



Special points of interest:

- > First year of the PIP has been completed
- > Three PIP targets have been achieved
- > Just over half of all key activities have been completed or are ongoing
- > New Federal Corner added

Florida CQI Story

Florida’s PIP Progress Report has been Submitted

Florida’s Program Improvement Plan (PIP) report to the Children’s Bureau was submitted on July 28, 2018. The report is comprised of the progress made January–June 2018 as well as any ongoing activities from the prior submission. As a reminder, the PIP has three (3) Goals: Safety, Permanency and Well-being with eight (8) strategies and 34 key activities.

The safety goal includes two (2) strategies for protecting children from abuse and neglect, maintaining children in their own homes if possible, and providing appropriate safety services to prevent removal from the home. The first safety strategy and associated key activities have been completed (or are ongoing) which included activities focused

on strengthening Florida’s practice model. The Department and CBCs completed three (3) of the six (6) key activities of the second safety strategy which address improving families’ ability to provide for their own children’s needs through quality family assessments, family engagement, and providing appropriate supports to address identified needs.

The second goal is to improve permanency including three (3) strategies: implementing practice initiatives to improve permanency and stability, ensuring continuity of family relationships and connections for children are preserved, and improving the accuracy and timeliness of entering information into the Florida Safe Families Network (FSFN).

Eight (8) of fifteen key activities outlined in goal two (2) have been completed.

The third goal is to improve the well-being of families and children and consists of three (3) strategies: to improve quality assessments, family engagement, and appropriate supports for identified needs; assure that children receive appropriate services to meet educational needs; and assure appropriate services to meet physical, dental, and mental health needs. Seven (7) of the eleven key activities outlined in the third goal have been completed.

Florida is halfway through its two (2) year PIP and has completed just over half of the key activities.

Regional PIPs

Each region submitted local PIP updates which were used to inform statewide PIP progress. The Children’s Bureau will review the submission and notify Florida in writing of its progress toward achieving PIP targets and completing key activities. The regional PIPs are posted on Florida’s Center for Child Welfare website in the Child and Family Services Review (CFSR) area

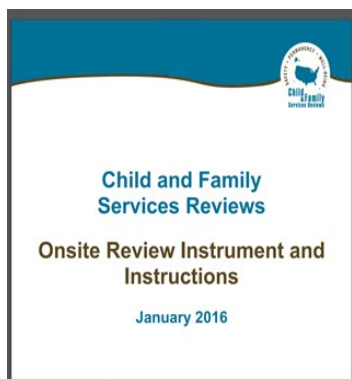
under the ROA (Results Oriented Accountability) section.

Each region appointed a PIP lead to oversee and facilitate the region’s local PIPs, gather stakeholder input, and report progress locally and statewide at the Child Welfare Taskforce (PIP steering committee) or other meetings such as the Quality Assurance Managers meeting.

The Children’s Bureau attended the Quality Assurance Managers meeting in May of 2018 at which time the regional PIP leads were provided an update on local efforts to improve performance.

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PIP Monitored case Reviews are conducted in a 'Side-by-Side' style by pairing a Quality Management professional, the DCF Region and one from the local CBC

PIP Monitored Case Reviews

The PIP monitored case review process mirrors the federal Child and Family Services Review (CFSR) for which at least 80 cases are reviewed each six-month PIP reporting period. A total of 84 cases were reviewed for the most recent six (6) month PIP reporting period (January–June 2018). The PIP monitored case reviews are conducted just as was the CFSR, consisting of CBC and DCF Quality Management staff

members. The review instrument is completed in the Online Review Management System by the team and submitted to the CBC Quality Assurance Manager to ensure that the instrument was completed correctly. Once approved by the CBC Quality Assurance Manager, the case is submitted to the DCF Headquarters Quality Assurance team of the Office of Child Welfare. The Headquarters Quality Assurance team reviews the instrument to double check that it was completed accurately and ensure

inter-rater reliability. Most cases are sent back for revisions to strengthen response statements and ensure each response relates to each item. Once approved, a percentage of the cases are submitted to the Children's Bureau for a third level of review to again ensure the tools are completed accurately and consistently.

