



State of Florida
Department of Children and Families

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FY 18/19 SunCoast Region Annual Quality Management (QM) Plan

A. Description of Quality Assurance (QA) Staff Resources

The SunCoast Region (SCR) has two teams of staff devoted to conducting quality assurance and continuous quality improvement activities. Although both teams are aligned in the Family Safety Program Office (FSPO) organizational structure, the Quality Assurance (QA) team is located at the SCR Headquarters in Tampa, and the Critical Child Safety Practice Experts (CCSPEs) are co-located with the operational staff in Lee County. While geographically divided, the two QA teams work collaboratively on identifying trends and areas needing improvement, and then plan on how to deliver the assistance that is needed in the field.

The collaborative approach with both teams provides flexibility which allows the teams to respond to immediate needs identified in the field. As such, there are times when the needs of the field change the focus of this team from the scheduled activities noted above to assisting in the area of identified need.

The team has a QA Manager who oversees six Operation Review Specialists (ORS). The ORS staff are the traditional quality assurance staff who are primarily utilized to conduct file reviews, child fatality QA reviews, specialized focused reviews, sheriff's office peer reviews, Children and Family Service Reviews (CFSR) alongside the Community Based Care (CBC) agencies, provide technical assistance for the Department's operational staff along with other continuous quality improvement activities. The QA Manager also oversees the Regional Child Fatality Prevention Specialist who is responsible for reviewing and completing reports on all child fatalities within the region. In addition, the region has two Other Personal Service (OPS) ORS positions that the QA Manager oversees. One of these positions assists with the CFSR reviews and process while the other position is dedicated to human trafficking and adoption work.

The Regional Training and Staff Development Manager has oversight of the four Critical Child Safety Practice Experts (CCSPE), three pre-service and in-service training staff, one hiring coordinator and one recruitment coordinator for operational staff. The CCSPEs are responsible for conducting Rapid Safety Feedback (RSF) reviews and consultations, fidelity calls, Integrated Decision Team (IDT) calls, roundtable discussions, coaching and mentoring of staff and learning circles. The hiring coordinator and recruiting coordinator are responsible for the hiring and recruitment of operational staff in Circuit 12 (Sarasota and DeSoto counties only) and 20. The recruiting coordinator also completes ongoing focus groups with existing staff to collect turnover and retention data. The training staff are responsible for all pre-service classes as well as any in-service training needs identified through the CQI process throughout the year.

B. Description of the SunCoast Region

The SCR is comprised of four Community Based Care (CBC) lead agencies, four counties where sheriff's offices conduct child abuse investigations and seven additional counties where child abuse investigations are conducted by the Department of Children and Families (DCF). Each of the four circuits (6, 12, 13, and 20) is unique and diverse in the population it serves. Circuits 6 and 13 are the most populated areas serving the most children and families, and all child abuse investigations are completed by the local sheriff's offices. Circuit 12 investigations are divided between DCF and the Manatee County Sheriff's Office (MCSO), while in Circuit 20 all child abuse investigations are completed by DCF.

There are six DCF child protective investigation (CPI) units located in Circuit 12 and an additional 19 DCF CPI units in Circuit 20 with 117 CPI positions, two Field Support Consultant positions, 22 Senior CPI positions and 25 CPI Supervisor positions. The Safe Children's Coalition (SCC) provides case management oversight in Circuit 12 while the Children's Network of Southwest Florida (CNSWFL) provides case management oversight for Circuit 20. Eckerd Connects has oversight of case management services in both Circuit 6 and 13. Children's Legal Services (CLS) provides the legal representation for Circuits 12 and 20, the State Attorney's Office (SAO) provides legal representation for Circuit 6 and the Office of Attorney General (OAG) provides legal representation for Circuit 13.

The coordinated approach of the SCR QA team has been beneficial and aided in the complexities of the Region as evidenced by; an excellent working relationship with the four sheriff's offices who conduct child abuse investigations, enhanced communication with the CBCs, and an integrated continuous quality improvement strategy that begins at the point of hire through ongoing professional development. The SCR FSPO is highly involved in CBC foster care licensing audits, adoption subsidy requests, missing children and human trafficking matters and also has representation during the statutorily required sheriff's office peer review process.

The QA Manager has also attended all of the community alliance meetings as well as the contract meetings with the CBCs to discuss the federal Program Improvement Plan (PIP) that the state is currently involved in. The purpose of attending these meetings is to engage the community and stakeholders with the PIP process and to share updates related to statewide and regional performance.

DCF Monthly Investigations and Special Conditions Received FY17/18

	July '17	Aug '17	Sept '17*	Oct '17	Nov '17	Dec '17	Jan '18	Feb '18	Mar '18	April '18	May '18	June '18	Monthly Average	Yearly Total
Circuit 12	228	264	248	306	308	254	293	285	289	313	326	206	277	3320
Circuit 20	912	1105	782	1109	1121	930	1129	1092	1181	1318	1264	926	1072	12869
Total	1140	1369	1030	1415	1429	1184	1422	1377	1470	1631	1590	1132	1349	16189

*Hurricane Irma impacted numbers

DCF CPI and Supervisor Separations FY17/18

	Total
Child Protective Investigators	83
Senior Child Protective Investigators	2
Child Protective Investigators Supervisors	3

Turnover FY17-18

% of Child Protective Investigators	75.45%
% of Senior Child Protective Investigators	15.79%
% of Child Protective Investigators Supervisors	12.90%

