protection Team, CBC lead agency, dependency court judges, law enforcement, domestic violence service providers, and diversion and early intervention service providers.

The CPI Stakeholder Survey allows participants to respond to seven general questions in Part I. Part II contains six questions specifically asked of judges, and CLS staff. Part III contains six questions asked of the CBC lead agency and other service providers, and Part IV contains three questions for the Child Protection Team. Part V includes four questions that solicit input on the community resources needed, and innovative approaches within the circuit. The participant is required to respond with Disagree, Strongly Disagree, Somewhat Agree, Agree, and Not Applicable. Not Applicable responses are not factored into the overall rating.

The survey results are summarized in one of the semi-annual review reports, and the preliminary results are shared with the circuit at the time the Exit Conference is held.

### CPI Discretionary Quality Assurance Reviews

CPI Discretionary Quality Assurance Reviews are conducted in the quarter a CPI Semi-Annual Quality Assurance Review is not scheduled. The initial Discretionary Review is conducted between July 1, 2010 and December 31, 2010, and the subsequent review is conducted between January 1, 2011 and June 30, 2011. Both will focus on the qualitative supervisory discussions, through observation and/or completion of a review tool aligned with the requirements of mentoring and modeling quality.
Quality Assurance Review Schedule

See attached calendar for CPI Quality Assurance reviews scheduled for Fiscal Year 2010/2011.

Exit Conferences

An Exit Conference is conducted within 30 days of completing the case file reviews in each circuit following completion and analysis of the CPI Semi-Annual Quality Assurance and Discretionary reviews.

Process for Challenging Review Findings

Immediately following the Exit Conference, the completed review tools are electronically transmitted to each CPI Operations Manager for distribution. Each circuit is given five workdays to complete a review of the tools and submit any concerns, questions or alternative viewpoints regarding the review findings, using the CPI Quality Assurance Feedback form. Once received, a final written response is documented and forwarded to the Circuit CPI Operations Manager.

Requests for Action

Child Safety Request for Action
A Child Safety Request for Action Form may be generated during the course of conducting a CPI Semi-Annual or Discretionary Quality Assurance Review, if the reviewer concludes the child is in imminent danger and action is needed.

Administrative Request for Action
An Administrative Request for Action may be generated during the course of conducting a CPI Semi-Annual or Discretionary Quality Assurance Review, if the reviewer concludes the concern impacts on the overall quality of performance and may indicate systems-wide issues needing resolution, e.g., failure to link all investigations, etc.

Other concerns that do not rise to the level of a child safety or administrative concern are documented on the individual case review tool and provided to operations staff for follow up.

Region Quality Management Staff Responsibilities Regarding Requests for Action:
1.) Region Quality Management staff responsible for the case record review will document Child Safety or Administrative concerns using the Request for Action Form. The information is documented in an objective and factual manner, and sufficiently complete to guide and direct the necessary follow-up.
2.) Completed Requests for Action are submitted to the Region Quality Manager for review, approval, and transmission to the CPI Program Manager for review and follow-up.
3.) Child Safety Requests for Action documenting unresolved concerns about a child’s safety is completed on the same day identified when possible and no later than the following workday. Administrative Requests for Action that are not urgent may be documented at the time the individual case record review is completed.

