

# ChildNet Strategic Plan FY09/10-FY11/12

## ChildNet’s History

Founded in 2001 as Community Based Solutions (CBS) and renamed “ChildNet” in 2002, Broward County’s lead agency was formed to meet the State of Florida’s objective to move the delivery of child welfare services from state responsibility to Community Based Care (CBC). ChildNet successfully managed the transition and, after community planning and involvement, entered into its first three year service contract on July 1, 2003.

ChildNet’s System of Care was created with the intention of involving all stakeholders, including providers, agencies, foster parents, and the legal system. Community involvement in ChildNet’s mission was an essential ingredient of success and that philosophy remains critical to the mission. Presently, management is performed by one overarching administrative function, responsible for ensuring that all parts of the internal system and external partnerships work together. ChildNet is one of three CBCs in the state that has direct case management within its purview. This concept has worked well for ChildNet thus far, as constant review and the ability to innovate with community support has allowed the organization to be a leader in caring for children.

While developing ChildNet’s three-year Strategic Plan, stakeholders such as parents, children, staff, providers, Guardian Ad Litem, attorneys from the Office of Attorney General, and ChildNet staff looked at present Strengths, Weaknesses, Opportunities, and Threats (SWOT). The purpose of the SWOT analysis was to determine how strengths and opportunities could be increased and how weaknesses and threats could be overcome to create new strengths and opportunities.

## SWOT ANALYSIS



From the SWOT analysis, stakeholders agreed that ChildNet has many strengths, including an educated and dedicated workforce, an innovative and involved management team, a sound financial structure, and demonstrated community involvement. Weaknesses that were identified included outdated technology for the innovative solutions that ChildNet wants to implement, broader communication across departments, levels, and with community partners; and standardization. ChildNet's application for COA certification has already begun the process of increasing its ability to standardize processes and improve methods of communication. New technology is in the process of being implemented in a number of ways to increase efficiency and allow instant access to the ChildNet network from the field.

Opportunities continue to present themselves in the areas of provider service delivery, meeting and exceeding performance measures, and increasing positive perception. Threats that still need to be addressed include legislative funding cuts, worsening economic conditions, and public trust.

As a company, ChildNet identified content areas within which to focus for the next three years. Those areas were identified from local and state initiatives and contract measures; such as reducing the number of children in care, and decreasing months to permanency. Internally, improving ChildNet's System of Care is a priority. The System of Care includes all ChildNet partners internally and externally, including providers, judges, and community resources. Overall, safety, permanence, and well-being are the priorities for children and families, as well as for staff and community partners. The "parallel process" begins at home, with the best care given to staff by supervisors and the management team, and that care being extended to those ChildNet serves.

As a result of much reflection, and sharper tools to measure growth and success through ChildNet's Six Sigma training and the internal Dashboard, broad goals will be highlighted in the Strategic Plan as ways to carry out ChildNet's Vision, Mission, Guiding Principles, and Core Values.

### **ChildNet's Vision**

ChildNet will lead every child in our care to safety, permanence, and stability.

### **ChildNet's Mission**

To protect Broward's abused, neglected and abandoned children.

### **Overview of ChildNet's Guiding Principles**

- Children should live free of abuse, abandonment, and neglect in an environment which promotes their physical, mental, and emotional safety, for a state of overall well-being, to include the ability to meet developmental and educational milestones.
- Whenever possible, the family unit should be strengthened and preserved through provision of family centered services or an alternate goal is to be identified to facilitate the well-being of the child.

- Promoting prevention and intervention programs with community involvement for families in need is essential to facilitate the ability of families to remain intact whenever possible.
- Ensure that regardless of race, ethnicity, creed, color, sexual orientation, physical or mental limitation, socio-economic identification, or other characteristics, all members of our community—child, family, caretaker, provider, stakeholder, resident at large—as well as other communities and/or persons with whom we work to achieve our mission statement, be treated with genuine respect for their worth and dignity in a manner that respects their individual culture and family needs.

### **Overview of ChildNet’s Core Values**

- ChildNet uses a family-centered, strength-based, needs-driven approach to promote appropriate services for the children and their caregivers.
- Field staff and their immediate supervisors are the backbone of ChildNet and ChildNet staff will support them in pursuing their duties in an assertive and proactive fashion.
- ChildNet recognizes that foster and adoptive parents are an essential and invaluable part of the System of Care, and will provide them with comprehensive support services.
- The service provider network is essential to the well being of the children ChildNet serves, and ChildNet staff members will be fair and honest partners in working with them.
- Informed public opinion and support is the key to establishing and maintaining a sound child welfare system; ChildNet will operate openly and actively to seek public participation and support.

