COMMUNITY BASED CARE LEAD AGENCY

Contract Monitoring

System of Care Monitoring

On-Site Monitoring Standards

Contents

5.1 LEADERSHIP AND GOVERNANCE

Elements of Review	GOALS
Mission/Vision/Values	▪ Mission, Vision, Values are closely aligned with those of DCF. They are communicated and reinforced to employees and subcontracted providers. Employees and subcontracted provider employees can apply the concepts to their work.
Resource Management	▪ The CBC has developed additional financial (includes grants) and operational resources to build greater capacity for the system of care now and in the future. The relationship between fiscal and performance is managed.
Evaluation of CBC Leadership	▪ The Board has a structured method of evaluating the CBC CEO's performance and does so at least annually. The evaluation method is based on quality and performance results.
Risk Management	▪ The senior leaders have a process for identifying, analyzing, and mitigating risks such as lawsuits, financial liability or critical incidents which includes tracking success of mitigation strategies.
Board Activities	▪ The Board of Directors is involved with managing risk threats and improving performance in key areas. The board is informed regarding quality of case management services.
Leadership Development	▪ There is a culture of leadership development which is consistent, multi-layered and includes succession planning.

Mission/Vision/Values

CBC is expected to align their mission/vision/values with the department's Mission, Vision and Values either through direct leadership, management and supervision or by setting the same expectations of contracted providers.

Sources	Elements to Consider
Leadership Roundtable • Discuss the CBC's mission, vision and values and how you ensure communication and reinforcement of the mission, vision, and values to employees and subcontractors. **Manager Interviews** • Guidance from your level has significant impact on the success of organizations. Please discuss your communication and reinforcement of the mission, vision, and values within your organization. **Case Manager Supervisor Interviews** • Please discuss your communication and reinforcement of the mission, vision, and values within your unit. **Case Manager Interviews** • How does your day-to-day work relate to your agency's mission/vision and values**?** Other possible sources: • Verify alignment of M/V/V on CBC Website • Accreditation Report • BOD minutes or documents	▪ Are CBC's M/V/V aligned with Department's? ▪ How are the M/V/V cascaded to employees including subcontracted providers? ▪ In interviews with employees, are the M/V/V clearly integrated in the day to day work? ▪ How is application of M/V/V monitored and reinforced? ▪ All employees in the system (CBC's direct employees and subcontracted providers) should be able to explain how M/V/V applies to their work. **NOTE: There is not an expectation that employees will be able to quote the M/V/V.** Typically, the M/V/V will be apparent through the interview process however, if not openly discussed the COU team can ask directly about the integration.

Resource Management

CBC is expected to develop resources beyond funding from DCF which could be financial or operational resources. The CBC is expected to understand and manage the relationship between fiscal management and performance. If funding is used for paid media CBC should be able to describe success and how analysis was completed.

Sources	Elements to Consider

Leadership Roundtable
 	
• Discuss the CBC's approach to resource management and how the relationship between fiscal and operations is managed.
 	
BOD Interviews
 	
• What information does BOD review and how are they involved in making financial and performance decisions?
• Does CBC and BOD analyze placement information as it relates to the budget?
 	
Other possible sources:
 	
   • Prep Meeting
   • DCF's Comprehensive Multi-Year Review of Revenues, Expenses and Financial Report
   • DCF's Quarterly CBC Financial Viability Report
   • Accreditation Report
   • Board of Director minutes or documents
	▪ Financial resources could include but is not limited to grants, donations, fundraisers, donated media time, donated in-kind resources
	
	▪ Operational resources could include but is not limited to volunteers or interns
	
	▪ This could also be done in combination with their subcontracted providers. For example, some CBCs might not do fundraisers as they don't want to compete in their subcontracted providers but instead that support such efforts of the subcontracted providers.
	
	▪ Does CBC and BOD analyze placement information as it relates to the budget?
	
	▪ Can they demonstrate that spending funding on media campaigns has been successful?
	
	▪ What information does BOD's review and how are they involved in making financial and performance decisions?

Evaluation of CBC Leadership

BOD is expected to have process to evaluation the CBC CEO at least annually and which considers performance and quality.

Sources	Elements to Consider

BOD Interviews
 	
• Is CEO evaluation completed annually?
    o How is performance and quality considered/benchmarked in the evaluation?
 	
Other possible sources:
 	
   • Accreditation Report
   • Board by-laws
	▪ Is evaluation completed annually?
	
	▪ How is performance and quality considered or compared?

Risk Management & Board Activities

The senior leaders are expected to have a process for identifying, analyzing, and mitigating risks such as lawsuits, financial liability or critical incidents which includes tracking success of mitigation strategies. Board members are expected to be able to explain how they are informed about risk threats and performance and how they then help manage risk.

Sources	Elements to Consider

Leadership Roundtable
 	
Discuss the CBCs approach to risk management related to financial matters, performance indicators, and unusual incidents.
 	
BOD Interviews
 	
• How does CBC keep BOD informed of risk events?
 	
• Does BOD track and analyze child fatalities, incident reports, financial issues, lawsuits?
    o Is the BOD provided data related to the quality of case management services delivered?
    o Does BOD consider quality of case management in relationship to risk management
 	
• Are mitigation strategies analyzed to determine success?
 	
Other possible sources:
 	
• Accreditation Report
• Board of Director minutes or documents
	▪ Does leadership track and analyze child deaths, incident reports, financial issues, lawsuits?
	
	▪ Does leadership track, analyze and act on quality data as well as performance data?
	
	▪ Is data related to quality of case management provided to BOD?
	
	▪ How does CBC keep BOD informed of risk events?
	
	▪ Does BOD track and analyze child deaths, incident reports, financial issues, lawsuits?
	
	▪ Does BOD consider quality of case management in relationship to risk management?
	
	▪ Are mitigation strategies analyzed to determine success?

Leadership Development

CBC is expected to have a strategy to develop leaders within their organization which includes succession planning.

Sources	Elements to Consider
Leadership Roundtable Discuss the CBC's philosophy on developing leaders and succession planning. **Other possible Sources:** • Accreditation Report • Board of Director minutes or documents • Training Plan • Leadership Development Plan	This is focused only on CBC leadership and not Case Management Organizations ▪ Is there a process for succession planning? ▪ Is there a formal leadership development plan?

5.2 WORKFORCE MANAGEMENT

Elements of Review	GOALS

Workforce Capacity	• The CBC's hiring plan addresses or sets expectations for CMO's hiring plan to address:
	  ○ Adequate case manager staffing needs for caseloads
	  ○ Timeliness of hiring case managers
	• CBC monitors caseload management

Retention Activities	• CBC sets case manager and supervisor retention expectations and reviews information to assess causes associated with turnover and retention. • CBC has or sets expectations for CMO to have a strategy to encourage retention of case managers/advocates.

Training	• The CBC has or sets expectations for subcontractors to have a training plan or approach which includes:
	  ○ Adequate resources allocated to ensure training for pre-service and in service for case managers and their supervisors
	  ○ Training funds are effectively utilized to support case management
	  ○ Professional development for case manager supervisors

Pre-Service Training	• The CBC ensures that pre-service training for case managers includes:
	  ○ The required state approved training material as well as enhancements from local community providers and partners regarding their roles and the services provided
	  ○ Supplemental information provided by subject matter experts regarding practice areas
	  ○ Provision of court experience training
	• CBC reviews or set expectations for subcontractor to review pre-service training results to make improvements as necessary regarding delivery and local enhancements
	• CBC supports or set expectations for subcontractor to support new staff as they transfer from classroom to field practice

In-Service Training	• The CBC ensures that In-Service training for case managers includes:
	  ○ Analysis of gaps in skill competency, knowledge and performance
	  ○ Provision of information on skill competency, policies, quality of life
	  ○ Use of local partners and providers to provide information regarding their roles and services provided
	  ○ Subject matter experts to provide in-depth training to enhance knowledge and skills
	  ○ Reinforcement of concepts for application in the field

Case Management Supervisor Development	• The CBC ensures case manager supervisors receive development which includes:
	  ○ Use of supervision styles such as the consultative/reflective supervision and Elements to Consider
	  ○ Use of critical thinking/solution driven analysis methods

Workforce Capacity

Manageable caseload assignments which impact services to children and families are contingent upon having an adequate workforce. If case management is contracted out this expectation should be established for the sub-contractor.

Sources	Elements to Consider

Leadership Roundtable
Discuss the CBC's approach to workforce management as it relates to case management including:
 	
    o Caseload size
    o Filling vacancies
    o Retention of case managers
 	
Operations Manager Interviews
 	
• What is your staff to supervisor ratio?
• What is your role in managing workload and supporting workforce retention? Both Case Managers and Supervisors.
 	
Case Manager Supervisor Interviews
 	
• What is your staff to supervisor ratio?
• What is your role in managing workload and supporting workforce retention?
 	
Contract Manager Interview
 	
When the CBC sub-contracts out all or part of the case management function.
 	