Performance from the Most Recent PIP Progress Period

The PIP reporting periods are rolling quarters so that the first reporting period was quarters 1 and 2 combined, the second period was quarters 2 and 3 combined and the third period was quarters 3 and 4 combined.

Florida has achieved three (3) of its ten (10) PIP targets: Services to prevent entry or re-entry into foster care, permanency goal established timely, and case worker visits with parent. Items with targets less than 90% have to be met once. Items with targets greater than 90% must be met and sustained for two (2) additional PIP Measurement Periods. Item one, Seeing children timely during investigations, was met and now must be sustained.

Florida's performance is above the CFSR baseline for five (5) items with PIP targets and has not yet reached the CFSR baseline performance on two (2) items with PIP targets.

CFSR Item	Item Description	CFSR Baseline	PIP Target	Trend	PIP Period 1	PIP Period 2	PIP Period 3
					Performance N=83 7/17 - 12/17	Performance N=87 10/17 - 3/18	Performance N=84 1/18 - 6/18
1	Investigations: child victims seen timely	91.50%	91.60%		85.71%	87.50%	91.67%
2	Services to prevent entry or re-entry into foster care	76.50%	85.80%		75.68%	75.68%	86.11%
3	Risk assessment and safety concerns	71.30%	77.70%		63.86%	63.22%	70.24%
4	Placement Stability	81.80%	88.50%		78.95%	85.96%	83.64%
5	Permanency Goal Established Timely	74.50%	82.10%		78.95%	85.96%	78.18%
6	Permanency Goal Achieved Timely	67.30%	75.40%		68.42%	70.18%	61.82%
7	Siblings Placed Together	85%	NA		80.56%	85.29%	85.37%
8	Child visits with Family	69%	NA		66.67%	66.67%	63.04%
9	Preserving the Child's Connections	82%	NA		75.44%	84.21%	78.18%
10	Placement with Relatives	72%	NA		78.95%	84.21%	92.73%
11	Promote and/or maintain positive relationships with parent	60%	NA		59.62%	68.18%	63.41%
12	Assessment of needs and services provided for children, parents, and foster parents	51.30%	58.40%		50.60%	57.47%	53.57%
12A	Assessments and Services for Children	88	NA		86.75%	81.61%	86.9%
12B	Assessment and Services for Parents	55%	NA		53.85%	61.33%	56.16%
12C	Assessment and Services for Foster Parents	80%	NA		89.09%	92.59%	82.35%
13	Children and Parents involved in Case Planning	63.60%	70.70%		68.29%	70.24%	61.73%
14	Caseworker Visits with Child	72.50%	78.90%		63.86%	66.67%	72.62%
15	Caseworker Visits with Parents	43.50%	51.10%		39.47%	48.0%	55.41%
16	Child's Educational Needs	92%	NA		82.69%	87.5%	82.0%
17	Child's Physical Health and Dental Needs	85%	NA		80.33%	84.62%	84.38%
18	Child's Mental Health Needs	72%	NA		71.11%	72.92%	59.57%
Above Baseline CFSR					5	12	9
Above PIP Target					0	1	3
Below Baseline					16	8	9



OCW Quality Assurance Assistance

In addition to the PIP Monitored case reviews, each Community-based Care (CBC) Lead Agency conducts Florida Continuous Quality Improvement (CQI) Reviews utilizing the CFSR instrument which are documented in the Children's Bureau's Online Management System. The majority of these reviews are conducted based on case file documentation. The exception are in-depth case reviews that include case participant interviews. Each CBC conducts two (2) in-depth reviews each quarter; however, PIP moni-

tored cases may replace the in-depth reviews.

In order to improve fidelity to the instrument, the DCF Headquarters Quality Assurance team of the Office of Child Welfare began conducting a second level review of all of the Florida CQI cases reviewed from each CBC the quarter prior to the CBC's on-site monitoring by the Contract Oversight Unit (COU). This information is provided to the COU team to include in the written report provided to the CBCs. The Quality

Assurance team began the reviews in the last quarter of contract year 2017-2018 for the three (3) CBCs with on-site COU reviews in the first quarter of 2018-2019.