Lead Reviewer’s Responsibilities Regarding Requests for Action:
1) Enter the Request for Action on the Request for Action Log, and before closing out ensure the following information is documented: Type of Request for Action, Date and Time Received, Name of Reviewer, Case Name, Brief Description of Presenting Issue, Date and Time Forwarded to Designated Liaison, Response Due Date, Response Received Date, Brief Description of Resolution, and Date Closed.
2) Track the timely receipt of responses to Requests for Action.
3) Review the responses to Requests for Action to ensure they are responsive to the presenting concerns.
4) Schedule and chair the Child Safety Staffing on the same workday when possible, but no later than the following workday when the risk to child safety is assessed to be high, the response to the Child Safety Request for Action does not resolve the presenting concerns to the satisfaction of all parties, or additional planning and coordination is needed.
5) Schedule and chair the formal staffing within five workdays when the risk to child safety is low and the response to the Child Safety Request for Action does not resolve the presenting issue to the satisfaction of all parties or additional planning and coordination is warranted.
6) Ensure staffing participants are notified and include minimally: assigned reviewer, designated lead Operations Review Specialist, Northeast Region Quality Manager, Northeast Region Program Administrator, or designee, CBC Quality Manager, and designated CBC or department representatives with knowledge of or supervisory oversight for the case if the case is active to ongoing services.
7) Ensure the staffing is documented and at a minimum reflects the participants, discussion and agreed upon follow-up actions noted and tracked to completion.

Region Quality Manager’s Responsibilities Regarding Requests for Action:
1) Review completed Requests for Action to ensure each request is accurate and complete and the recommendations are specific and appropriate.
2) Assign the response due date based on the presenting concerns.

**Reporting**

The region provides review information consistent with the statewide reporting format, with additional detail added as needed or requested by the Northeast
Region. The review findings are summarized in individual circuit reports documenting findings, data analysis, and recommendations for quality improvement.

### Child Death Reviews

Region Quality Management staff are responsible for conducting ongoing reviews of child deaths. Each child death investigation is assessed and documented through a Limited or Comprehensive review process.

Following receipt of child death notification, the Northeast Region DCF Child Fatality Prevention Specialist (CFPS) is responsible for checking the prior history and determining if the family of the deceased child has an active case management services or family preservation services case, or had a case management services or family preservation case closed within six months of the child's death.

Following receipt of the child death notification, the CFPS will contact the CLS Managing Attorney to determine if CLS was involved in staffing the family's case for legal sufficiency or is involved in a current dependency action or a dependency action that occurred within six months of the child’s death. If yes, the CLS Managing Attorney is notified and invited to participate in the Death Review Informational Review once scheduled.

The Child Death Informational Review is conducted within 30 to 45 days of the child death notification and is summarized in writing by the CFPS and forwarded electronically to all Informational Review participants. The purpose of the review is to conduct a thorough internal review of the circumstances surrounding the child’s death, prior investigations in the context of the current investigation, and the status of the current investigation. Concerns related to the prior or current investigations are identified and agreement reached by the review participants on the actions to be completed prior to the investigation being approved for closure. Additionally, preliminary findings may be discussed based on the evidence gathered to date.

The CPI assigned to the child death investigation is responsible for copying and pasting documentation regarding the Informational Review, including the participants and agreed upon follow up actions, in the Florida Safe Families Network (FSFN).

If the Community Based Care (CBC) lead agency has an active case management or family preservation services case or closed case management or family preservation services case within six months of the child’s death, CBC Quality Management is responsible for providing a quality assurance review within three weeks of the reported child death that addresses the quality of assessment, family engagement, case planning, service provision, and supervisory oversight.
If the electronic investigation file(s) was closed within six months of the child’s death and the CFPS determines the file lacks confirmation of critical information regarding service identification, service engagement, or service outcome, the CPI Operations Manager, or designee, is responsible for pulling the prior hard copy file(s) and reviewing specifically for this information, and forwarding the information to the CFPS within three weeks of the reported child death.

The completed comprehensive child death review report is widely disseminated to Circuit Management, CBC Management (current or prior service cases), and CLS Management to ensure all have the benefit of the final case review and circuit specific findings and/or recommendations.

Northeast Region DCF Quality Management maintains responsibility for ensuring follow through on all circuit specific recommendations.

Participants in the Information Review are determined collaboratively by the CFPS and involved CPI staff. Information Review participants at a minimum will include: CPI Operations Program Administrator (OPA) or Program Operations Administrator (POA), CPI Supervisor, and the assigned CPI. Additionally, the CLS Managing Attorney, and CPI staff in training may also attend. Community Based Care (CBC) case management staff, law enforcement personnel or other community participants directly involved in the investigation of the child death may also attend the review.