• What is your role regarding Case Management Organizations' performance?
    o Caseload size management
         ▪ Caseload size expectations
         ▪ Filling vacancies
    o Retention of case managers
    o Development of Case Manager Supervisors
	The workforce plan should include:
	
	▪ Establishment of suitable caseload size goals?
	    o If established, is it between 15-17?
	
	▪ Are there time standards set for filling vacancies?
	
	▪ Does CBC monitor caseload size?

Retention

Experienced case manager supervisors and case managers are valuable assets to child welfare organizations so retention is key. The CBC should set retention expectations and monitor. The CBC should have or set expectations that the CMO have strategies to promote retention.

Sources	Elements to Consider

Human Resource Director or equivalent Interview
 	
Retention of staff is important to provide consistent services to families.
 	
• What are your retention rates and plans for increasing longevity in position?
• How is this managed for subcontracted CMOs?
 	
Other possible sources:
	Elements to consider:
	• The workforce plan should include:
	    o Establishment of suitable caseload size goals?
	         ▪ If established, is it between15-17?
	• Are there time standards set for filling vacancies?
	• Does CBC monitor caseload size?
	• Does CBC set retention expectations?
	    o If so, is this routinely monitored?

Sources	Elements to Consider

• Employee Retention Plan
• Any available data on retention or turnover
	• If retention/case turnover is identified as an issue:
	  o Is analysis completed?
	  o Are action steps developed and put in place?
	  o Are results of actions reviewed?
	• Is there a strategy to promote retention?
	
	This does not have to be a formal plan. Could include incentives, mentors, development opportunities or other creative solutions

Training

Adequate funding to meet pre-service and in-service training needs is important as is having qualified trainers. If this is sub-contracted the expectation is that sub-contractor will set same training expectations.

Sources	Elements to Consider

Training Manager Interview
 	
Training provides guidance on how our mission is executed in the field. Please discuss the following:
 	
• How your training plan or approach is developed including:
  o Discussion of funding
  o How performance and quality data is utilized.
• Maximization of training funds, including Title IV-E
• Professional development of training staff
• Any enhancements to pre-service curriculum including:
  o Local or State partners and providers
  o Subject matter experts
  o Court preparation
• Evaluation of pre-service success
• Process to determine what in-service training is needed
• Reinforcement of transfer of knowledge and skills from the classroom to field?
• What field based supports are offered to both new and experienced staff?
 	
Operations Manager Level Interview
 	
Do you have opportunity to give input regarding needs for in-service training?
	▪ Is there a comprehensive training plan/approach developed?
	  o How are needs of operations factored into plan?
	  o Is funding allotted for plan?
	  o Does CBC have strategy to track Title IV-E Training dollars?
	  o Is supervisor training/development included?
	  o Is there funding for supervisor development?
	
	▪ Do Trainers have opportunities for professional development?
	  o If yes, is development continuous?
	  o Are there qualifying requirements or expectations set?
	  o How are trainers evaluated?
	
	▪ Do they have an in-service training plan?
	  o If so, how is it developed?
	    • Who has input?
	    • Is it flexible?
	
	▪ How are gaps identified?
	  o For information regarding policies/procedures?
	  o For awareness of area resources?
	  o For knowledge of new child welfare? information/ knowledge/science?
	  o For skill competency?
	  o Are performance indicators used?
	  o Are quality assurance results used?
	
	▪ Once gaps are identified how is development accomplished?
	  o Are subject matter experts used?
	  o Are area providers used?
	  o Other creative solutions

Pre-service Training

Although pre-service training case manager curriculum is established by DCF, enhancements increases the experience. Reviewing the results of training and adjusting is also expected. Due to the complexity of the work, new case managers need support to transfer classroom learning to the field.

Sources	Elements to Consider

Case Manager Supervisor Interview
 	
 Pre-service training is important to ensure case managers have skills and knowledge needed to help families.
 	
 • When case managers complete preservice training, are there addition supports that reinforce transfer of training to field application?
 	
 Case Manager Interview
 	
 Pre-service training is important to ensure case managers have skills and knowledge needed to help families.
 	
 • Please tell us how much experience you have as a case manager.
 	
 • If hired within past year, did your pre-service training include:
    o Local and state partners and providers
    o Subject matter experts
    o Court preparation
 	
 • Did you receive any support from training staff after completing pre-service training class?
	▪ What enhancements are provided in pre-service?
	
	 ▪ Do they provide information regarding area providers and services?
	    o If so, what areas/services are covered?
	    o If so, how? Could be handouts, presentations by providers, could be going to these providers or other creative ways to inform new staff.
	
	 ▪ Do they use subject matter experts?
	    o If so, what subjects do these experts cover?
	
	 ▪ Do they provide training to prepare staff for court experiences?
	
	 ▪ How is the success of pre-service training evaluated?
	
	 ▪ When areas needing improvement are identified, what actions are taken?

In-Service Training

To successfully serve children and families, Case Manager Supervisors and Case Managers must be knowledgeable in child welfare polices/procedures, practice expectations, available resources and the ever-increasing body of information regarding child welfare. Competent skills to perform and deliver services are also essential. It is the role of the CBC to ensure that Case Manager Supervisors and Case Managers have the capacity to serve children and families either through direct support and development or setting such expectations for sub-contractors.

Sources	Elements to Consider
Operations Manager Interviews • What type of in-service training or development do your case managers and supervisors receive? • Do you have opportunity to give input regarding needs for in-service training? • What in-service training have you had that has helped develop both your skills and knowledge?	▪ How do they determine what in-service needs are? ▪ Is there an in-service training plan?

- Do you have the opportunity to provide feedback to leadership, identifying what in-service training you and your team need?

Case Manager Supervisor Interview

- What type of in-service training or development do your case managers receive?
- Do you have opportunity to give input regarding needs for in-service training?
- What in-service training have you had that has helped develop both your skills and knowledge in case management?
- Do you have the opportunity to provide feedback to leadership identifying what in-service training you need?

Case Manager Interview
- What in-service training have you had that has helped develop both your skills and knowledge in case management?
- Do you have the opportunity to provide feedback to leadership identifying what in-service training you need?

Other possible sources: Training Plan, if available

Case Manager Supervisor Development

Effective supervision is one key to the success of any child welfare provider. Along with child welfare knowledge, Case Manager Supervisors must have effective practice skills related to case management supervision. Use of a consultative or reflective style of supervision is one of the key elements of Florida's child welfare practice model. Advancing development of skills related to solution resolution for supervisors is considered a best practice. Development of Case Manager Supervisors is the role of the CBC either through direct support or setting such expectations for sub-contractors.

Sources	Elements to Consider

Training Manager Interview
 	
 • What training, development opportunities and/ or supports do supervisors receive to foster the consultative/reflective style of supervision and critical thinking/solution driven analysis methods?
 • How is a supervisor's application of a consultative/reflective style of supervision supported and monitored?
 	
 Operations Manager Level Interview
 	
 • What training, development opportunities and/ or supports do supervisors receive to foster the consultative/reflective style of supervision and critical thinking/solution driven analysis methods?
	▪ Is there specialized development for supervisors?
	  o Is it available for all supervisors?
	  o Is it an expectation for all supervisors?
	
	 ▪ Is there a strategy to develop supervisor's skills in a consultative/reflective style of supervision?
	  o Is it available for all supervisors?
	  o Is it an expectation for all supervisors?
	
	 ▪ Is there a strategy to develop supervisor's skills in resolving problems or issues?
	  o Is it available for all supervisors?
	  o Is it an expectation for all supervisors?
	
	 ▪ How are application of skills evaluated?

	▪ How are application of skills supported?
• How is a supervisor's application of a consultative/reflective style of supervision supported and monitored?	
Case Manager Supervisor Interview	
• What training, development opportunities and/ or supports do supervisors receive to foster the consultative/reflective style of supervision and critical thinking/solution driven analysis methods?	
Other possible sources: Training Plan, if available	

5.3 QUALITY MANAGEMENT AND PERFORMANCE IMPROVEMENT

Elements of Review	GOALS

Data Analysis	• The CBC monitors and analyzes outcome measures for CBC and subcontracted providers and takes appropriate action. Outcomes measures include:
	   ○ Caseload Management
	   ○ Safety data
	   ○ Placement data
	   ○ Permanency data
	   ○ Child Well-Being data
	   ○ Quality Assurance results data
	   ○ Rapid Safety Feedback Review results data

Performance Improvement Strategy	• The CBC has a systematic process to review and incorporate program improvements including:
	   ○ conducts continuous program review to ensure successful programs
	   ○ reviews and considers research, field literature or evidence based approaches
	   ○ implements program enhancements and follows them to ensure successful outcomes
	   ○ integrates successful practice into policy, procedures, job aides and training
	   ○ Customer/Partner/ Provider input and feedback is considered throughout the improvement process

Quality of Eligibility Determination	• The CBC tracks eligibility rates for Title IV-E, TANF and Medicaid and has process to ensure accurate eligibility determination. ○ If eligibility percentages are trending negatively, the CBC takes appropriate action

Data Analysis
The CBC is expected to have a continuous quality improvement (CQI) approach that tracks, analyzes performance data and information from quality reviews and acts to improve successful outcomes for children and families. CQI cycle includes identification of a problem, data collection, root cause analysis, action plan development and impact analysis. CQI is not a one-time event but is instead a culture or environment.

