



State of Florida
Department of Children and Families

Rick Scott
Governor

Mike Carroll
Secretary

DATE: May 20, 2016

TO: Regional Managing Directors

FROM: David L. Fairbanks, Deputy Secretary *DLF*
Vicki Abrams, Assistant Secretary for Operations *VA*
JoShonda Guerrier, Assistant Secretary for Child Welfare *JG*
Ginger Griffeth, Director of Child Welfare Performance and Quality Management *GG*

SUBJECT: Child and Family Service Review (CFSR) Stakeholder Interviews

PURPOSE: The purpose of this memorandum is to provide information on Florida's performance related to the CFSR systemic factors and regional stakeholder interviews that will be conducted by the Children's Bureau in June.

BACKGROUND: The federal review of systemic factors ensures states have a well-developed child welfare program to produce consistently good outcomes for children and families. The Children's Bureau used the Florida CFSR Statewide Assessment to determine performance on the seven statewide systemic factors (attachment 1). For any systemic factor rated as an "Area Needing Improvement", the state must include that item in its federal Program Improvement Plan (PIP). As noted in the attached letter to Secretary Carroll (attachment 2), Florida will mostly likely be in a PIP for Items 20 and 24 of the Case Review System.

On Monday, May 16, the Office of Child Welfare (OCW) was notified that the Children's Bureau wanted to conduct stakeholder interviews at three sites on June 28-30. Conference calls were held with the Children's Bureau on May 17 and May 18 to identify stakeholders and schedule times. Each Children's Bureau CFSR team will utilize the same schedule over the three day period. Each of the six DCF regions must participate in the CFSR stakeholder interviews and focus groups which take place in Tallahassee, Orlando and Ft. Lauderdale.

We recognize this is a very quick turnaround and therefore each region should work diligently over the next week to identify interviewees and small focus group participants. This will require travel for the Northeast, South, and Suncoast Regions.

The schedule of interviews and small focus groups is attached. The Office of Child Welfare will work with Children's Legal Services, the Guardian ad Litem, and the Office of State Court Administration to identify participants in those categories. In addition, OCW will work with the

1317 Winewood Boulevard, Tallahassee, Florida 32399-0700

Community Based Care lead agencies to identify tribal representatives for the Seminole and Miccosukee Tribes.

Action Needed: There are several activities associated with this initiative.

1. Please assign the Family and Community Services Director (FCSD) or designee as the lead in your region. The name, email address and telephone number should be provided via email to Eleese Davis in the Office of Child Welfare at Eleese.davis@myffamilies.com. Upon receipt of the names, Eleese will schedule a conference call to answer questions.
2. The regional lead will need to provide logistical support to the team while on site. The address where focus groups and telephone interviews will be conducted should be identified quickly as the Children's Bureau wants to secure lodging close to the local site.
3. The Children's Bureau will interview the RMDs and FCSDs on June 7 at 9:30 AM using the Departments VTC at the DCF Central Office. Topics will cover the CFSR Systemic Items 19-22, 24 and 27-36 (attachment 1).
4. Review the schedule (attachment 3) and identify interviewees and focus group participants by name using the worksheet (attachment 4).
5. A series of CFSR Fact Sheets are attached and should be provided to participants. These fact sheets are:
 - a. General Fact sheet for case managers, supervisors, group care staff, parent attorneys
 - b. Fact Sheet for Mental Health Professionals (service providers)
 - c. Fact Sheet for Substance Abuse Treatment Professionals (service providers)
 - d. Fact Sheet for Foster and Adoptive Parent (English and Spanish version)
 - e. Fact Sheet for Parents and Caregivers (English and Spanish version)
 - f. Fact Sheet for Youth (English and Spanish version)

We appreciate the efforts that will be undertaken to assist the Department and the Children's Bureau in this large scale initiative. Please contact Eleese Davis at 850-877-4650 or email at Eleese.davis@myffamilies.com if you have any questions.

Attachments

cc: Traci Leavine, Director of Child Welfare Practice
Elisa Cramer, Director of Child Welfare Strategic Projects
Grainne M. O'Sullivan, Statewide Director for Children's Legal Services
Family and Community Service Directs
Community Based Care CEOs

Child and Family Services Reviews Quick Reference Items List

Systemic Factors

Statewide Information System

- Item 19: How well is the **statewide information system** functioning statewide to ensure that, at a minimum, the state can readily identify the status, demographic characteristics, location, and goals for the placement of every child who is (or within the immediately preceding 12 months, has been) in foster care?