Permanency outcomes will be just that, permanent, with recidivism being minimized. The statewide performance standards of 12 months for reunification and 24 months for adoption will be the longest time to expect. Permanency and adoption will be achieved when the child and the family are ready.

### **ChildNet in Three Years**

As a result of meeting its goals and objectives, ChildNet will be a model for the state in providing safety, permanence, and well-being for children, families, and staff. Case management, practices, provider services, adoptions, and community outreach will be exemplary, as will reunification, with ChildNet exceeding the goal of 50% less children in care.

ChildNet’s Vision, Mission, Guiding Principles, Core Values, Goals, Objectives, and Action Plans reinforce the synergy that exists when all parties are working together toward the same purpose. Each year, the strategic plan will be evaluated to determine successes and areas to address the next year, using the Strategic Planning process developed in the Lean Six Sigma program.



### Selected Operational Definitions

**Strategic Plan:** Strategic planning is an organization’s process of defining its direction, and making decisions on allocating its resources to pursue this direction, including its capital and people. ChildNet’s plan focuses on doing its job well, and identifying enhancements.

**Goal:** A statement of intent that provides direction. Goals align with the organization’s mission, vision, and values. They are developed as the result of feedback about the organization through SWOT analysis, data collection, observation, and other methods of evaluation from key stakeholders.

**Stakeholders:** Those that have an interest in the organization; such as parents, children, staff, executive team, providers, Guardian Ad Litem, judges and community members.

**Objective:** An objective gives more specificity as to how the goal will be accomplished. Objectives are targeted to specific audiences, have a measurable factor that will be accomplished within a specific timeframe.

**Measure:** Measures are quantifiable and time related. In this document, measures include numeric indications of results as well as documentation, reports, surveys, contract requirements, and data in the Florida Safe Families Network (FSFN). FSFN is the statewide system for documenting casework. In the future, measures for ChildNet’s Strategic Plan will be refined when base data are compiled for year-on-year analysis.

**Responsibility:** Responsibility is accountability for results. The people that are listed for owning the objectives in the Strategic Plan will be those that must ensure that the objectives are

accomplished. In most cases, this means that the staff members will oversee the work of others to accomplish the objective. Members of the Executive Team and directors are listed most often; therefore, they would be working with other directors, supervisors, and staff to achieve the result. For certain items, “The Executive Team” is listed. One or two people usually are assigned responsibilities; however, in this case, many of the objectives cross functions. Since staff members at ChildNet want to avoid silos, a team of leaders has been assigned to some objectives.

**Timeframe:** Timeframes have a beginning and an end. Although some of the objectives are on-going in this plan, they are evaluated at certain intervals. In some cases, the evaluation time or completion time is recorded as a due date.

### **Executive Overview of Broad Goals**

Although the job of ChildNet staff is to provide safety, permanence, and well-being for children, the strategic objective of including these goals is to ensure that best practices are accomplished to provide superior care for children and families.

#### **1. ChildNet will Meet Safety Needs for Children, Staff, Parents, and Caregivers.**

- Safety for Children

The safety of children will be demonstrated by meeting state goals for safety measures, and by ensuring that at all times, children are safe in their surroundings as evidenced by 30-day home visit reports from Child Advocates and observation and reporting from all partners. Careful attention will be paid to conditions of the homes within which children live, and any irregularity will be followed up in immediately. ChildNet will meet or exceed “children seen” and recidivism measures.

- Safety for Staff

Staff members will be provided with a work environment where security is sound and assistance available. Training on safety will be provided.

- Safety for Parents and Caregivers

Parents and Caregivers will be afforded safe ways to visit with and care for children, and will be referred to appropriate safety services.

#### **2. ChildNet will Provide Permanence for Children, Staff, Parents, and Caregivers.**

- Permanence for Children

ChildNet will find permanent homes for children quickly, with the best family fit, and will keep siblings together whenever possible. Moves will be made in the best interest of the child, family, and caregivers.

ChildNet will be first in the state in timeliness of reunification without sacrificing child safety.

ChildNet will reach or exceed its adoption goals.

- Permanence for Staff

ChildNet will recruit capable staff with backgrounds consistent with state mandates.

ChildNet will reduce turnover by 10% in 2010 and continue to collect and analyze data on reasons for leaving to determine recruitment and retention strategies.