Sources	Elements to Consider

<u>Leadership Roundtable</u>
 	
• Discuss how the CBC uses data to inform quality management and performance Improvement.
• What areas have CBC leadership identified as strengths and how did they become a strength?
• What areas have been identified by CBC leadership as most in need of improvement?
• What information and data do you use to manage workforce capacity regarding case managers?
   ○ From where does this information come?
   ○ How do you use this information?
• What methods do you use for problem solving or improvement? Please give examples.
	▪ There must be sufficient staff dedicated to quality management and performance Improvement. Do they have dedicated staff? What training do they receive? Is there collaboration between QA and operational staff?
	
	▪ Data should be routinely used to monitor performance, identify gaps in performance and evaluate success of actions implemented. Important information to track and analyze is:
	
	▪ Caseload management: removal rates, caseload trends, service mix, trends in discharges, FFA-Ongoing Implementation %

Placement Resources and Process Interview

- What information and data do you use to manage placement resources? From where does this information come? How do you use this information?
- What methods do you use for problem solving or improvement? Please give me some examples.

Contract Manager Interview

When the CBC sub-contracts out all or part of the case management function.

- Data elements and information used to monitor CMOs performance
   - What data is routinely monitored?
- Communication of data and information provided to CMOs
   - Which measures are communicated, and how often?
- What is your role if CMOs are not meeting expectations?

Quality Manager Interview

- Please discuss your agency's organizational capacity for quality assurance and/or continuous quality improvement.
- As quality manager, you are responsible for assisting with success by reviewing and incorporating enhancements in all phases of programmatic casework. Please discuss your role in:
   - Quality Improvement Process
      - Is it continuous?
   - Review of performance indicators and quality data
      - What data is routinely monitored and analyzed?
      - Communication of data and information to:
         - Leadership
         - Subcontractors
         - Employees (who)
         - Stakeholders
- How is data used to improve performance? What are the agency's most significant results, both positive and negative?

- Has data integrity, including follow up from the System Adoption Initiative gap analysis, been incorporated into quality assurance, is so, how?
- Is there a strategy to gather customer feedback?

Quality Performance leads to successful outcomes. To achieve that, it is important to enhance performance.

- Please discuss how you utilize:

- Safety: % of children seen every 30 days, % of children with no verified maltreatment during case-managed in-home services, children with no verified maltreatment after termination of case-managed in-home services, children with no verified maltreatment after termination of family support services, rate of A/N per 100k days in out of home care, % of children receiving FSS who do not require OHC or In-Home Services within 6 months, % of children receiving in-home services who do not require OHV in 6 months

- Placement: placement stability, siblings placed together, type of placement with focus on placement in family settings (broken down by age, placement outside of removal county, placement outside of removal Circuit, placement with relatives)

- Permanency: permanency within 12 months of removal, permanency within 12-23 months of removal, permanency within 24+ months of removal, % of children who do not re-enter OHC within 12 months of moving to a permanent home, timeliness of judicial handling (although these are seen as CLS performance indicators it is important for CBC to monitor to determine if action by leadership is needed), reunification goal after 15 months and no TPR activity, timeliness of TPR from petition to order, time from removal to disposition.

- Child Well-Being: % of psychotropic medications, children with consent for prescribed psychotropic medications, % of children receiving timely dental, medical and immunizations, % of young adults enrolled in educational programs, dually served youth, % of children with indications of human trafficking

- Quality Assurance Data Results: Results of quality assurance reviews (CFSR or FL CQI data)

- Rapid Safety Feedback Review Results: Results of rapid safety feedback reviews

- Is there continuous monitoring and analysis of safety, permanency and/or well-being outcomes?

- Is data tracked over time and drilled down to a level the information is useful in analysis? *Often this will be down to a CMO or service provider level but when performance issues are noted the drill down may need to go further. To excel at this, the CBC should use a combination of performance indicators and data from the quality assurance reviews (case file review results and rapid safety feedback results).*

- If performance gaps are noted the CBC should have a CQI strategy or approach to improve performance. Does their strategy or approach include?
   - Gap analysis

- Performance and quality information to improve training
- Performance and quality information to improve policies and procedures
- Is your improvement process fully implemented and is it leading to increased performance?

Manager and Supervisor Interviews

- What information and data do you use to manage your function or unit? From where does this information come? How do you use this information?

- What happens when you are not meeting a key measure?

- What methods do you use for problem solving or improvement? Please give me some examples. What is your role in the improvement process?

- What is your understanding of the steps in the improvement process?

Case Manager Interviews

- How do you know if you are doing a good job?
- Do you know what key outcome measures your work influences?
- Do you receive feedback regarding quality assurance reviews of casefiles?
- In what format and by whom is that feedback delivered?
- What happens when you are not meeting a key measure?
- Have you participated in any improvement projects? Tell me about them.

Other possible sources:
- Prep Meeting material
- Accreditation Report
- Annual Quality Assurance Report
- Any Quality Improvement Plans available
- Internal scorecards, dashboards, reports or other documents used to routinely manage performance
- Key Performance Report from OCW (will include key performance indicators, QA case file data and rapid safety feedback data)
- Corrective Action Plans
- Policies, procedures, plans or guidelines related to performance Improvement process or strategy

- Root cause analysis
- Development of actions to improve/countermeasures
  - Are these plans developed with a wide range of participation by key individuals?
  - Are timeframes in which gaps can be addressed established?
- Continuous monitoring to gauge impact of changes
- Integration of successful practices into policy/procedure, job aides and training

- Does the CBC have a strategy to routinely (determined by data) share appropriate information from leadership (CBC & CMO) to operational levels? It is important that the information shared relates to individual's responsibility… "How does this information relate to my day to day job?"

- Is quality assurance process documented and shared?

- Are actions taken on identified performance gaps documented and shared?

- Examples of positive results.

- Is there a strategy to gather customer feedback?

Performance Improvement Strategy
CBCs have the flexibility to create programs and services that meet the needs of children and families. CBCs are expected to continuously monitor and analyze the success of programs they purchase or develop. This analysis should go beyond monitoring contract outcomes to also include analysis of outcomes for children and families related to safety, permanency and well-being. Prior to modifying, implementing or purchasing a program the CBC should ensure there is research supporting the use of this program for the child welfare population. External feedback can provide valuable information. CBCs should use customer and partner/provider feedback to make quality improvements in case management services and programs.

Sources	Elements to Consider

Leadership Roundtable
 	
Please discuss the process/approach/strategy used to implement, modify or purchase Safety Management Services and Family Support Services and any other services developed or purchased.
• How new program or improvement need is identified
• How research is conducted
• How success is monitored
• Integration in system of care
• Examples of positive programs and results
 	
Other possible sources:
• Accreditation Report
• Annual Case Management QA/CQI Report
• Board of Directors minutes or board package
• Key Performance Report
• Internal scorecards, dashboards, reports or other documents used to routinely manage performance
• Contracts for new or improved programs
	▪ The process for implementation of a new or modified programs should include:
	  o Identification of services needed and or improvements needed in current service
	
	  o Research supporting the use of this program for the child welfare population. To excel in this area, the CBC will purchase programs or approaches that are evidenced or researched based for the population being served, if any exist.
	    ▪ Is research completed in-house, by expert, by consultants, with universities?
	
	  o Continuous monitoring and analysis during implementation regarding safety, permanency and well-being outcomes
	
	▪ Considerations for success should include:
	  o Does it make a difference in performance or quality?
	  o Is there a strategy to gather customer feedback?
	
	▪ Integration of the new or modified program throughout system through updated policies/procedures, job aides and training
	▪ Examples of positive results

Quality of Eligibility Determination
Determining eligibility for Title IV-E, TANF, Medicaid and Adoption Subsidy continues to be an important funding stream for children and families receiving child welfare services in Florida.

Sources	Elements to Consider
Revenue Max Manager Interview Determining accurate eligibility for Title IV-E, TANF and Medicaid continues to be an important funding stream for children and families receiving child welfare services in Florida. • Describe the agency's eligibility determination process for Title IV-E, TANF and Medicaid. • Please describe your role in your agency especially as it relates to revenue maximization.	▪ How does the CBC track their Title IV-E FC Eligibility penetration rate? ▪ Is there a defined process that identifies the roles and responsibilities of all staff? o How are case managers informed of their role and responsibility? ▪ Is there a process established to identify and resolve barriers between partners such as CPI, CLS, or CIC? ▪ Is there initial and on-going training for Revenue Max staff?

Manager or Supervisor Interview	- Is this a one-time training or is it on-going?
	- Are there checks and balances to ensure that Rev Max staff are informed of changes in a child's circumstances which might impact eligibility?
- What is your role in your agency's eligibility determination process for Title IV-E, TANF and Medicaid?	o Are Case Managers expected to remember to notify Rev Max staff of such changes?
Case Manager Interview	- Are there mechanisms in place to determine if case managers are entering and updating FSFN accurately and timely related to information that impacts eligibility?
- What is your role in your agency's eligibility determination process for Title IV-E, TANF and Medicaid?	- What is the quality assurance process used to evaluate eligibility determination?
Other possible sources:	o Does this include routinely reviewing if eligibility is determined correctly?
Policy or Procedure for Eligibility Determination	o Does this include a process for corrective actions?
	o Does corrective action process include root cause analysis?
	- Are they using newly developed data reports from FSFN?