Prior to the Information Review, the CFPS is responsible for documenting the background information on the Information Review form. Following the Information Review, the information discussed and agreed upon follow-up actions are noted and forwarded to the participants.

The CFPS is responsible for conducting a final review of the child death investigation prior to case closure to ensure the investigation is thoroughly documented, data is entered for all required FSFN fields, and the investigative findings are consistent with the evidence gathered.

Limited reports are assigned as workload permits to all of the Operations Review Specialists, and submitted for final review and approval to the CFPS and Northeast Region Quality Manager. Once approved, the entire content of the report is copied and pasted into the Department’s Incident Reporting System.

Comprehensive reports are also assigned, as workload permits, to all of the Operations Review Specialists, and submitted for final review and approval to the CFPS, Northeast Region Quality Manager and Program Administrator. Prior to finalizing the report, the Circuit Administrator, CPI Operations Manager, CBC Management staff, and CLS are given an opportunity to review the draft report and surface any issues that require further clarification or revision. Statewide systemic recommendations, as well as circuit specific recommendations are included when appropriate.
Information regarding the Northeast Region’s child deaths is documented in the statewide Child Death Access Database that allows for easy retrieval of critical data.

**Quality Management Training**

Northeast Region Quality Management staff participate in the ongoing training of CPI staff to ensure they have a working knowledge of the 37 quality review elements applied in the CPI Semi-Annual and Discretionary Quality Assurance reviews. Currently, Quality Management staff train CPI staff in the quality review elements, determining eligibility for Temporary Assistance to Needy Families (TANF), child death review process, and mentoring and modeling quality through supervisory qualitative discussions.

**Ongoing Quality Improvement Activities**

**Circuits 3/8**

**Training and Professional Development Plan**

Purpose: Ensure all Family Safety staff have the training, skills and access to current trends in the field. The training plan for fiscal year 2010/2011 will provide a wide variety of training opportunities through the year to the CPIs and CPI Supervisors. All staff provided an opportunity to develop a professional development plan. Additionally, a Retention Plan will be piloted in Alachua and Columbia counties.

Frequency: Ongoing.

Participants: CPIs, CPI Supervisors, OMCs, and OPAs

**Field Based Training and Technical Assistance**

Purpose: Provide dedicated trainers/mentors to work with CPIs and provide ongoing technical assistance and training regarding investigative and case management techniques.

Frequency: Daily or as needed for identified CPIs

Participants: Trainers/mentors work one-on-one with all CPIs on a rotating basis.

**Quality Assurance Case Review Tool**

Purpose: Involve CPI Supervisors in an ongoing review of completed investigations using a reduced review tool focused on opportunities for improvement. CPIs also use the tool to self-check an investigation submitted for closure to ensure thorough and completed. OPA also randomly check cases using the review tool.

Frequency: Daily on all cases reviewed. The OPA randomly checks cases monthly.

Participants: CPIs, CPI supervisors, and OPA
Joint Case Review
Purpose: To achieve improved accuracy in the use of the QA Case Review Tool.
Frequency: Monthly at OPA/Supervisor meetings
Participants: CPI Supervisors break into teams of two and read the same case, complete the review tool and compare results.

Supervisor Field Based Reviews
Purpose: Monitor CPI field performance, reinforce good practice and provide direction and technical assistance regarding opportunities for improvement.
Frequency: CPI Supervisors accompany each CPI in the field monthly.
Participants: CPIs and CPI Supervisors

Caseload Review and Management
Purpose: Achieve workload standard of no more than 12 new reports per month and ensure equitable distribution of workload
Frequency: CPI supervisors review and discuss caseloads with CPIs during monthly one-on-one supervision. CPI Supervisors report and discuss caseload distribution weekly/monthly with OPA. OPAs report and discuss caseload distribution with Operations Manager monthly.
Participants: CPIs, CPI Supervisors, OPAs and Operations Managers

