



Regional Quality Management (QM-CQI) Plan 2019-2020 *Southern Region* *Circuit 11 and 16*

Southern Region Quality Management Plan

INTRODUCTION

1. A description of QA/CQI staff resources:

The Region's Quality Assurance Department is managed by the Family Safety Program Office and covers both Circuits 11, and Circuit 16. There is one Program Manager who over sees the Program Office and all its components. The Critical Child Safety Practice Manager supervises three Critical Child Safety Practice Experts (CCSPE), two Operations Review Specialists and one Child and Family Service Review Specialist (CFSR, PIP Lead). All QA staff are certified Child Safety Protection Experts and proficient.

The three CCSPE's conducts Rapid Safety Feedback (RSF) reviews utilizing Windows into Practice, the RSF manual, and Child Family Operation Procedure (CFOP). The RSF process consist of The Decision Support Team (DST) reviews of investigative activities completed between the 7th to 10th day of the intake date on cases that meet Tier 1 and tier 2 criteria. The DST process guide decisions and build ownership and competence of front-line staff while supporting operations in real time decision making. The CCSPE, the Child Protective Investigator (CPI) and the CPI Supervisor discuss the case to determine if the CPI's initial assessment of the family conditions were appropriate and the correct present danger safety decision was made.

The 30th day review assess the sufficiency of the Family Functioning Assessment (FFA) the risk assessment and the Supervisory reviews to determine if the guidance provided validates the correct safety determination and guided critical thinking. Case consultations are facilitated in person by the CCSPE, the team engages in discussion of the case and the CPI demonstrates his/her understanding of the information collection process

that lead to the safety determination of the child(ren). The CCSPE provide feedback and recommendation that must be reconciled and completed prior to the case closure.

The CCSPE's also provide individual/group coaching, mentoring and training. They are also leading the learning circles and coaching for regional staff proficiency process. Our OPS (CFSR/PIP Lead) work closely with our local CBC as a co-reviewer with the CFSR reviews and oversees and tracks the region's Federal Performance Improvement Plan (PIP).

2. Regional Description:

The Southern Region is comprised of two circuits, Circuit 11 covers Miami-Dade, and Circuit 16 covers Monroe County. In this time frame, there were 28 Child Protective Investigation Supervisors (CPIS), 100 Child Protective Investigators (CPI) and 26 Senior investigators. Staff is allocated as follows:

Circuit 11: Miami-Dade, has 23 CPI Units divided in three service centers, the OTI Unit and the Institutional Unit are specialized Units, and a new addition is the Opioid Unit handling all intakes with maltreatment of substance misuse/opioids with children ages 0 to 6 years old.

Circuit 16: Monroe: has 2 units with the main office in Key West and a satellite office in Marathon, as well as investigators covering the Tavernier office. The CPIs are dually certified to cover both child and adult investigations. The Key West office houses the Administrative staff, ACCESS staff and Adult Services, Child safety and Family Prevention, Legal and Licensing. Wesley House Community Base care is responsible for all direct case management services and child welfare services they are also monitored by our Kids, Inc. The CPI's in Monroe are also responsible for adult investigations

Over the past year the region's community-based Care Lead Agency is Our Kids was responsible for overseeing all child welfare related services, and provided monitoring, technical assistance and support to their network of subcontractors. Our Kids' network of subcontractors in turn provide direct services to clients. OurKids lost their contract as the lead agency in June 2019 to Citrus Family Care Networks, whom is now the new Lead agency in the Southern region.

Number of Intakes received each month:

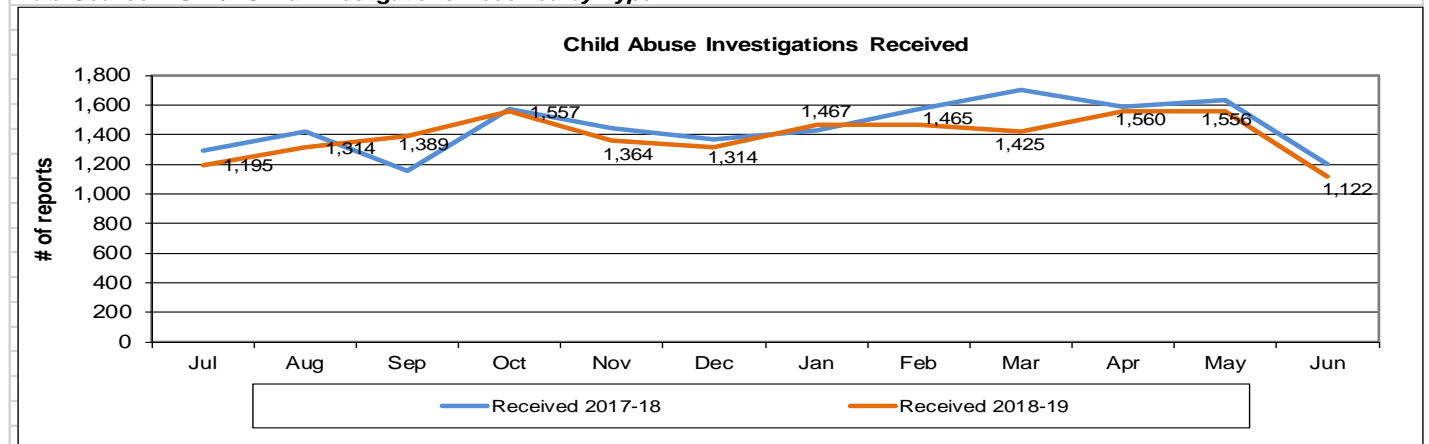
As per the FSFN data above the region received a total of 17,383 intakes during July 2018 to June 2019, and as per the Rapid Safety Feedback Qualtrics dashboard 256 of those cases met RSF criteria. Of the cases that met RFS criteria 237 were reviewed by a Critical Child Safety Practice Experts and /or Operation Review

Specialists and the remaining were not review for various disqualifying reasons (such as if a child turns 4 years old when the FSFN reports are run, streamlined investigation to “other maltreatment” and case transfer to other jurisdictions).

REGIONAL INTAKES:

Child Abuse Investigations Received for the Month														
Fiscal Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY TD	Avg FY TD
Initial	823	917	1003	1071	928	903	990	1013	989	1069	1076	771	11,553	962.8
Additional	85	85	84	88	100	67	104	104	85	93	83	72	1,050	87.5
Special Conditions	91	96	100	144	127	101	146	133	135	150	175	126	1,524	127.0
Supplemental	146	172	137	184	154	178	157	158	154	173	154	119	1,886	157.2
Miami-Dade	1,145	1,270	1,324	1,487	1,309	1,249	1,397	1,408	1,363	1,485	1,488	1,088	16,013	1334.4
Initial	37	37	55	54	48	43	48	45	45	50	41	29	532	44.3
Additional	4	3	2	3	3	9	12	1	5	6	5	3	56	4.7
Special Conditions	3	1	2	8	0	2	2	4	6	7	4	0	39	3.3
Supplemental	6	3	6	5	4	11	8	7	6	12	18	2	88	7.3
Monroe	50	44	65	70	55	65	70	57	62	75	68	34	715	59.6
Received 2018-19	1,195	1,314	1,389	1,557	1,364	1,314	1,467	1,465	1,425	1,560	1,556	1,122		
Received 2017-18	1,290	1,423	1,154	1,571	1,448	1,373	1,428	1,572	1,701	1,586	1,636	1,201	17,383	1448.6

Data Source: FSFN/ Child Investigations Received by Type



Number of Open Investigations at the end of the reporting month													
	7/31/	8/31/	9/30/	10/31/	11/30/	12/31/	1/31/	2/28/	3/31/	4/30/	5/31/	6/30/	Avg FY TD
FY 2018-19	1,391	1,415	1,600	1,687	1,577	1,480	1,490	1,594	1,461	1,583	1,571	1,340	
FY 2017-18	1,598	1,653	1,717	1,759	1,853	1,752	1,769	1,940	1,901	1,976	1,955	1,661	1794.5
FY 2016-17	1,724	1,749	2,032	2,160	2,184	2,111	1,912	1,996	2,178	2,147	2,245	1,785	2018.6
FY 2015-16	1,375	1,343	1,531	1,757	1,754	1,648	1,643	1,931	1,957	2,155	2,299	1,970	1780.3

Data Source: Child Investigations and Special Cond Status Report

C. High- Level Discussion Turnovers

As per DCF Statewide Human Resource Dashboard between January 2018 to June 2019 the region lost 73 CPI and 5 CPIS with a 46.99% turnover in CPI's and 11.76% CPIS. They were various separation reasons as per the chart below:

Separation Decision: CPIS & CPI

Dismissal	Failed Probation	Moved to other State Position	Moved to Non-State Positions	Private Sector	other
3	3	5	3	1	61

There is a high degree of “Other” reasons for separations, as per the Regional Recruitment Specialist internal tracking show trend in lack of communications, lack of support and lack of moral commitment to the requirements of the position. There is also an overwhelming amount of new college graduates the joined the workforce for the first time and later determined that being a CPI’s was not their career path. Turnover rates are monitored to determine trends of employee retention, employee satisfaction and the effectiveness of the recruitment processes, ongoing recruitment campaigns and continue to hire new staff in overlapping positions has been ongoing to fill vacancies. Trends have also demonstrated an impact on quality of documentation and other areas that effects fidelity to the practice model.

Recruitment campaign have partnered with the local universities School of Social Work to promote DCF’s mission, and information on the investigation process with the hopes of recruiting committed individuals. DCF have also created an email website that is available to students that may be interested in employment opportunities while finishing their degrees, the site houses the reassume for 1 year and when a position becomes available the individuals are contacted.

D. Working Relationships w/ CBC

Over the last year DCF maintained a relationship with the then lead agency OurKids, however the region had an open ITS that created external opportunities/bid for a new Lead agency. The relationship was difficult as DCF lead the campaign to determine if OurKids were to remain the lead agency or to transition to a new organization. OurKids was also under several Performance Improvement Plans as a result of a regional Lawsuit and DCF CFSR PIP data also created additional oversight by the department to increase performance in almost every child welfare performance expectation of Safety, Permanency and Well-being.

E. Stakeholders involvement

In spite of an open ITN the Department and OurKids share a common understanding that safety, permanency and well-being of the children and families we serve is our primary goal; but with the understanding that collaboration and partnerships are essential in meeting the needs of our

families. The Region continued to work closely with the Courts, Children's Legal Services, Guardian Ad Litem, Substance Abuse and Mental Health providers and Consultants, Managing Entity (SFBH), Domestic Violence (DV) Consultants (The Lodge) through FCADV, Early Learning Coalition, along with foster and adoptive parents to ensure that all identified needs of the families were met.

The region's Deputy Regional Managing Director/Community Development Director oversees most stakeholder's initiatives that is child welfare related as follow:

- November – National Adoption day
- December – CBC Alliance Child Welfare Summit
- April - Pinwheels for prevention events. Yearly Truck Tour in coordination with Ounce of Prevention and other community partners. Resilience film screenings to raise awareness on ACEs (Adverse Childhood Experiences) scores in coordination with the Governor's Office of Adoption and Child Protection and Circuit 11 judiciary.
- Safe Sleep, Water Safety and Hot Car Safety
- Community events/demonstrations (Health and Resource fairs).
- Most recently we participated in the Nicklaus Children's Health System Summer Splash.
- Community radio interviews.
- Safety material distribution at Walking One Stop, Anti-Gang initiative monthly events. The initiative is an intervention strategy for law enforcement and social services to connect with people and provide services directly by going door to door.
- Safety material distribution at community Farm share food distribution events.
- Yearly Hot Car and Water Safety press conferences with testimonials and demonstrations.
- Material distribution for Back-to-School events throughout our community.
- The region has also implemented child welfare practices, programs and policies that is specific to items that was identified in our regional federal PIP plan.
- DV and Mental Health subject matter experts continued to co-locate in each service center to provide one-on-one assistance to the Investigations, they also shadow in the field with the CPI's upon request

3. Other Special Reviews

The region CCSPE review all cases that meets RFS criteria regardless of a removal episode, cases with a removal are subject to a case consultation within 14 days or prior to the case transfer to services to determine the sufficiency of the Family Functional Assessment (FFA) and fidelity to the practice model. The two ORS

review all OCW QA Mini Cirrt, cases with 10 prior reports, cases with trackers/requests from Leadership and the Office of Child welfare, they also do special random units case reviews. Recently the region has also implemented Mini Cirrt reviews of cases with death maltreatments that does not meet criteria for an official QA Cirrt.