5.4 PLACEMENT RESOURCES AND PROCESSES

Elements of Review	GOALS
Family Foster Home Recruitment	• The CBC has a Family Foster Home Recruitment Plan or sets expectations and monitors results if activity is sub-contacted. This Plan establishes local targets to meet placement needs based upon segmented data with consideration given to: 　o Special needs children (therapeutic, behaviorally challenged, developmentally delayed) 　o Youth dually served by DJJ, APD and Behavioral Health Programs 　o Teens 　o Children who have experienced Commercial Sexual Exploitation or Human Trafficking 　o Children who meet criteria for Medical Foster Care 　o Sibling groups 　o LGBTQ • The CBC has cooperative agreement with agencies which share responsibilities for recruitment such as Children's Medical Services. • The CBC has or if sub-contracted sets expectations for an efficient customer friendly licensing process. • The CBC has a method to analyze success of recruitment efforts and develops enhancements or if sub-contracted sets expectations for enhancements to be developed based upon analysis.
Family Foster Home Retention Efforts	• The CBC retention efforts, either through direct work and support or by setting expectations of applicable sup-contracted providers, includes: 　o Annual analysis of family foster home retention 　o A process to routinely obtain feedback from foster parents 　o Use of data and information gathered from foster parents to develop plans focused on retention 　o A standardized escalating process for foster parents to channel complaints, concerns or grievances with a focus on retention 　o Specific activities that supports the culture of foster parent inclusiveness and partnership 　o Demonstration of appreciation of foster parents by recognizing foster parents and providing enrichment opportunities 　o Identification and communication to foster parents the resources that are available to support and meet needs of children of all ages 　o Strategies to support foster parents regarding Medicaid eligibility/transfer, child care referrals, WIC referrals and school enrollment 　o Development of effective supports for foster parents
Placement Process	• The CBC has or if service is sub-contracted sets expectations for a process to match children at each placement based on currently available information and which includes: 　o Identification of best placement 　o Assessment of level of care needed based upon available information 　o Determination of supports for child and placement provider if needed

	• The CBC has or if service is sub-contracted sets expectations for process to assess if placement is appropriate and supports needed for child and placement provider are assessed. • Placement and case management staff have received training on CFOP 170-11 Placement regarding the Child Placement Agreement and care pre-cautions and behavior management plans. There is a process to monitor the application of CFPO 170-11 and Placement Agreements. • The CBC has or if service is sub-contracted sets expectations for process or strategy to stabilize placements when issues are identified. • The CBC evaluates or if service is sub-contracted sets expectations for evaluation of placement moves with a trauma informed lens.

Group Care	• CBC and their sub-contracted providers support quality group care by the following:
	   o Ensuring only licensed group care facilities are used for placements
	   o Setting expectations that quality standards promote normalcy
	   o Periodically reviewing the facility to examine quality of services and quality of care to determine if group care facility should continue to be used

Relative/ Non-Relative Supports	• CBC and their sub-contracted providers support stability to relative and non-relative placement by the following:
	   o Having a systematic approach to encourage relatives and non-relatives to receive, if so desired, the financial assistance that is available
	   o Having specific activities that supports a culture of relative/non-relative inclusiveness in decision making and partnership
	   o Developing effective supports for relative/non-relative placements
	   o Having established systems or processes to support relative and non-relatives in adhering to all necessary and required activities to meet child's needs including dental, medical, therapies and educational advocacy

Extended Foster Care Placements and Supports	• CBC has or sets expectations for sub-contracted providers to have adequate placements and supports to meet needs of youth and young adults in the extended foster care program.

Family Foster Home Recruitment

• The CBC has a Family Foster Home Recruitment Plan or sets expectations and monitors results if activity is sub-contacted. This Plan establishes local targets to meet placement needs based upon segmented data with consideration given to:
   o Special needs children (therapeutic, behaviorally challenged, developmentally delayed)
   o Youth dually served by DJJ, APD and Behavioral Health Programs
   o Teens
   o Children who have experienced Commercial Sexual Exploitation or Human Trafficking
   o Children who meet criteria for Medical Foster Care
   o Sibling groups
   o LGBTQ
• The CBC has cooperative agreement with agencies which share responsibilities for recruitment such as Children's Medical Services.
• The CBC has or if sub-contracted sets expectations for an efficient customer friendly licensing process.
• The CBC has a method to analyze success of recruitment efforts and develops enhancements or if sub-contracted sets expectations for enhancements to be developed based upon analysis.

Sources	Elements to Consider
Leadership Roundtable • Discuss the CBC's philosophy related placement. • What efforts has the CBC taken to ensure data integrity related to placements? • What areas have CBC leadership identified as strengths and how did they become a strength? • What areas have been identified by CBC leadership as most in need of improvement? Managers who manage recruitment • Please discuss how the agency develops your recruitment plan? • Please discuss your licensing process and how it supports recruitment efforts Managers who manage licensing • Please discuss your licensing and re-licensing process and how it supports recruitment and retention efforts. Other possible sources: • Performance Indicators (sibling groups, group care, out of county, out of circuit) • Foster Home Recruitment Plan	▪ Are there available homes to meet placement needs? ▪ Performance Indicators (sibling groups, group care, out of county, out of circuit) ▪ Is data used to identify local gaps? ▪ Are targets set and actions taken based upon analysis of local gaps? ▪ Are results reviewed routinely and action taken if targets are not being met? ▪ Is there a working relationship and collaboration with CMS? ▪ Does the initial licensing process encourage interested parties? ▪ Quick initial contact made to encourage follow through ▪ Flexible class schedule ▪ Technology use ▪ Does licensing process begin during training? ▪ What is length of time from beginning until home is licensed? ▪ Does CBC or provider analyze outcomes of training classes?

Family Foster Home Retention

Retention is key factor in having enough family foster homes. The CBC, either directly or through a sub-contractor, has strategies to retain foster parents. Note that retention is not usually assigned to one specific manager but is often a shared responsibility.

Sources	Elements to Consider

Leadership Roundtable
Please discuss:
 	
• How senior leadership is involved with retention of family foster homes.
• How your agency supports a culture of partnership and inclusiveness with foster parents.
 	
Placement Resources and Process Interview
 	
How do you engage foster parents to assist with retention?
• Please discuss:
   o Identification of supports needed to recruit and retain foster parents
   o Effective supports for foster parents
   o Resource guide for all children from infants to teens
	▪ Is retention data analyzed, is input from foster parents gathered and is this information used to develop retention strategies?
	
	▪ Are foster parents routinely included in staffings?
	   o Is this monitored or reviewed?
	
	▪ Is there an escalation process that resolves issues?
	
	▪ How are foster parents recognized and enriched?
	   o Is QPI supported?

- - - Supporting a culture of partnership and inclusiveness with foster parents
  - Meeting needs of children and placement providers regarding Medicaid eligibility/transfer, child care referrals, WIC referrals, receipt of child resource record and school enrollment
  - Feedback loop for foster parents
  - Escalating process for foster parents to channel complaints, concerns or grievances
  - Making placement moves less traumatic for the child, the family from which the child is being removed and for any children remaining in the placement
  - Identification of supports needed to stabilize placements
  - Re-evaluation of appropriateness and suitability of placement for specific needs of the child/teen
  - How you ensure placement moves are trauma-informed
  - Established processes to help stabilize placements
- Are the foster parents provided a resource guide/information for all age ranges? How is this updated for the foster parents?
- Discuss how your agency meets needs of children and placement providers regarding Medicaid eligibility/transfer, child care referrals, WIC referrals, receipt of child resource record and school enrollment?

Managers or Supervisors responsible for licensing Interviews

Please discuss your licensing and re-licensing process and how it supports recruitment and retention efforts.

Operation Manager Interviews

Please discuss your role in foster parent retention.

- Assisting foster parents with issues around Medicaid, child care referrals, WIC referrals and school enrollment
- Cultivating a culture of partnership and inclusiveness with foster parents
- Do they participate in QPI? How do you ensure QPI principles are integrated into your CM's day to day work?
- Escalation process for foster parents and relatives to channel complaints, concerns or grievances

Case Manager Supervisor Interviews

Please discuss your role in foster parent retention.

- Assisting foster parents with issues around Medicaid, child care referrals, WIC referrals and school enrollment
- Cultivating a culture of partnership and inclusiveness with foster parents

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- How do foster parents learn about existing and new resources?

- Is there a process to help foster parents with issues around Medicaid, child care referrals, WIC referrals and school enrollment?
  - Do foster parents know who to call?
  - Are there staff who specialize in these areas?
  - Are there instructional materials?

- Have new supports been developed for foster parents?
  - How are gaps determined?