Case Review System

- Item 20: How well is the case review system functioning statewide to ensure that each child has a **written case plan** that is developed jointly with the child's parent(s) and includes the required provisions?
- Item 21: How well is the case review system functioning statewide to ensure that a **periodic review** for each child occurs no less frequently than once every 6 months, either by a court or by administrative review?
- Item 22: How well is the case review system functioning statewide to ensure that, for each child, a **permanency hearing** in a qualified court or administrative body occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter?
- Item 23: How well is the case review system functioning to ensure that the filing of **termination of parental rights (TPR)** proceedings occurs in accordance with required provisions?
- Item 24: How well is the case review system functioning to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are **notified of, and have a right to be heard** in, any review or hearing held with respect to the child?

Quality Assurance System

- Item 25: How well is the **quality assurance system** functioning statewide to ensure that it is (1) operating in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, (2) has standards to evaluate the quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety), (3) identifies strengths and needs of the service delivery system, (4) provides relevant reports, and (5) evaluates implemented program improvement measures?

Staff and Provider Training

- Item 26: How well is the staff and provider training system functioning statewide to ensure that **initial training** is provided to all staff who deliver services pursuant to the Child and Family Services Plan (CFSP) that includes the basic skills and knowledge required for their positions?

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Department of Health and Human Services
ADMINISTRATION FOR
CHILDREN & FAMILIES
Children's Bureau
Region 4

61 Forsyth Street, Suite 4M60
Atlanta, Georgia 30303-8909

Telephone (404) 562-2242
Fax (404) 562-2983

April 29, 2015

Mike Carroll, Secretary
1317 Winewood Boulevard
Building 1
Tallahassee, FL 32399

RECEIVED

MAY 09 2016

OFFICE OF THE SECRETARY

Dear Secretary Carroll,

The purpose of this correspondence is to provide information on the outcome of our review and discussions concerning the final version of the Florida Child and Family Services Review (CFSR) Statewide Assessment Instrument (SAI) submitted on March 24, 2016. This information can be helpful for your states' planning and coordination of stakeholder interviews we will conduct as a component of Florida's CFSR. We have determined that stakeholder interviews are needed to collect additional information and data to inform ratings and determinations of substantial conformity with federal requirements for the following systemic factor(s):

- Statewide Information System
 - Item 19 Statewide Information System
- Case Review System
 - Item 20 Written Case Plan ✕
 - Item 21 Periodic Reviews
 - Item 22 Permanency Hearings
 - Item 23 Termination of Parental Rights
 - Item 24 Notice of Hearings and Reviews to Caregivers ✕
- Staff and Provider Training
 - Item 27 Ongoing Staff Training
 - Item 28 Foster and Adoptive Parent Training
- Service Array and Resource Development
 - Item 29 Array of Services
 - Item 30 Individualizing Services
- Agency Responsiveness to the Community
 - Item 31 State Engagement & Consultation with Stakeholders Pursuant to CFSP & APSR
 - Item 32 Coordination of CFSP Services with Other Federal Programs
- Foster & Adoptive Parent Licensing, Recruitment, & Retention
 - Item 33 Standards Applied Equally
 - Item 34 Requirements for Criminal Background Checks
 - Item 35 Diligent Recruitment of Foster and Adoptive Homes
 - Item 36 State Use of Cross-Jurisdictional Resources for Placement

The state and the Children's Bureau (CB) are in agreement that the systemic factor items identified below are not functioning as required and stakeholder interviews are not needed to determine systemic factor item ratings and substantial conformity with federal requirements. Based on mutual agreement, these systemic factor items will be rated as an "Area Needing Improvement (ANI)" in the state's CFSR Final Report. However, based on

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your state's request, we will conduct stakeholder interviews for the systemic factor items marked with an asterisk (*) to help the state learn more about potential barriers to systemic factor item functioning.

- Case Review System
 - Item 20 Written Case Plan*
 - Item 24 Notice of Hearings and Reviews to Caregivers*

Attached to this letter is a table that identifies: (1) individuals and/or groups we recommend be interviewed to gather additional data and information, and (2) the corresponding systemic factor items that will be addressed in the interview. It is important the state identify individuals and/or groups that can individually or collectively address how well the specified systemic factors are functioning statewide. We would like to discuss the stakeholder interview plan in more detail and the need for potential modifications based on feedback from your state.