- Permanence for Parents and Caregivers

Parents will keep their families intact whenever possible and will be provided the right services to ensure permanence. Caregivers will be given the support and assistance they need to care for children in their homes.

### **3. ChildNet will Foster the Well Being of Children, Staff, Parents, and Caregivers.**

- Well Being for Children

Children will have their physical, emotional, and educational needs met. ChildNet will effectively partner with agencies, medical providers, schools and the School Board to take a holistic approach to children in care.

- Well Being for Staff

Staff members will have compensation and benefits that allow for their physical well being. They will be treated with dignity. They will be provided with performance expectations and be trained in tasks and skills that are required for their optimal performance. They will be afforded educational opportunities to increase their knowledge in the field, their professionalism, their productivity, and their understanding of the people with whom they work and the cultures of staff, families, and the community.

- Well Being for Parents and Caregivers

Parents will be provided with services and support that allow them to grow and accomplish the goals and objectives which they have participated in developing in a collaborative setting. They will be given the opportunity to address their needs and to be supported by staff, providers, and community partners. Caregivers will experience support and guidance in caring for children. Families and caregivers will be engaged throughout their participation with ChildNet, as will all community partners. Parents, caregivers, and partners will be treated with respect.

### **4. ChildNet will develop data and measures that will aid in analyzing and improving processes and work products.**

By the end of the calendar year, ChildNet will have reviewed its strategic plan to develop useful measures for goals and objectives.

### **5. ChildNet's technology will support effective and efficient work.**

Technology will assist all staff members to document data, view data, and analyze and draw inferences from the information provided.

- 6. Communication at ChildNet will occur at all levels, with staff, parents, caregivers, contract and community providers, and the Board to ensure that ChildNet's mission is actualized.**

Methods of communication will be developed to ensure the understanding of ChildNet's vision, mission, guiding principles, core values, and policies, as well as to brainstorm ways to improve the organization, and to work as a team.

- 7. ChildNet will continue to manage finances responsibly and to pursue additional funding sources.**

The organization will stay within budget, will continue to ensure an appropriate fund balance and appropriate staff levels, and will seek grants and other financial support for additional funding.

- 8. ChildNet will provide Talent Management support and training opportunities that will attract, motivate, and maintain excellent employees.**

The organization will conduct needs assessments and provide training and Talent Management support that encourages employees to stay with the organization, realize their strengths, and contribute to the organization.

Each division has been asked to elaborate on how their teams can assist the organization achieve the goals that have been described. Ways to address these challenges have been developed in action plans. As part of the Strategic Plan, ChildNet will continually evaluate progress towards the goals and objectives and report on major accomplishments on a monthly basis.

The following is a description of broad goals and objectives that ChildNet intends to accomplish in the next three years. Action plans will be developed to determine the steps necessary to accomplish the objectives. Although this will be completed by departments and cross-functional groups initially, as with any good strategic plan, steps may change based on the continuing needs of the organization, and efficiencies that are discovered as plans progress. However, the basic mission will remain the same, as will the goals to reach the mission.

## **Goals and Objectives**

Timeframes are indicated for each objective. Three-year goals are listed throughout the Strategic Plan as they apply.

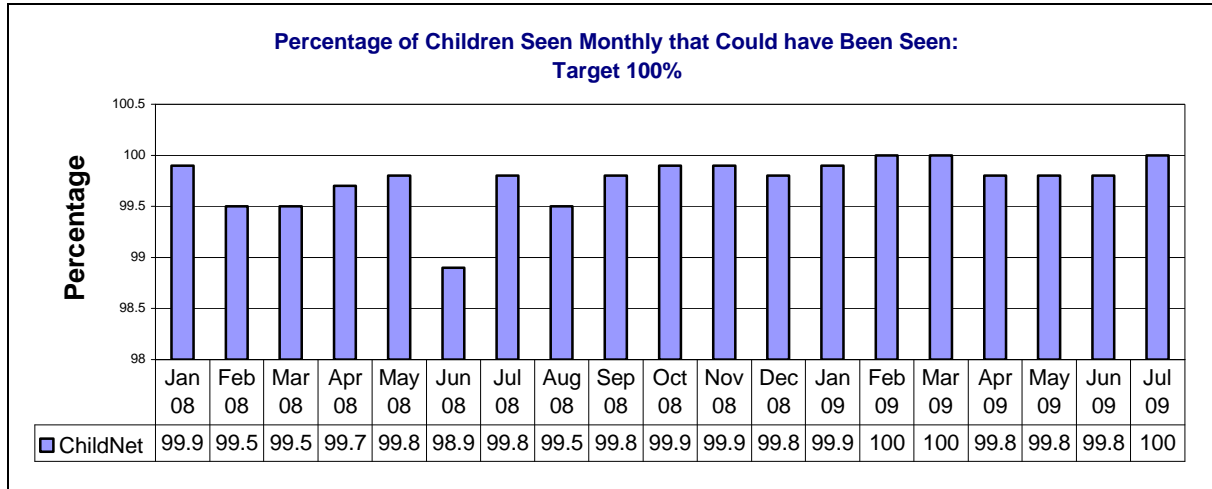
- 1. ChildNet will Meet Safety Needs for Children, Staff, Parents, and Caregivers.**