- Do they participate in QPI? How do you ensure QPI principles are integrated into your CM's day to day work?
- Escalation process for foster parents and relatives to channel complaints, concerns or grievances

Case Manager interviews

Please discuss your role in foster parent retention.

- Assisting foster parents with issues around Medicaid, child care referrals, WIC referrals and school enrollment
- Cultivating a culture of partnership and inclusiveness with foster parents
- Do they participate in QPI? How are QPI principles integrated into your day to day work?
- Escalation process for foster parents and relatives to channel complaints, concerns or grievances

Other possible sources:
- Retention Plan if one exists (could be in conjunction with recruitment plan, or QPI plan)
- Quality Assurance Data (CFSR-WB1 Item 12C)
- Foster Parent Survey and Focus Group

Placement Process

The CBC, either directly or through a sub-contractor, has a process to find the most appropriate placement for each child using what is currently known about the child. This process should include means for collecting current information and gathering any known history. The process should match any needs that are identified for the child with the placement's capacity to meet those needs. The process should include identifying how any gaps would be addressed. The process should focus on stabilizing placements and all placements (initial and moves) should be made using a trauma informed lens. All staff responsible for placement and case management should be trained on CFOP 170-11, Placement and the CBC should ensure there is a process in place to monitor application.

Sources	Elements to Consider

Leadership Roundtable
 	
• Please discuss how your agency supports stabilization of placements including placements with relatives and non-relatives
 	
Placement Manager/Supervisor Interviews
 	
• Please discuss the placement process and how it leads to the most appropriate placement for the child.
 	
• Please discuss:
 o Identification of supports needed to stabilize placement
 o Re-evaluation of appropriateness and suitability of placement for specific needs of the child/teen
 o How placement moves are made with trauma-informed lens
 o Established processes to help stabilize placements
	▪ Performance Indicators (Placement Stabilization, Siblings Placed together, Group Home placements)
	▪ Is placement process formal?
	 o Are there policy/procedures/guides available?
	  ▪ Are there placement tools used?
	 o How is adequate information and system history used to assess placement?
	 o Is placement or supports reassessed after additional information is received including completion of the CBHA?
	 o Is child's trauma assessed with information known?
	  ▪ Is there a tool used to assess childhood trauma?
	 o Are there quality foster home profiles available?

- CFOP 170-11 (Placement) is a new policy. How has this been integrated into your system specifically the Child Placement Agreement related to care pre-cautions and behavior plans?
- Are the foster parents provided a resource guide/information for all age ranges? How is this updated for the foster parents?

Placement Specialist Interview

- Please discuss process that leads to the most appropriate placement for a child.
- Please discuss any role you have in assisting with stabilizing placements and the continuum of supports available.

Operation Manager Interview

- Please discuss your role in the placement process.
  - Stabilizing a child's placement
  - Making placement moves less traumatic for the child, the family from which the child is being removed and for any children remaining in the placement
  - Safe placement of children who are victims of sexual abuse or children with sexually aggressive behaviors

Case Manager Supervisor Interview

- Please discuss your role in the placement process.
  - Stabilizing a child's placement
  - Making placement moves less traumatic for the child, the family from which the child is being removed and for any children remaining in the placement
  - Safe placement of children who are victims of sexual abuse or children with sexually aggressive behaviors

Case Manager Interview

Please discuss your role in the placement process.

- Stabilizing a child's placement
- Making placement moves less traumatic for the child, the family from which the child is being removed and for any children remaining in the placement

Safe placement of children who are victims of sexual abuse or children with sexually aggressive behaviors.

Other possible sources:
- Performance Indicators (Placement Stabilization, Siblings placed together, Group Home placements)

- Are there procedures for continuing to monitor placements especially if best fit was not available when placement made?
- How are supports identified?
- What is the process to stabilize when placement is at risk?
- Are placement moves made with trauma informed lens?
  - Are transition plans developed?
  - Is developmental age of child considered?
    - Are subject matter experts consulted?
  - Is loss and grief for child understood and is support provided?
  - Is loss and grief for family from which child is moving understood and is support offered?
  - Is trauma informed language used (What happened? instead of What is wrong with you? Strength based descriptions)
- Are staff trained on CFOP 170-11?
  - Is this one-time training?
  - How are new staff informed?
- How are placements in relation to CFOP 170-11 monitored to ensure adherence?

• Quality Assurance Data (CFSR -P1 Item 4, P2 Items 7 & 9, WB1 Items 12A, 12C,) • Foster Parent Survey and Focus Group	

Group Care

When group care is necessary, it is important to have quality group care. CBC and their sub-contracted providers should support quality group care by setting expectations that promote normalcy and periodically reviewing the quality of services and care to determine if a group home should continue to be used.

Sources	Elements to Consider

Leadership Roundtable
 	
Please discuss your agency's efforts to improve the quality of residential group care with your residential group home leaders.
 	
Placement Resources and Process Interview
 	
• Please discuss any quality standards for group care homes/facilities that promote normalcy and permanency or lifetime adult attachments.
• Please discuss how you review group homes to ensure that they provide the best care for your children.
 	
Operation Manager Interviews
 	
• Please discuss your role and how you help your staff in ensuring children in group care receiving high quality care.
• If you have concerns about the quality of care in a group home, what action do you take?
 	
Case Manager Supervisor Interviews
 	
• Please discuss your role and how you help your staff in ensuring children in group care receiving high quality care.
• If you have concerns about the quality of care in a group home, what action do you take?
 	
Case Managers Interviews
 	
• Please discuss your role in ensuring children in group care are receiving high quality care.
• If you have concerns about the quality of care in a group home, what action do you take?
 	
Other possible sources:
• Any policy, plans, or monitoring tools regarding quality of group home if this exists
	▪ How is application of normalcy evaluated for children in group care?
	  o Includes ensuring children are encouraged to participate in individual age appropriate activities
	  o Includes ensuring group home staff are designated to act as prudent parents
	▪ How is quality reviewed?
	  o Do they have a rating system?
	  o Have they ceased using any group care provider due to quality (not just licensing issues)?
	  o Do they visit group homes routinely and look for quality beyond licensing requirements?
	  o Do they have format/guidelines/procedure?
	  o Do they review incident reports, calls to law enforcement, stability and/or other information?
	  o Do they establish improvement plans and monitor results?
	
	▪ What we will be looking at is if you have children in group care, how does that group home apply Normalcy requirements?
	
	▪ How is the quality of care reviewed and monitored? It was noted that this can be challenging as Normalcy can mean different things to different people.
	
	▪ Need to focus on whether or not the CBC defines and outline expectations for Normalcy and if it is monitored.
	
	▪ What Independent Living Placements with supportive programs have been developed?

Relative and Non-Relative Caregiver

CBC and their sub-contracted providers should partner with and provide supports to relative and non-relative placements to assist with stabilizing placements. These supports should include ensuring financial assistance is obtained if needed, that supports are developed and that strategies are deployed to assist as needed to ensure children's dental, medical, behavioral health and educational needs are met.

Sources	Elements to Consider

<u>Leadership Roundtable</u>
 	
Please discuss how your agency supports stabilization of placements including placements with relatives and non-relatives
 	
<u>Staff designated to support relative/ non-relative placement Interview:</u>
 	
• Discuss how your agency meets needs of children and placement providers regarding Medicaid eligibility/transfer, child care referrals, WIC referrals, receipt of child resource record and school enrollment?
 	
• Please discuss any training or supports developed for relative/ non-relative caregivers of which you are aware.
 	
<u>Operations Manager Interviews:</u>
• Please discuss your role and how you help your staff in:
 	
   • Stabilizing a child's placement
   • Safe placement of children who are victims of sexual abuse or children with sexually aggressive behaviors when placing with relative/non-relatives
   • Making placement moves less traumatic for the child
   • Assisting relative or non-relative caregivers with available resources to support placements needs of children and placement providers regarding Medicaid eligibility/transfer, child care referrals, WIC referrals, receipt of child resource record and school enrollment
   • Ensuring children in relative/non-relative placements have their health and educational needs met.
 	
• Please discuss any training or supports developed for relative/ non-relative caregivers of which you are aware.
 	
• Please explain your understanding of what financial (including Medicaid) benefits are available to relatives and non-relative caregivers.
 	
<u>Case Manager Supervisor Interviews:</u>
• Please discuss your role and how you help your staff in:
 	
   • Stabilizing a child's placement
	• How does CBC ensure that relatives are aware of the financial assistance that is available through ACCESS?
	• Is there a clear understanding of the different programs?
	   o Specified Relative Program
	   o Relative Caregiver Program
	   o Non-Relative Caregiver Program
	• Is there any other financial assistance provided?
	   o Such as one-time placement resources
	   o Other concrete supports (clothing, school supplies…)
	▪ Are there other supports provided to these caregivers?
	   o Training in dependency process
	   o Training in how to understand and manage children's behavior
	   o Other training
	   o Support groups
	▪ Are these caregivers routinely included in developing case plans and case staffings?
	▪ How does CBC ensure that children in relative/non-relative placement have their needs met?
	   o Quality home visits
	   o Quality assessments
	   o Tracking medical, dental, educational progress

- Safe placement of children who are victims of sexual abuse or children with sexually aggressive behaviors when placing with relative/non-relatives
- Making placement moves less traumatic for the child
- Assisting relative or non-relative caregivers with available resources to support placements needs of children and placement providers regarding Medicaid eligibility/transfer, child care referrals, WIC referrals, receipt of child resource record and school enrollment
- Ensuring children in relative/non-relative placements have their health and educational needs met.