FSFN Training and Technical Assistance
Purpose: Improve CPI's and CPI Supervisor's knowledge and use of FSFN.
Frequency: Quarterly refresher training prepared by Operations Management Consultants (OMC) offered online. Conduct a monthly review of FSFN issues at OPA/CPI Supervisor meetings by milestone experts and OMCs.
Participants: CPIs, CPI Supervisors, OMCs and OPAs

Daily Report
Purpose: Monitor and ensure casework timeframes are achieved through the use of a tool to review casework milestones and direct corrective action.
Frequency: Published twice per day
Participants: CPIs, CPI Supervisors, OPAs, Word Processing Systems Operators, and Operations Managers

High Risk Reviews
Purpose: Ensure all possible actions are taken to ensure the safety of children in high-risk cases.
Frequency: Weekly
Participants: CPIs, CPI Supervisors, OPAs, Operations Managers, Circuit Administrator, and CLS Attorneys

Quarterly Performance Reviews
Purpose: Provide an opportunity to share best practices, develop strategies to address performance gaps, and strengthen the team. The Data Specialist
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provides a presentation on current performance data and the unit staff identify topics for discussion.
Frequency: Quarterly
Participants: Circuit Administrator, Operations Manager, and Northeast Region Program Office staff

Solution Based Care
Purpose: Ensure a Family Centered Approach to investigations and Special Conditions referrals. Documentation demonstrates the use of Solution-Based Casework, including Family and Individual Level Plans. CPIs use a structured not to capture their interventions.
Frequency: All investigations and all Special Conditions referrals
Participants: CPIs, CPI Supervisors, OPAs

Strategic Decision Making
Purpose: Ensure the assessment of risk factors using a Structured Decision Making (SDM) Tool (an actuarial risk assessment). The tool assists the CPI in quantifying the risk to the child based on the child’s age and characteristics, prior history, and substance abuse and/or mental health problems. The tool enables the CPI to assess risk versus safety, and is shared with the services team at the time of case transfer. Once the in-home case is transferred to the service unit, a follow up risk assessment is conducted three months after the initial assessment is completed. For out-of-home care cases the SDM Tool is completed at the time of the two, four, and seven month case staffings, and whenever reunification is considered or the goal of reunification is changed.
Frequency: Ongoing
Participants: CPIs, CPI Supervisors

Decision Team Meetings
Purpose: Ensure a multidisciplinary review when removal is likely, to determine if there are interventions that would allow the child to safely remain in the home. A Master’s level clinician serves as the Decision Team Coordinator in Alachua County and in Circuit 3 as the workload allows. In other instances, a CPI Supervisor, OMC II or OPA chairs these meetings.
Frequency: As needed
Participants: CLS attorney, CPI, CPI Supervisor, Operations Program Administrator, and the Operations Management Consultants, and when appropriate, the Family Care Counselors (FCCs), FCC Supervisors, a Child Protection Team Coordinator, a representative from the area domestic violence shelter, substance abuse and mental health providers, and in-home service providers.

Early Engagement Non-Judicial In-Home Services
Purpose: Ensure early engagement with families in crisis and in need of immediate services. Circuits 3 and 8 implemented the Early Engagement process for families served through non-judicial in-home services. The CPI and
FCC complete a joint in-home contact the same day, and service referrals are completed within 24 hours. The identified service provider begins working with the family prior to the case transfer staffing.

**Continuous Quality Improvement (CQI) Committee - Early Engagement**

Purpose: Ensure compliance with the key components of Foster Care Redesign through a monthly review of some investigations and service cases, and monitory FSFN demographic data to ensure accuracy in reflecting the race, ethnicity, and home address of all subjects. Review findings are documented on a CQI Checklist.

Frequency: CQI Committee convenes monthly.

Participants: CBC and Case Management staff, Circuit Administration, CPI staff, and Quality Management staff.