The Region experienced high turnover with CPIs during last fiscal year. Among the reasons for staff leaving were:

- Work/life balance
- Higher pay
- Promotional/advancement opportunities
- Lack of support

Based on the exit interview data, Operations created specialized units to address the turnover and to increase opportunities for staff. In Circuit 12, a Drug Endangered Child unit was created to target the most vulnerable population of children under the age of one involving any maltreatment of substance abuse. Transition units were developed in Circuits 12 and 20. These units receive staff who have successfully completed pre-service training and provide them support as the progression in the competencies and caseloads toward full rotation. In Circuit 20, a night unit was formed to receive immediate intakes between 3pm and 12am Monday through Friday. The staff in the unit receive incentive pay due to the unit working non-traditional hours. Each of these specialized units have provided more support for newer staff as they transition into the field, work life balance by shortening the number of on call shifts staff are required to work each month and providing specialized training and opportunities for staff. In addition, the QA team from Tampa assisted new CPIs in the field after graduating from pre-service to provide ongoing technical assistance and learning.

C. Schedule of Activities

During the FY18/19, the QA team will continue utilizing the Priority of Efforts and the monthly Key Indicator Reports or other available Results Oriented Accountability (ROA) reports to drive continuous quality improvement (CQI) activities and projects. The focus of these activities will be to provide operations with vital information needed to drive performance improvement and practice. The QA team will also participate in the ongoing CFSR PIP process with the Community Based Care (CBC) lead agencies, and participate in the sheriff's office peer review process.

The QA team will have at least bi-quarterly meetings with the quality departments of each of the four (4) CBCs during the year to discuss progress on the Program Improvement Plan (PIP). These meetings will include the reviewers from each CBC as well as the reviewers from DCF and will help facilitate relationships and continuity in the review process.

The QA team will continue the Regional Drug Endangered Child protocol. Every child with a substance exposed newborn maltreatment type will have a specialized review completed by a member of the QA team. The QA staff will participate in a supervisory consultation with the intent of ensuring the most appropriate safety actions are taken in these investigations. In addition, the QA team will also complete specialized reviews of any investigation involving a child under the age of one (1) with any substance related maltreatment. The QA staff will review the investigation at approximately fourteen (14) days into the investigation and determine if there

is a need for a consultation with the supervisor. These are strategies to improve decision making around this highly vulnerable population.

The Region will also continue to look at children age 0-5 who are placed into congregate care. A protocol was developed and sent to the CBCs informing them of the need to notify regional leadership prior to placing any children age 0-5 in congregate care. In addition, monthly staffings are held that include members from the CMO, CBC and DCF regarding each child remaining in group care. The intent is to place focus on this population of children to move children out of congregate care and into a more family like setting.

The QA team will complete specialized supervisory consultation reviews side by side with the Program Administrators to ensure quality of those consultations and to determine if practice is improving. A random sample of investigations will be reviewed for each supervisor on a monthly basis.

The QA team will continue in the proficiency process in order to conduct closed RSF case reviews and also conduct decision support team staffings. The Region is also contracting with ACTION for Child Protection to have the QA team complete the CCSPE level track. This will build capacity within the Region and provide professional growth and development opportunities for these staff.

The CCSPE Team will continue to complete 100% of all RSF case reviews meeting tier 1 or 2 criteria. In addition, the team will also complete closed case reviews of 25% of cases that received a “not rated” for items 5- 9 on the open case RSF tool.

The CCSPE Team will also be developing and delivering training and learning circles to Frontline, Supervisory, and Program Administrator Staff to enhance the knowledge and skills around the practice model. Each training is developed based on trends and data found through RSF case reviews. Also, the CCSPE team will be working with Supervisory and Program Administrator staff to prepare them for their prospective proficiency processes.

In addition to this, the CCSPE team will work closely with the QA team as they complete their proficiency process this year. QA staff will be paired with a CCSPE to listen and complete side by side reviews to ensure they are equipped to successfully complete their proficiency process.

D. Scheduled Trainings

Month/Year	Training Offered
August 2018	<ul style="list-style-type: none">• Mental Health First Aid• Behavioral Health Recertification
September 2018	<ul style="list-style-type: none">• Communication and Engagement• Trauma• Substance Abuse and Co-occurring Disorders• Stress and Self-Care
October 2018	<ul style="list-style-type: none">• Safety Planning (ACTION)• Synthesis and Application Training• Managers Guide to Employee Development• Mental Health First Aid

November 2018	<ul style="list-style-type: none"> • Dealing with Difficult People • Behavioral Health Recertification • Communication and Engagement • ACTION Work Sessions • Trauma • Substance Abuse and Co-occurring Disorders
December 2018	<ul style="list-style-type: none"> • Stress and Self Care • Synthesis and Application Training
January 2019	<ul style="list-style-type: none"> • Safety Planning (ACTION) • ACTION Work Session • Communication with Tact and Professionalism
February 2019	<ul style="list-style-type: none"> • Criticism and Discipline for Managers and Supervisors • ACTION Work Session
March 2019	<ul style="list-style-type: none"> • Supervisor Coaching and Consultation Training with ACTION
April 2019	<ul style="list-style-type: none"> • Improving Accountability in the Workplace • Safety Planning (ACTION)
June 2019	<ul style="list-style-type: none"> • 9 Traits of Highly Successful Teams

E. Strategies Used to Improve Practice

See attached.