- Please discuss any training or supports developed for relative/ non-relative caregivers of which you are aware.

- Please explain your understanding of what financial (including Medicaid) benefits are available to relatives and non-relative caregivers.

Case Manager Interviews:

- Please discuss your role in:
  o stabilizing a child's placement
  o placement of children who are victims of sexual abuse or children with sexually aggressive behaviors
  o making placement moves less traumatic for the child, the family from which the child is being removed and for any children remaining in the placement
  o assisting relative or non-relative caregivers with available resources to support placements needs of children and placement providers regarding Medicaid eligibility/transfer, child care referrals, WIC referrals, receipt of child resource record and school enrollment
  o Ensuring children in relative/non-relative placements have their health and educational needs met.
- Please discuss any training or supports developed for relative/ non-relative caregivers of which you are aware.
- Please explain your understanding of what financial (including Medicaid) benefits are available to relatives and non-relative caregivers.

Other possible sources:
Quality Assurance (CFSR-S2, Item 3, P2 Items 7, WB1 Items 12A, 12C, 14, 16,17,18)

Extended Foster Care Placements
The CBC, either directly or through a sub-contractor, should ensure there are adequate placements and support for young adults who move to the extended foster care program.

Sources	Elements to Consider
	• Have new placements been developed?

<u>Leadership Roundtable</u>
What Independent Living Placements with supportive programs have been developed?
 	
<u>Staff representative regarding extended foster care Interview</u>
Please discuss what placement and placement supports have been developed for extended foster care.
	• Apartments, negotiations with group care providers, housing support
	
	• Have new supports been developed?
	   o Supportive/transitional housing (on-site or frequent supervision)
	   o Mentoring connections
	   o Life time connections
	   o Educational support
	   o Job placement or supports
	   o Financial management support and/or education
	   o Behavioral health resources/supports
	
	• Legal assistance supports

5.5 PRACTICE

Elements of Review	GOALS
Theory Comprehension	• The CBC, either directly or in conjunction with sub-contractors, continuously reviews or reinforces the application of fundamental concepts of a family-centered and trauma-informed approach in working with families, case reviews, case staffings, and quality assurance. • CBC reviews, evaluates and changes local operating procedures and protocols to align them with Child Welfare Operating Procedures and practice model. • CBC comprehensively implements Child Welfare Operating Procedures.
Practice Competency	• The CBC, either directly or in conjunction with sub-contractors, continuously reviews, reinforces and evaluates staff in core concepts including: engagement, partnering, relevant and sufficient information gathering, assessment, planning for safety and planning for family change. • The CBC, either directly or in conjunction with sub-contractors, uses available FSFN reports and quality case reviews to monitor practice implementation and develops and monitors improvement plans as needed. • The CBC, either directly or in conjunction with sub-contractors, evaluates the status of implementation of the Child Welfare Practice Model. • The CBC, either directly or in conjunction with sub-contractors, continuously reinforces the essential skills needed to ensure quality child welfare practice: family engagement, partnering, gathering information, assessing and understanding information, planning for child safety, planning for family change and monitoring and adapting case plans.

Theory Comprehension

Florida's Child Welfare Practice model is built on a safety-focused, family-centered and trauma informed approach. Practice implementation depends upon understanding and use of family-centered and trauma informed approaches. These approaches support the core practices of the Practice Model which are family engagement, partnering, gathering information, assessing and understanding information, planning for child safety, planning for family change and monitoring and adapting case plans. These approaches and concepts require leadership support, a long term comprehensive implementation plan and continuous monitoring and review.

Sources	Elements to Consider

<u>Leadership Roundtable</u>
• Discuss the status of implementation of new practice model and how leadership is reinforcing this model, including:
    o Integration of Trauma Informed Care and Family Centered Practice into day to day operations.
<u>Training Manager Interview</u>
 	
Understanding the theory regarding individual's trauma, family engagement and Involving the family in sensitive decisions about their family is important to casework.
 	
• Please describe your role in:
    • supporting family-centered and trauma-informed approaches.
	▪ Is there understanding of how family-center practice and trauma informed care influence the Florida's Child Welfare Practice Model?
	▪ Does CBC have a family-centered implementation strategy?
	    o Is it supported by leadership?
	        – Does leadership discuss the importance and set expectations?
	        – Is it part of M/V/V?
	        – Is it part of strategic plan?
	        – Are resources dedicated to implementation (people, time, funding)?
	        – Is there a method of measuring application of approach?
	        – Has there been or is there training?
	        – Is this on-going or one-time training?

- Implementation of new child welfare CFOP

Quality Manager Interview

- Please describe your role in:
    - Ensuring CFOPs are implemented after distribution and/or training?
    - Integration of trauma informed care and family centered practice into service delivery?

Operations Manager Interviews

- Please describe your role in:
    - Ensuring Family-centered and trauma-informed approaches are integrated into daily work
    - New Child Welfare Operating Procedures are distributed
    - Ensuring Child Welfare Operating Procedures are implemented after distribution and/or training?

Case Manager Supervisor Interviews

- Have you and your unit received training and or development regarding family-centered practice?
    - If so, how do you cultivate that within your unit? If not, do you make any efforts to cultivate this approach in your unit?
- Have you and your unit received training and or development regarding trauma informed care?
    - If so, how do you cultivate that within your unit? If not, do you make any efforts to cultivate this approach in your unit?
- How are you informed of new child welfare operating procedures?
- When you are aware of new operating procedures how do you ensure that the new procedures are understood and followed in your unit?

Case Manager Interviews

- Have you and your unit received training and or development regarding family-centered practice?
    - If so, how do you apply this to your daily work?
- Have you and your unit received training and or development regarding trauma informed care?
    - If so, how do you apply this to your daily work?
- How do you and your unit become aware of new operating procedures?

Other possible sources:
- Vision, Mission and Values
- Strategic Plan
- Implementation Plans for family-centered and/or trauma informed strategies

- Does training include all staff?

- Does CBC have a trauma informed care implementation strategy?
    - Is it supported by leadership?
        - Does leadership discuss the importance and set expectations?
        - Is it part of M/V/V?
        - Is it part of strategic plan?
        - Are resources dedicated to implementation (people, time, funding)?
        - Is there a method of measuring application of approach?
        - Has there been or is there training?
        - Is this on-going or one-time training?
        - Does training include all staff?

Practice Competency

Florida's Child Welfare Practice Model core concepts includes family engagement, partnering, gathering information, assessing and understanding information, planning for child safety, planning for family change and monitoring and adapting case plans. Operationalizing these core concepts requires a CBC strategy, either directly or in conjunction with sub-contractors, that reviews, reinforces and evaluates application. Application requires not only comprehending the core concepts but also skill development required to implement. Use of FSFN data and quality assurance data should be used to monitor application.

Sources	Elements to Consider

Leadership Roundtable
• Discuss the status of implementation of new practice model and how leadership is reinforcing this model, including:
    o Use of the tools in FSFN to support the practice model
    o What percentage of implementation is the CBC currently at and what are efforts to increase?
    o Are there plans to convert cases that are not currently using the practice model?
 	
Training Manager Interview
 	
• Please describe your role in:
    o Training the core concepts of the new practice model
    o Developing the essential skills associated with the practice model:
        ▪ Family engagement
        ▪ Partnering
        ▪ Gathering information
        ▪ Assessing and understanding information
        ▪ Planning for child safety
        ▪ Planning for family change
        ▪ monitoring and adapting case plans
 	
Quality Manager Interview
 	
1) Please describe your role, if any, in:
    • Implementation of new practice model
    • Describe the status of implementation of the new practice model and efforts being made to develop the skills and understanding of the new practice model:
        o Family engagement
        o Partnering
        o Gathering information
        o Assessing and understanding information
        o Planning for child safety
        o Planning for family change
        o Monitoring and adopting case plans
 	
Operations Manager Interviews
	Elements to consider:
	▪ Is there leadership level support?
	    o If so, how is this messaged?
	▪ Is there an implementation plan for the Practice Model?
	    o Are resources dedicated to implementation (people, time, funding)?
	    o Are activities monitored and updated as necessary?
	▪ Is there on-going training and development?
	    o Does this cover key practice concepts, CWOP and policies?
	    o Does this cover skill development?
	    o Has there been investment in training leadership?
	    o Has there been investment in developing Case Manager Supervisors?
	        ▪ Have they received training: Supervisor Consultation Guide developed by ACTION?
	▪ Is there a strategy to monitor implementation and application?
	    o Are cases reviewed with new practice focus?
	        ▪ Reviewed by whom?
	            o Have internal experts been developed?
	▪ Is there a strategy to determine proficiency?
	    o If so, to what level(s)?
	▪ Is any information from FSFN used to determine application?
	    o If so, what reports are run?
	▪ Is there an acknowledged connection between quality case reviews and practice application?
	    o CFSR, CQI Reviews and RSF reviews around permanency, safety and well-being help identify strength of application
	        ▪ Example – Concerted efforts to involve parents in case plan (WBO 1 Item 13) will be impacted by practice core concepts of family engagement, partnering, gathering information, planning for family change and monitoring and adapting case plans