In addition, the Quality Assurance team has provided technical assistance to the Southeast and Suncoast regions in a day long CFSR tool review. The next technical assistance session will be with the Northwest and Northeast regions.

Florida CQI Story Dashboards

The Quality Assurance team created four (4) dashboards:

- CPI Rapid Safety Feedback (RSF) Reviews to show performance over time—updated monthly with a 90 day delay (60 for investigations to close and 30 to work with regions to clean the data)
 - Case Management Rapid Safety Feedback reviews—updated quarterly
 - Florida CQI, CFSR, and PIP reviews that display the state's performance toward PIP targets—updated quarterly
 - Fidelity reviews that show the state's progress on fidelity to its practice model for safety assessments
- as well as risk assessments—updated semi-annually for safety, and annually for risk.

The dashboards are published on the internal DCF website with access available for each Region, CBC and Sheriff's office conducting Child Protective Investigations.

Florida's QA Dashboards have been Published!

CQI Capacity

The Department created joint strategic initiatives with the Florida Coalition for Children (FCC), a group consisting of the CBC lead agencies and many service providers. One of the strategic initiatives includes conducting an assessment of the state's capacity to conduct CQI activities to improve performance on key indicators not meeting established benchmarks.

The Department convened a workgroup of Headquarters, Regional, and CBC

Quality Management personnel and others. The Capacity Center for States facilitated the workgroup with the Office of Child Welfare. The workgroup reviewed existing capacity assessments and created an instrument specifically for Florida's community-based care model. The assessment instrument focuses on rating the agency's capacity across four (4) domains:

- Improve Access to Good Quality Data
- Build Analytical Capacity of Staff to

Effectively Use Data

- Take Action to Improve Outcomes
- Continue to Develop a Results-oriented Culture of Shared Accountability, Transparency, and Collaboration with a Focus on Research and Evidence-based Interventions

A cognitive pilot was conducted and the kick-off for the first full pilot by a CBC was held on August 1, 2018.

[http://
www.myflfamilies.com/](http://www.myflfamilies.com/)

The mission of the Department of Children and Families is to work in partnership with local communities to protect the vulnerable, promote strong and economically self-sufficient families, and advance personal and family recovery and resiliency. Ch.20.19 F.S.

Vision:

We are a highly skilled workforce committed to empowering people with complex and varied needs to achieve the best outcomes for themselves and their families. In collaboration with community stakeholders, we will deliver world class and continuously improving service focused on providing the people we serve with the level and quality that we would demand and expect for our own families.

Office of Child Welfare, Results
Oriented Accountability and CQI



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Federal Corner

The Children's Bureau approved Florida's request for a one (1) year extension on its IV-E Foster Care waiver demonstration. This aligns the end of the waiver with the federal ending of all waiver demonstrations across the country. Florida created a workgroup comprised of DCF and CBC leadership to review its funding options in a post waiver environment.

Florida submitted its Annual Progress and Services Report (APSR) on June 29, 2018. The APSR is the annual progress update to Florida's Child and

Family Services Plan (CFSP) for 2015–2019. The 2018/2019 fiscal year is the final year for the most recent CFSP. The next APSR due June 30, 2019 will be a final report and summary of progress made on that plan.

The state will also work on a new CFSP during the 2018/2019 year with the next five (5) year plan due June 30, 2019. The plan will be developed over the course of the year with input from statewide stakeholders, partners, and communities. A meeting was held in July 2018 by the Children's Bureau to discuss the

vision for the future and provide states with an early look on what may be required in the plan. The new CFSP is to be transformative with five (5) key efforts to strengthen families:

- Primary Prevention of Child Maltreatment and Unnecessary Foster Care Placement
- Foster Care as a Support to Families, not a Substitute for Parents
- Child Welfare Practice that Supports the Well-being of Children and Families
- Community-based, Collaborative

Programs that Support Families

- A Strong, Healthy Child Welfare Workforce to Achieve Better Outcomes.

The CFSP and APSR must integrate with the CFSR and resulting PIP. These all fit together to create, review, monitor, and improve the state's provision of child welfare services for children and families.