### **Objectives**

1.1 Children will be seen in their homes monthly (within 30 days).

**Measure:** 100% "Percentage of Children Seen Monthly that Could have Been Seen."

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services  
**Timeframe:** Monthly



1.2 Visits will be purposeful to obtain information about the child and his or her surroundings to provide the best care.

**Measure:** Home visit forms will demonstrate careful observation and analysis of the child and his or her environment, and will report quality of interactions and care as well as concerns.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services

**Timeframe:** Home visit documentation will be reviewed by supervisors and discussed at monthly supervisory conferences.

1.3 Directors, Supervisors, and Child Advocates will follow up with safety issues thoroughly and with immediacy.

**Measure:** Accurate and timely submission and addressing of safety concerns; attention to indicators of an unsafe environment as documented in FSFN.

**Responsibility:** Silvia-Smith Torres, Vice President of Client Services; Mark Shults, Director of CQI

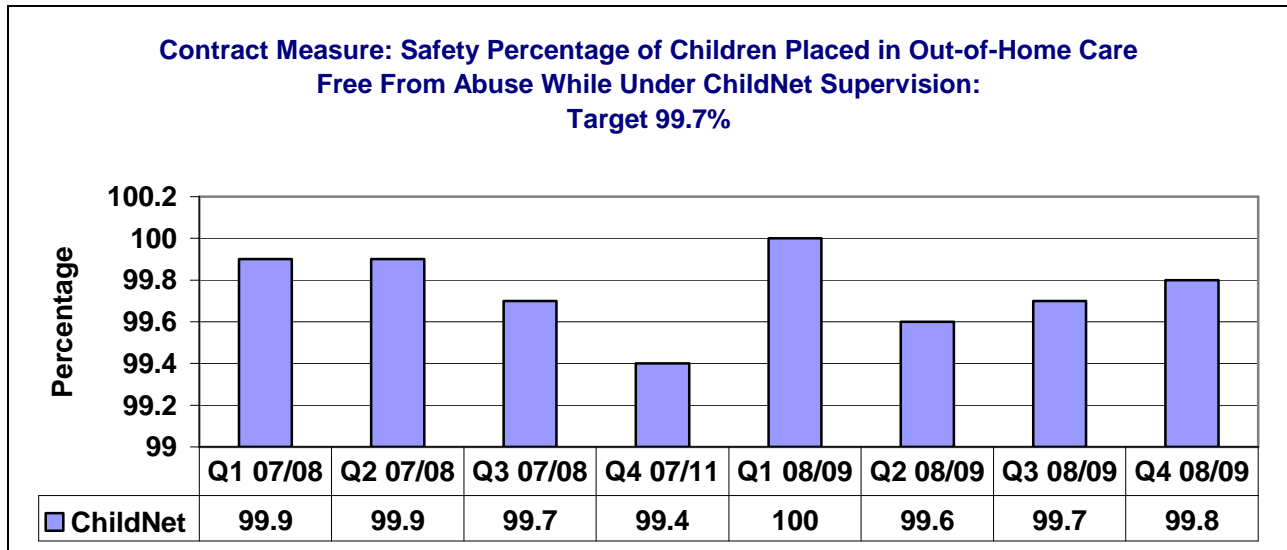
**Time-frame:** Submission of Level II incident reports within 24 hours; immediately, for Level III and as described in ChildNet’s Policies and Procedures for Level I. CQI Quarterly review of cases.

1.4 ChildNet will meet or exceed the 99.7 % of children free from abuse while in ChildNet’s care.

**Measure:** 99.7%

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services

**Timeframe:** Cumulative totals June 30, 2010, and yearly cumulative totals June 30, 2011, and June 30, 2012.



1.5 Staff members will be provided with a safe and secure work environment.

**Measure:** Checklist for safety of buildings, parking lots, sanitation of bathrooms, and public spaces. Log will be kept for complaints, review, and correction.