- Please describe your role in implementation of new practice model.
- Describe the status of implementation of new practice model and what efforts are being made to develop the skills and understanding of the new practice model?
    - Family Engagement
    - Partnering
    - Gathering Information
    - Assessing and Understanding Information
    - Planning for Child Safety
    - Planning for Family Change
    - Monitoring and Adapting Case Plans

Supervisor Interviews

- What efforts are being made to develop the skills and knowledge needed to fully implement the new practice model?
    - Family Engagement
    - Partnering
    - Gathering Information
    - Assessing and Understating Information
    - Planning for Child Safety
    - Planning for Family Change
    - Monitoring and Adapting Case Plans

Case Manager Interviews
- What efforts are being made to develop the skills and knowledge needed to fully implement the new practice model?
    - Family Engagement
    - Partnering
    - Gathering Information
    - Assessing and Understating Information
    - Planning for Child Safety
    - Planning for Family Change
    - Monitoring and Adapting Case Plans

Other possible sources:
- Vision, Mission and Values
- Strategic Plan
- Implementation Plans for family-centered and/or trauma informed strategies

5.6 PARTNERSHIP RELATIONS

Elements of Review	GOALS
Child Protective Investigations	• CBC works closely with Department or Sheriff's office to optimize effective operational activities including case transfers, joint home-visits, case communication, close the loop staffings, relative and non-relative home study approvals, case escalation and emergency placements. • CBC co-leads activities to resolve identified areas of concern. • CBC engages with the Region CPI leadership and workforce on a regular basis to gain an understanding of service needs of families.
Children's Legal Services	• CBC works closely with Region CLS leadership to optimize operational activities including case communication, timely submission of legal/court reports and documents and required follow-up after judicial activities. • CBC co-leads activities to resolve identified areas of concern.
Judiciary	• CBC has mutually respectful working relationship with Judiciary and has formal or informal methods to develop solutions.
GAL	• CBC has mutually respectful working relationship with GAL and has formal or informal methods to develop solutions.

Other Governmental Agencies	• CBC has working relationship and formal or informal approach to develop solutions with the following:
	  o Local Department of Juvenile Justice
	  o Local Agency for Persons with Disabilities
	  o Managed Health Care provider, local Department of Health or other health care providers to identify services available to children, their caregivers and has established protocols to ensure service coordination
	  o Managing Entity

Domestic Violence Service Providers	• CBC has working relationships with local Domestic Violence service providers and has formal or informal methods to develop solutions.

Educational Coordination	• CBC has developed relationships/agreements with area schools which includes:
	  o Established Points of Contacts with each school system in area served
	  o Established approach to share information between CBC and School System
	  o Established approach to stabilize educational placement of children in care
	• CBC uses data from quality assurance case file reviews to improve educational outcomes for children.
	• CBC sets expectations that case managers effectively engage parents and caregivers in the education planning and decision making of their children.

Other Area Partnerships	• CBC has developed other partnerships that promote the delivery of services to children and families.

Child Protective Investigations

The coordination of services and case management is essential. It is important for the CBC to take an active role in establishing expectations and processes for case management to enhance this coordination. CBC should be seen as an involved leader in jointly identifying and resolving issues or barriers. CBC should gather information from regional CPI leadership to help identify services needs of families.

Children's Legal Services

The coordination between case management and Children's Legal Services (CLS) is essential to the safety, permanency and well-being of children. It is important for CBC to take an active role in establishing expectations and processes for case management to enhance this coordination. CBC should be seen as an involved leader in jointly identifying and resolving issues or barriers.

Sources	Elements to Consider

Leadership Roundtable
 	
• What methods has CBC leadership used to enhance or develop positive relationships with partners?
• What methods has CBC leadership used to enhance or develop positive relationships among frontline staff?
 	
Operations Manager Interviews
 	
• How do you create better connections with and involve partners in your decision-making process?
    o CPI
    o CLS
• Communication, cooperation and teamwork are essential when partnering to serve children and families. Often in cases there are differing opinions. When faced with differing opinions with case partners such as CPI/CLS what avenues do you use for resolution?
 	
Case Manager Supervisor Interviews
 	
• How do you manage better connections with and involve partners in your decision-making process?
    o CPI
    o CLS
• Communication, cooperation and teamwork are essential when partnering to serve children and families. Often in cases there are differing opinions. When faced with differing opinions with case partners such as CPI/CLS what avenues do you use for resolution?
• Are there joint training opportunities with your partners? If so, which partners?
 	
Case Manager Interviews
 	
• How do you manage better connections with and involve partners in your decision-making process?
	▪ Does CBC and DCF have jointly agreed upon processes regarding areas of connection between investigators and case management?
	    o Are these in writing?
	    o Are they reviewed periodically to ensure they are effective?
	    o How are issues identified?
	    o Does appropriate level of CBC staff participate in operational workgroups and system re-design groups?
	        ▪ Are these group ad hoc, routine or both?
	    o Are there opportunities for joint training of field staff?

o CPI o CLS • Communication, cooperation and teamwork are essential when partnering to serve children and families. Often in cases there are differing opinions. When faced with differing opinions with case partners such as CPI/CLS what avenues do you use for resolution? • Are there joint training opportunities with your partners? If so, which partners? Other possible sources: • List of Working Agreements • Accreditation Report • COA Stakeholder survey results • COU Survey Results	

Judiciary
Since Dependency Judges and Magistrates have significant impact on safety, permanency and well-being of children, it is important for CBC to have a working relationship and a method to identify issues and resolve problems.

Sources	Elements to Consider

Leadership Roundtable
 	
• Partnerships enhance services for the protection of children. How has your agency enhanced positive relationships with the Judiciary?
 	
Other possible sources:
• Judiciary survey results
	Elements to consider:
	▪ What kind of contact does CBC leadership have with Judiciary?
	  • Is it routine, only when there are issues or something else?
	  • How are Judiciary concerns identified and resolved?
	    o What role does CBC leadership play?
	    o Does CBC leadership do court observations, survey CLS, contact Judiciary or take other actions?
	    o If case management is subcontracted does CBC get involved

Guardian Ad Litem
Since GAL staff and volunteers have a significant impact on safety, permanency and well-being of children, it is important for CBC to have a working relationship and a method to identify issues and resolve problems.

Sources	Elements to Consider

Leadership Roundtable
 	
• Partnerships enhance services for the protection of children. How has your agency enhanced positive relationships with GAL?
 	
Operations Manager Interviews
 	
• How do you create better connections with and involve partners in your decision-making process?
    o GAL
• Communication, cooperation and teamwork are essential when partnering to serve children and families. Often in cases there are differing opinions.
	▪ What kind of contact does CBC leadership have with Circuit GAL leadership?
	
	    o Is it routine, only when there are issues or something else?
	
	    o How are concerns between case management and GAL identified and resolved?
	        ▪ What roles does CBC leadership play?
	
	    o If case management is subcontracted does CBC get involved?

When faced with differing opinions with case partners such as GAL what avenues do you use for resolution?
- Are there joint training opportunities with your partners? If so, which partners?

Case Manager Supervisor Interviews

- How do you manage better connections with and involve partners in your decision-making process?
  - GAL
- Communication, cooperation and teamwork are essential when partnering to serve children and families. Often in cases there are differing opinions. When faced with differing opinions with case partners such as GAL what avenues do you use for resolution?
- Are there joint training opportunities with your partners? If so, which partners?

Case Manager Interviews

- How do you manage better connections with and involve partners in your decision-making process?
  - GAL
- Communication, cooperation and teamwork are essential when partnering to serve children and families. Often in cases there are differing opinions. When faced with differing opinions with case partners such as GAL what avenues do you use for resolution?
- Are there joint training opportunities with your partners? If so, which partners?

Other possible sources:
- List of Working Agreements
- Accreditation Report
- COA Stakeholder survey results
- GAL survey results

- Are there opportunities for joint training of field staff?

Other Government and Local Agencies

Since effective partnerships especially with dually served children or those at risk of being dually served impact the safety, permanency and well-being of children, it is essential for CBC leadership to develop working relationships with area agencies such as DJJ, APD, health care providers, and the managed health care providers.

Sources	Elements to Consider

Leadership Roundtable
 	
- Partnerships enhance services for the protection of children. How has your agency enhanced positive relationships with agencies such as DJJ, APD, area health care providers and the managed health care providers?
 	