**Substance Abuse and Mental Health (SAMH) and Domestic Violence (DV) Committee**

Purpose: Develop in-depth substance abuse and domestic violence training opportunities for CBC and CPI staff, monitor outcomes on direct file cases served through the Dependency Drug Court Program; explore barriers that impede service provision or communication between the teams providing services to children and families; and monitor the use of the Lethality Assessment for Circuit 8 domestic violence cases and the processes used to effectively engage families with needed services through a coordinated community response. An SAMH Protocol for Early Engagement was developed to ensure staffs’ understanding of the process and provide frontline staff the information needed to understand SAMH intervention during Early Engagement. Domestic violence and substance abuse training opportunities are ongoing for staff throughout Circuits 3 and 8. SAMH and DV Subject Matter Experts attend all High Risk staffings.

Frequency: Ongoing

**Circuit 4**

**Quality Improvement Team - Weekend/Staggered Hours**

Purpose: Stabilize CPI staff through the provision of alternative work hours.

Frequency: Monthly

Participants: CPI Program Administrators (PAs), CPI Specialist, and other staff as needed.

**Quality Improvement Team - Case Equalization in Duval County**

Purpose: To improve process for assignment of investigations

Frequency: Monthly

Participants: PAs, CPI Supervisors, CPIs, Circuit Data Specialist, Case Assignment Supervisor and Quality Performance Team.

Note: The recommended changes implemented are working well. The last phase involved implementing a flex schedule for unit staff, to balance the need for coverage with staff time adjustment needs. Flex scheduling was implemented in
April 2010. Four unit work a four day, 10 hour work week, with two units covering Monday through Thursday, and two units working Tuesday through Friday.

**Quality Improvement Team - Closure Letters**  
**Purpose:** In response to client surveys, improve communication and performance through ensuring closure letters are provided for each closed investigation.  
**Frequency:** Quarterly  
**Participants:** CPI Supervisors, CPI Specialist, and CPIs

**Quality Improvement Team - Reopening Supervision Cases**  
**Purpose:** To improve the timeliness of reopening a closed supervision case.  
**Frequency:** Monthly  
**Participants:** CPIs, PAs, CLS Managing Attorney, CPI Specialist, and CBC Representative

**Collaboration with the Domestic Violence Program Office.**  
**Purpose:** Headquarters contract with Domestic Violence expert, David Mandel, to provide training and consultation over the next six months. A CPI in each unit was selected to participate in the training and serve as a Domestic Violence Subject Matter Expert. Additionally, a region-wide community meeting was held with the CPI Supervisors, PAs, and the Operations Manager, to conduct a needs assessment with CPI and Diversion staff.

**Increased collaboration with Hubbard House, the Duval County Domestic Violence Shelter.**  
Co-located a Domestic Violence Advocate with the Duval County CPI staff to strengthen the working relationship and provide a variety of outreach services, including weekly support groups for shared clients.

**Family Intervention Specialist Program**  
Co-located a Family Intervention Specialist in each of the Circuit 4 counties to ensure better communication and collaboration on cases involving substance abuse.

**Increased Collaboration in Prevention Efforts**  
Co-located five CBC Prevention staff (1 coordinator, 1 support staff, and 3 Resource Specialists) with the Duval County CPI staff to ensure an immediate response to requests for referrals for community resources and coordination of services.

**Foster Care Redesign Training**  
A CPI PA conducts on-going training on the Foster Care Redesign during the pre-service training curriculum.

**PRISM Training**  
In the spring of 2010, all Circuit 4 CPI and CBC staff attended PRISM Training with the goal of “seeing families through a different lens.” This course was
developed in collaboration with Casey Family Programs to further Family Centered Practice throughout our child welfare system. The course enables participants to describe key demographic drivers and corresponding symptoms that bring children into the child welfare system; increase their understanding of the context in which clients live from a strength-based and healing perspective; and strengthen their clinical/direct service skill when interacting and supporting children, birth parents, foster parents, and their fellow case workers.