Stakeholder interviews will be tailored to the specific individuals and/or groups. The state can help stakeholders prepare for the interviews by asking the individuals and/or groups to review relevant sections of the state's SAI. The stakeholder interview questions are outlined in the CFSR Stakeholder Interview Guide (SIG) dated April 2014 and is available on the CFSR portal at:

[https://training.cfsrportal.org/resources/3105#Stakeholder Interview Guide.](https://training.cfsrportal.org/resources/3105#Stakeholder%20Interview%20Guide)

Schedules for all stakeholder interviews should be completed by the state and approved by the Children's Bureau (CB) no later than two weeks from the date of this correspondence. Elizabeth Wynn, Child and Family Program Specialist, will be in contact with your state to schedule a conference call to begin the planning and coordination of stakeholder interviews in preparation for your state Child and Family Services Review. You may also contact Elizabeth Wynn at elizabeth.wynn@acf.hhs.gov or 404-562-2957, if you have any questions. Thank you for your partnership in this process.

Sincerely,



Shalonda Cawthon
CB Regional Program Manager

cc: Miranda Lynch-Thomas, Supervisory Children and Families Specialist; CB, CFSR; Washington, DC
Jim Gregory, Program Specialist; CB, CFSR; Washington, DC
Elizabeth Wynn, Child and Family Program Specialist; CB, Region IV; Atlanta, GA
JoShonda Guerrier, DCF Assistant Secretary for Child Welfare, Tallahassee, FL
Sallie Bond, DCF Operations Management Consultant Manager, Tallahassee, FL

Attachment



Department of Health and Human Services
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Region 4

61 Forsyth Street, Suite 4M60
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Telephone (404) 562-2242
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Stakeholders	Systemic Factors
Child welfare agency senior manager(s)	Items 19,20,21,22,24,27,28,29,30,31,32,34,35,36
Child welfare program manager(s)	Items 19,20,21,22,24,27,28,29,30,31,32,34,35,36
Foster/adoptive parent(s), Relative Caregivers	Items 24,28,29,30,33,34,35,36
Court system / Court improvement program (CIP)	Items 20,21,22,23,24,32
Members of Judiciary	Items 19,21,22,23,24,29,30
Administrative Review Board	Items 19, 20,21,22,23,24,29,30
Child welfare Caseworker(s)	Items 19,20,21,22,23,24,27,28,29,30,31,33,34,35,36
Child welfare Supervisor(s)	Items 19,20,21,22,23,24,27,28,29,30,31,33,34,35,36
Youth	Items 21,22,23,24,30
Attorney(s) for Child/Youth	Items 20,21,22,23,24,29,30
Other: Foster Parent Association	Items 24,28,29,30,31,33,34,35,36
Attorney(s) for Agency	Items 19,20,21,22,23,24,27,29,30,32,36
Service Provider(s)	Items 19,27,28,29,30,31,32,34,36
Consumers (parents)	Items 20,21,22,23,24,29,30
Attorney(s) for Parents	Items 19,20,21,22,23,24,27,29,30,32,36
CASA	Items 19,21,22,23,24,27,29,30,32,36
Training Staff	Items 19,27,28,33,34
Foster/Adoptive Licensing Staff	Items 28,33,34,35,36
State Licensed/Approved Child Care Facility Staff	Items 28,31,32,33,34,35,36
ICPC Staff	Item 36

* An asterisk identifies systemic factor items that will include stakeholder interviews at the state's request to only address barriers to systemic factor item functioning.

**Children's Bureau
CFSR Stakeholder Interviews**

Attachment 3

Children's Bureau Stakeholder Interviews
Tallahassee Site: Northwest and Northeast Regions
Orlando Site: Central and Suncoast Regions
Ft. Lauderdale Site: Southeast and South Regions

TUESDAY JUNE 28, 2016				
START	END	STAKEHOLDER	METHOD	# Participants
8:30	9:15	Children's Legal Services	Small Focus Group	*3
9:30	10:15	Guardian ad Litem	Small Focus Group	*3
10:30	11:15	Attorney's for Parents	Telephone Interview	1
11:15	12:00	Break		
12:00	1:00	Dependency Court Judge	Telephone Interview	*1
1:15	2:00	Foster Parent Association	Small Focus Group	3
2:15	3:00	Birth Parent	Telephone Interview	1
3:15	4:00	Licensing staff for CBCs and Regions	Small Focus Group	3
4:14	5:00	Training Staff Regions and CBCs	Small Focus Group	3