Operations Manager Interviews
	- What kind of contact does CBC leadership have with leadership of DJJ, APD, health care providers, and the managed health care plans?
	  - Is it routine, only when there are issues or something else?
	  - How are concerns between each of these agencies identified and resolved?
	    - What role does CBC leadership play?

	o If case management is subcontracted does CBC get involved?
How do you create better connections with and involve partners in your decision-making process?	o Has the CBC created unique processes or services with any of these agencies?
o Other Agencies (DJJ, APD)	o Are there opportunities for joint training of field staff?

- How do you create better connections with and involve partners in your decision-making process?
    - o Other Agencies (DJJ, APD)
    - o Educational Partners (K-12)
- Are there joint training opportunities with your partners? If so, which partners?

Case Manager Supervisor Interviews

- How do you manage better connections with and involve partners in your decision-making process?
    - o Other Agencies (DJJ, APD)
    - o Educational Partners (K-12)
- Are there joint training opportunities with your partners? If so, which partners?

Case Manager Interviews

- How do you manage better connections with and involve partners in your decision-making process?
    - o Other Agencies (DJJ, APD)
    - o Educational Partners (K-12)
- Are there joint training opportunities with your partners? If so, which partners?

Other possible sources:
- List of Working Agreements
- Accreditation Report
- COA Stakeholder survey results
- Partner survey results

Domestic Violence Service Providers

Many families served in child welfare have issues regarding family violence. Partnering with domestic violence providers is essential to keep children safe and to strengthen families.

Sources	Elements to Consider

Leadership Roundtable
 	
• Partnerships enhance services for the protection of children. How has your agency enhanced positive relationships with domestic violence service providers?
 	
Operations Manager Interviews
 	
• How do you create better connections with and involve partners in your decision-making process?
    o DV Service Provider
• Are there joint training opportunities with your partners? If so, which partners?
 	
Case Manager Supervisor Interviews
	▪ What kind of contact does CBC leadership have with local domestic violence service providers?
	    o Is it routine, only when there are issues or something else?
	    o How are concerns between each of these agencies identified and resolved?
	        ▪ What role does CBC leadership play?
	    o If case management is subcontracted does CBC get involved?
	    o Has the CBC created unique processes or services with local domestic violence service providers?
	    o Are there opportunities for joint training of field staff?

- How do you manage better connections with and involve partners in your decision-making process? - DV Service Provider - Are there joint training opportunities with your partners? If so, which partners? <u>Case Manager Interviews</u> - How do you manage better connections with and involve partners in your decision-making process? - DV Service Provider - Are there joint training opportunities with your partners? If so, which partners? <u>Other possible sources:</u> - List of Working Agreements - Accreditation Report - COA Stakeholder survey results - Partner survey results	Is there any coordination with local Florida's Coalition on Domestic Violence advocate that is co-located with DCF or CBC?

Education Partners

Educational outcomes are a significant indicator of a child's opportunity for success. Ensuring their educational needs are met while in our care is essential and required coordination between case management and the school system. CBC leadership should take the lead on ensuring this coordination is successful.

Sources	Elements to Consider
<u>Leadership Roundtable</u> - Partnerships enhance services for the protection of children. How has your agency enhanced positive relationships with educational partners/ schools? <u>Operations Manager Interviews</u> - How do you manage better connections with and involve partners in your decision-making process? - Educational Partners (K-12) - Are there joint training opportunities with your partners? If so, which partners? - Do you have relationships with local educational providers? How do you develop and maintain these relationships? <u>Case Manager Supervisor Interviews</u> - How do you manage better connections with and involve partners in your decision-making process? - Educational Partners (K-12) - Are there joint training opportunities with your partners? If so, which partners?	- Have processes and agreements been established with area schools to ensure that appropriate information is shared between case management and the school system? - Are there points of contacts established with area schools? - Does this information include grades, attendance, behavioral issues and educational successes? - Is there an established approach/agreement with area schools to stabilize educational placements? - Is quality assurance data used to improve outcomes for children? - Are expectations set for case managers to engage parents (including those whose children are in care) and caregivers in the educational planning and decision making of their children?

- Do you have relationships with local educational providers? How do you develop and maintain these relationships?
- How do you share and gather school information for children on your caseload?
- How do you engage caregivers in educational planning and decision making for their children?

Case Managers Interviews

- How do you manage better connections with and involve partners in your decision-making process?
  - Educational Partners (K-12)
- Are there joint training opportunities with your partners? If so, which partners?
- Do you have relationships with local educational providers? How do you develop and maintain these relationships?
- How do you share and gather school information for children on your caseload?
- How do you engage caregivers in educational planning and decision making for their children?

Other possible sources:
- List of Working Agreements
- Accreditation Report

Other Partnerships
There are other partners and providers in which CBCs often collaborate to enhance services to children and families.

Sources	Elements to Consider
Leadership Roundtable • If you have other significant partners that have an impact on services delivered to children, families and other caregivers, please provide details. • If you or your staff serve on partner or community boards, please describe the benefits.	▪ If the CBC provided any information on other partners, what were the benefits identified? ○ Could be CPT, CAC, Universities, and Colleges etc. ▪ Does CBC leadership serve on Boards or Committees in the community? ▪ If there are area Children's Services Boards and/or Community Alliances, the CBC should have an active role.

5.7 COMMUNITY RELATIONSHIPS

Elements of Review	GOALS
Faith-Based Community	• Has developed relationships in agency's service area with the Faith-Based Community which provides opportunities to communicate agency's message regarding initiatives. • Has developed relationships leading to faith-based community providing concrete supports for foster families and other families served.
Business Community	• Has cultivated relationships with area businesses to support one-time and on-going initiatives and to provide concrete supports for foster families and other families served.
Media Relationship	• Maintains relationship with media in local area demonstrated by having opportunities to use media to communicate positive messages, seek resources from community, educate the community and respond to community during child or case related crisis. • Maintains a positive coordination with Department and other partners when reacting to situation which has become media interest. • Has as active social media presence in the community.
Community Alliance	• Regularly participates in Community Alliance meetings and activities. • Uses these meetings to provide performance information and seeks support for agency initiatives.
Children Services Boards, if in your area	• Regularly participates in Children Services Board meetings and activities. • Uses these meetings to provide performance information and seeks support for agency initiatives.

Faith-Based Community
CBC leadership is expected to be a leader in the community and to garner support from the community regarding child welfare matters.

Sources	Elements to Consider
Leadership Roundtable Community perception of a CBC is extremely important. Please discuss your agencies engagement and successes with the Faith-Based community. Other possible sources: • Accreditation Report	Elements to consider: ▪ Has CBC developed partnerships with faith-based partners that supports the vision or needs of the CBC regarding child abuse/neglect prevention, foster home recruitment or adoptions? • Is CBC able to speak at events, do the leaders of the faith-based partners speak on behalf of the CBC? ▪ Has CBC developed partnerships with faith-based partners to the extent that these partners provide concrete supports for foster parents or other families served? ▪ Has the CBC developed other creative ways to engage the faith-based community?

Business Community
CBC leadership is expected to be a leader in the community and to garner support from the community regarding child welfare matters.

Sources	Elements to Consider
Leadership Roundtable Community perception of a CBC is extremely important. Please discuss your agencies engagement and successes with the following:	▪ Has CBC developed business partnerships that support one-time initiatives? (examples could be clothing or book drives, presentations to business's employees regarding

Sources	Elements to Consider
• Business Community Other possible sources: • Accreditation Report	recruitment for foster homes or adoption, sponsoring appreciation events for foster and adoptive parents) ▪ Has CBC developed on-going initiatives with business partners to provide concrete supports? (examples could be same as above on and on- going basis) ▪ Has CBC developed other creative ways to engage the business community?

Media Relationship
CBC leadership is expected to be a leader in the community and to garner support from the community regarding child welfare matters.

Sources	Elements to Consider
Leadership Roundtable Community perception of a CBC is extremely important. Please discuss your agencies engagement and successes with the following: • Media including social media Since many cases are mutually shared by DCF and CBC, please discuss your relationship with DCF to produce a positive coordinated outcome in the media. Other possible sources: • Accreditation Report	▪ Does CBC have relationship with media which allows CBC to send positive or informative messages (examples of articles or editorials)? ▪ Does media work with or contact CBC when there is a local or statewide child welfare crisis? Can CBC provide examples of actual connection with media in last year? ▪ How does CBC react and work with DCF regarding negative media reports or questions from media regarding what is perceived as negative outcomes on cases?

Children's Services Board and/or Community Alliance
CBC leadership is expected to be a leader in the community and to garner support from the community regarding child welfare matters.

Sources	Elements to Consider

Leadership Roundtable
Community perception of a CBC is extremely important. Please discuss your agencies engagement and successes with the following:
    o Children's Services Board, if one exist
    o Community Alliance, if one exist
 	
Other possible sources:
• Accreditation Report
	▪ Does the community have one or more community alliances?
	    o If yes, what role does CBC play in it?
	    o Is it used to inform the community by providing CBC performance information?
	    o Is it used to garner support for initiatives?
	    o Is it used to solve community problems?
	
	▪ Does the community have a CSB?
	    o If yes, what role does CBC play in it?
	    o Is it used to inform the community by providing CBC performance information?
	    o Is it used to garner support for initiatives?
	    o Does CBC receive funding from CSB?