**Phase 2 – Foster Care Redesign**
Phase 2 was launched in the spring of 2010, and includes the following initiatives: a Removal Team; Neighbor to Family Program; Comprehensive Medical/Dental Process; Fatherhood Engagement and Comprehensive System of Care. The Removal Team will be implemented July 1, 2010, and will include a therapist.

**Duval County Institutional Unit:** Specialized unit established to ensure consistency in the investigation of institutional reports and improve communication and collaboration with the foster care and childcare licensing staff. The unit is co-located with both licensing units to facilitate joint investigations on all institutional reports.

**Duval County Death/Critical Injury Unit:** Specialized unit established to ensure consistency in the investigation of critical injury and child death cases in Duval County and enhance the working relationships with the Jacksonville Sheriff’s Office (JSO), Child Protection Team (CPT), State Attorney’s Office (SAO) and others. The specialized unit provides opportunities for specialization and expertise in investigating critical injuries related to asphyxiation, inflicted burns, bone fracture, failure to thrive/malnutrition, and internal injuries, and death due to abuse or neglect. Child Protection Team Medical Director, Dr. McIntosh provides specialized training to the unit staff.

**An Integrated Practice Team (IPT):** Established to ensure child safety issues are consistently addressed and CPIs are provided needed support in decision making. This multi-disciplinary team includes representatives from the fields of domestic violence, mental health, housing, substance abuse, health/nurse, education, ACCESS, Social Work (Masters level position), CLS, family advocacy, and other agencies as needed. The IPT members share their expertise through staffing cases with CPIs, Family Services Counselors, prevention staff and supervisors to assist in the development of an individualized, comprehensive family services plan that will allow children to safely remain in their own homes.

**The Family Assessment Support Team (FAST):** Established for cases that may or may not meet the legal standard for a dependency action, when the CPI and CPI Supervisor believe FAST services are appropriate and will allow children to be safely maintained in the home. Parents consent to services and supervision, and understand court action may be pursued if the family fails to
cooperate with the in-home services case plan. If the family is noncompliant, and
the risks are not ameliorated, a multidisciplinary staffing is held with the FAST
Case Manager and Supervisor, CPI, CPI Supervisor, PA, and CLS attorney to
determine an appropriate course of action.

Co-Location of CBC and CPI Staff
To improve and promote collaboration among programs and agencies, several
units are co-located. The Institutional unit is co-located with the Foster Care and
Child Care Licensing programs. The Sexual Abuse unit is co-located with Jewish
Family and Community Services; the identified CBC working all sexual abuse
cases. Three CBC (FAST) units are co-locating with Duval CPIs. on August 20th.

High Risk Reviews: Weekly staffings and risk resolution through staffing
investigations that meet red flag criteria. The participants include CPIs, CPI
Supervisors, and PAs. As needed, the Operations Manager, CLS Attorney, CPT
and CBC staff attend.

CPT Protocol: Implemented in January 2009, and updated in May 2010 to
include multidisciplinary staffings as directed by Central Office. The Protocol was
signed by representatives of DCF, CLS, FSSNF, KFF, CPT, CMS and GAL.

Daily Meetings with CPI and CPI Supervisor
Purpose: Review daily reports and conduct individual conferences with staff to
review performance.
Frequency: Daily

Monthly and Quarterly Performance Reviews
Performance reviews held monthly in each area of the circuit. Quarterly
meetings are held with the entire circuit for the purpose of performance review
and team building through recognizing the top performing CPI Supervisor, CPI,
and CPI Unit. Quality awards are given for demonstrating Family Centered
Practice, a Sense of Urgency, Quality Casework, and Teamwork.