WEDNESDAY JUNE 29, 2016				
START	END	STAKEHOLDER	METHOD	# Participants
8:30	9:15	Attorney's for Parents	Telephone Interview	1
9:30	10:15	Birth Parent	Telephone Interview	1
10:30	11:15	Birth Parent	Telephone Interview	1
11:15	12:00	Break		
12:00	1:00	Dependency Court Judge	Telephone Interview	*1
1:15	2:00	Foster/Adoptive/Relative Caregivers	Small Focus Group	3
2:15	3:00	Youth	Small Focus Group	3
3:15	4:00	Group Care Staff	Small Focus Group	3
4:15	5:00	Tribal Representative	Telephone Interview	*1

THURSDAY JUNE 30, 2016				
START	END	STAKEHOLDER	METHOD	# Participants
8:30	9:15	Case Manager Supervisors	Small Focus Group	3
9:30	10:15	Case Managers	Small Focus Group	3
10:30	11:15	Service Providers	Telephone Interview	1
11:15	12:00	Break		
12:00	1:00	Dependency Court Judge	Telephone Interview	*1
1:15	2:00	Tribal Representative	Telephone Interview	*1
2:15	3:00			

* Office of Child Welfare will identify participants and schedule for designated time

**CFSR Children’s Bureau Stakeholder Interviews and Focus Groups
REGIONAL SCHEDULING WORKSHEET
June 28-30, 2016**

Each region must identify the following individuals to participate in stakeholder interviews and focus groups. Focus groups will be held in Tallahassee, Orlando, and Ft. Lauderdale. This will require participants from the NW region to travel to Tallahassee; participants from the Suncoast Region to travel to Orlando; and participants from the South Region to travel to Ft. Lauderdale.

The designated regional lead will identify participants and coordinate local logistics including a room for the small focus groups and access to a telephone for telephone interviews.

June 28: Tuesday

- 1) 1 **parent attorney** to be interviewed by telephone from 10:30-11:15
 - a. Name and Telephone #: _____

- 2) 3 representatives of the local **Foster Parent Association** to participate in a small focus group from 1:15-2:00
 - a. Name and Telephone #: _____
 - b. Name and Telephone #: _____
 - c. Name and Telephone #: _____

- 3) 1 **birth parent** to be interviewed by telephone from 2:15-3:00
 - a. Name and Telephone #: _____

- 4) 3 **licensing staff** to participate in a small focus group from 3:15-4:00
 - a. Name and Telephone #: _____
 - b. Name and Telephone #: _____
 - c. Name and Telephone #: _____

- 5) 3 **training staff** to participate in a small focus group from 4:15-5:00
 - a. Name and Telephone #: _____
 - b. Name and Telephone #: _____
 - c. Name and Telephone #: _____

June 29: Wednesday

- 1) 1 **parent attorney** to be interviewed by telephone from 8:30-9:15
 - a. Name and Telephone #: _____

 - 2) 1 **birth parent** to be interviewed by telephone from 9:30-10:15
 - a. Name and Telephone #: _____

 - 3) 1 **birth parent** to be interviewed by telephone from 10:30-11:15
 - a. Name and Telephone #: _____

 - 4) 3 representatives **foster, adoptive, relative caregivers** to participate in a small focus group from 1:15-2:00
 - a. Name and Telephone #: _____
 - b. Name and Telephone #: _____
 - c. Name and Telephone #: _____

 - 5) t3 **youth** to participate in a small focus group from 2:15-3:00
 - a. Name and Telephone #: _____
 - b. Name and Telephone #: _____
 - c. Name and Telephone #: _____

 - 6) 3 **group care staff** to participate in a small focus group from 3:15-4:00
 - a. Name and Telephone #: _____
 - b. Name and Telephone #: _____
 - c. Name and Telephone #: _____
-

June 30: Thursday

- 1) 3 **case managers** to participate in a small focus group from 8:30-9:15
 - a. Name and Telephone #: _____
 - b. Name and Telephone #: _____
 - c. Name and Telephone #: _____

- 6) 3 **case manager supervisors** to participate in a small focus group from 9:30-10:15
 - a. Name and Telephone #: _____
 - b. Name and Telephone #: _____
 - c. Name and Telephone #: _____

- 7) 1 **service provider** (not a case management organization or CBC) to participate in a telephone interview from 10:30-11:15
 - a. Name and Telephone #: _____