Training Initiatives

Since the implementation of the practice model the region maintained a continuous contract with Action 4Child Protection (Action) for onsite training and case consultations. The QA Manager plan and coordinate monthly on-site visits that consists of trainings and consultations that were focused on the supervisory proficiency process. The southern region has also taken pre-service training in-house, one of the region's CCSPE was promoted to the Training Manager Position, she is responsible for the delivery of the pre-service curriculum. The region CCSPE's are committed and responsible for facilitation the proficiency learning circles with the supervisory staff in preparation for their proficiency process. The learning circles are structured using the statewide FFA sufficiency Training (back to basic), as of the writing of this report 90% of the supervisory staff is proficient. CCSPE also provide continuous in-service trainings based on RFS trends, unit's meetings request and one-on-one coaching and mentoring.

4. Strategies to Improve Practice:

During FYI 2018-2019 the region focused on the CFSR Performance Improvement Plan (PIP) that addressed improvements and practice initiatives from the investigative level, case management, the lead agency and stakeholders. The region's PIP lead and Quality Assurance Manager attended several trainings and staffing with the Lead agency and stakeholders as follow:

Monthly CQI, meetings

- CFSR Training with pre-service
- Permanency Training by the Lead agency
- PIP Debriefings
- CQI Debriefings
- Quality Scorecard Items meetings, that discussed the grading of each item with specific agencies
- Facilitated stakeholder's meetings
- Expansion of the BRAIN unit to all DCF service center in the region

Citrus Family Care Network: Region's New Lead Agency:

As of the writing of this report the Citrus have implemented the following:

- Marta Torres, LCSW. Is the current Director of Licensing, Recruitment and Placement, she oversees the entire agency's activities in those three departments?
- Children's Reception and Intake Base (CRIB): three locations in Miami to serve the service centers, these will be reception centers that receive the children during a removal episode that are waiting for placement in foster care, the centers have food, clothing, play areas, here the children can be interviewed, assessed and have their immediate needs met.
- Transition Trauma Therapists (TTT) to work with the CPI's to assist with removal episode, the TTT will also communicate with parents, give them an update on the children and engage them in beginning of the removal process. If time allows, they also meet the CPI and the children at the CRIB to process the removal episode and transition into placement.
- The Central (CRIB) location was opened on August 15th and has already processed nine removals with CPI. Two other centers will be open at the end of 2019.
- All in home, non-judicial cases are assigned to one Case Management Agency.
- Prevention services are being evaluated and Citrus will be adding tools and measures to validate the outcomes in a cohesive and consistent way.

Continuous strategies and collaborations to improve practice are as follow:

The region continued to strengthen its tradition of collaboration throughout all aspects of child Welfare system of care, collaborative efforts are formal, even required by law; others are continual, occurring on a daily basis as field staff work to find the new initiatives to help children and families. Below is a description of some of these collaborations, which occur at both state and local levels

- Leady Agency new and on-going efforts to recruit homes and place children ages five and under in a more family like setting.
- To Focused skill-building and staff development initiatives to continue development of the fidelity model.
- Monthly Team meet with operations to discuss performance and performance expectations using the RFS data.
- Methods to systematically improve the areas that are below expectations are implemented such as structured trainings completed by the CCSPE's for CPIS's and senior CPI's.

- FSN evidence base trainings from Subject Matter Experts started in January 2018 and will continue in 2019.
- Utilization of the Fidelity reviews to track supervisory accountability of the RFS consultations recommendations prior to case closure
- Utilization of the fidelity to track CPIS practice competencies.
- Utilization of the CCSPE fidelity reviews to track CCSPE competencies.
- Review of data to identify trends and deficiencies
- Weekly RSF case consultations staffing conducted by the regional CCSPEs
- Monthly CPIS in-service trainings conducted by the CCSPEs.
- Closed case reviews by ORS for cases where an administrative RFA was issued.
- Conduct FSN FFA audits for CPIS compliance with reviews at critical juncture of the investigations and prior to the case closures.
- Special reviews completed by the ORS or CCSPE on complex cases or presenting unresolved issues with other partners.
- A new CPI hub is being opened in West Miami-Dade to reduce CPI travel time and improve services
- Contracted with a provider to provide additional leadership skills training to our supervisory staff
- Producing a commercial with HQ to be run on television and social media for recruitment of CPIs

Southern Region and its community partners are committed to continuous improvement in all areas of the child welfare system. We believe that these actions and continued collaboration with our team members will lead to continuous practice improvements and ultimately better outcomes for the children and families we serve.

Lovern Alleyne-Babb

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Safety Practice Manager