Disproportionality Quality Improvement (CPI and CBC) Team
Purpose: Reduce disproportionality of race/ethnicity in CPI removal decisions
and admissions to out-of-home care. The team was facilitated by Bruce Berger
using the Quality Improvement and Control (QIC) Story model. The team
identified potential root causes and developed several counter measures for
circuit implementation. The team presented the results to Northeast Region
Leadership and the circuit is in the process of implementing the team’s
recommendations.

Note: Additional domestic violence training with David Mandel and Associates is
ongoing. The Operations Manager requested specific one-on-one coaching with
the CPI Supervisors. After discussion with David Mandel, he developed a
curriculum to observe each supervisor individually in a “Mentoring and Modeling”
session. In March 2010, David Mandel coached eight supervisors, and plans to coach the remaining supervisors in August 2010. CPI Supervisor feedback was extremely positive. Additional Subject Matter Experts, including CPI, STEPS Case Managers and CMO Case Managers will be trained in September 2010.

**Circuit 7**

**Field Based Training and Technical Assistance**
Purpose: Dedicate mentors to provide training and technical assistance to new CPI staff.
Frequency: Mentor during pre-service "field" training days and during the first year of employment until certified.
Participants: Level 2 CPIs and new CPIs. The University of South Florida (USF) provides the level 2 CPIs specific training on mentoring prior to being assigned a mentor.

**Daily Report to Monitor Compliance with Timeframes**
Purpose: Provide easy access to daily data to manage unit performance.
Frequency: Daily
Participants: All CPI Supervisors are provided training on accessing the daily report to ensure effective management and compliance with timeframes. CPI Supervisors are responsible for training the CPI staff in their respective units.

**High Risk Reviews**
Purpose: Ensure timely staffing and risk resolution through staffing investigations that meet the high-risk criteria.
Frequency: Daily
Participants: CPIs, CPI Supervisors and POAs.
Note: Action steps were established and include: timely notification of circuit leadership, identification of key tasks to be completed to mitigate ongoing risk, staffing with service providers to assess progress, and consistent and timely follow up until the concerns are sufficiently resolved.

**Partnering for Better Outcomes**
Purpose: Improve performance in meeting the Federal requirement of Well Child Check-ups within 72 hours of removal.
Frequency: Ongoing.
Participants: Department and Dr. Malcolm
Note: Dr. Malcolm agreed to provide well child check-ups to Volusia County children in a removal episode. The partnership provides an additional resource for timely health screenings on both the East and West sides of Volusia County.

**Post-Service Training**
Purpose: Provide recently hired and seasoned CPIs with job specific, back to basics training.
Frequency: Occurs following completion of pre-service training.
Participants: Recently hired and seasoned CPIs, CPI supervisors, Access staff, Quality Assurance staff, CLS, PDC Trainers, Community Based Care provider staff, and community providers.

Community Training
Purpose: Provide community partners training on DCF related topics such identifying signs of abuse and neglect, mandatory reporting, etc.
Frequency: As needed or requested.
Participants: Family Safety staff, CPI supervisors, Family Services Specialist, law enforcement, school employees, community members, and service providers.

Critical Case Reviews
Purpose: Ensure timely review and risk resolution through staffing investigations that meet critical case criteria.
Frequency: Weekly with a team comprised of CPI, CPI Supervisor, POA, community service providers, and ACCESS, SAMH, CLS, Community Based Care staff.
Participants: CPI, CPI Supervisor, POA, community service providers, CLS, Access, and SAMH staff.

Foster Care Redesign
Purpose: Reduce foster care by 50% by 2012, improve the quality of foster care, implement a family centered approach to investigations and case management services, and develop family preservation services to support families in safely remaining together.
Frequency: Daily.
Participants: CPIs, CPI Supervisors, POAs, community service providers, CLS, Access, and SAMH staff.

Safer Sooner Project
Purpose: Improve the quality of child abuse investigations and supervisory guidance.
Frequency: Daily.
Participants: CPIs, CPI Supervisors, POAs, and Family Safety Program Office staff.
Note: All CPI Supervisors were surveyed, and an action plan is being developed.