**Responsibility:** George Bitton, Facilities Manager

**Time Frame:** Security checked daily.

1.6 Training on safety will be provided.

**Measure:** Professional Development will conduct classes for CPR / First Aid, car seat safety, vehicle maintenance, defensive driving and safety for home visits. Professional Development will also teach state curriculum and supplement calendar with courses on child safety, family assessments, incident reporting, background checks, neighborhood checks, home visits, potential safety hazards, accurate documentation, risk assessment, how to de-escalate difficult situations, and universal precautions. All courses will be tracked; required courses will be monitored for those whose job descriptions mandate training to ensure compliance with ChildNet’s safety policies and procedures. .

**Responsibility:** Maxine Kamin, Director of Professional Development

**Timeframe:** As scheduled on monthly calendar, and as required by staff members job description.

1.7 A system for preventing and managing risk to individuals, resources and assets will be developed.

**Measures:**

- ChildNet Policy 010.028 (To take a comprehensive approach to preventing, managing, and reducing risk and protecting the clients we serve along with ChildNet’s resources and assets, be they human, physical, or financial).  
General Counsel will meet Quarterly with CEO, COO, CFO, Director of Talent Management, Director of CQI, and with Program Quality Board of Directors

Committee to address overall risk and to conduct internal assessment of past, potential, and pending civil claims against ChildNet.

- General Counsel will meet Quarterly with COO, CFO, VP of Client Services, and Director of CQI, to review all grievances and to ensure the procedures of Safety Concern Identification and Response (Risk Prevention) are met.
- CQI will prepare an anticipated litigation report for review by General Counsel.

**Responsibility:** Dipak Parekh, Chief Financial Officer; Donna Skees, Director of Finance; Derrick Roberts, General Counsel; Mark Shults, Director of CQI

**Timeframe:** Quarterly

- 1.8 A company-wide, systematic review form will be developed to assist supervisors in discussing cases in monthly meetings to thoroughly review decision making regarding safety of children in their surroundings and will elevate any issues of concern to appropriate personnel. Quarterly reviews will follow DCF guidelines presented in the course, "Mentoring through Qualitative Discussion."

**Measure:** Recording of monthly and quarterly supervisory conferences, daily interactions, observations of Child Advocates in home settings, and other evaluations in FSFN; escalation of issues to site director when safety of child is at risk or other critical issues need consultation.

**Responsibility:** Silvia-Smith Torres, Vice President of Client Services

**Timeframe:** Monthly and Quarterly. Form to be developed by December 1, 2009.

- 1.9 Client Services will ensure that children who are in their care from other counties and states are safe and cared for appropriately.

**Measure:** Specialized units for Interstate Compact for Placement of Children (ICPC) and Out of Town Inquiry (OTI) will be created. 100% of children will be placed in appropriate settings, and Child Advocates will be responsible for visits and resources to meet children's needs.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services

**Timeframe:** Creation of units completed. Visits and resources will be tracked in FSFN. Reports will be examined monthly for stable placements, visits, and resources.

- 1.10 ChildNet will provide preventive ways for children and parents to be safe.

**Measure:** 100% of Safety Plans, Out-of-Home Care Plans, and Visitation Plans will be completed for child safety. Emergency numbers will be provided to children, with personal, public, and ChildNet contacts.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services

**Timeframe:** Plans will be attached to first Home Visit form. Visitation will be determined as soon as possible by the judiciary. Cards will be distributed January 1, 2010

- 1.11 Case History information will be documented in a comprehensive manner.

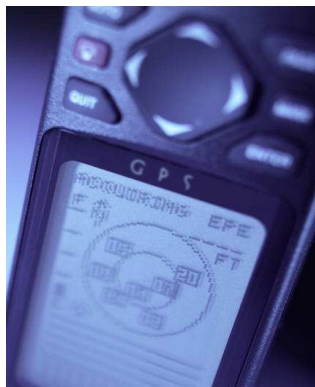
**Measure:** ChildNet will explore the best ways to ensure that relevant details of a child's history are listed in a manner that tells the child's story and is easy to understand in terms of

placements, reasons the child is in care, and other important details of the case.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services

**Timeframe:** February 15, 2010

- 1.12 New hand-held technology will be implemented for better on-the-spot documentation and tracking.



**Measure:** Accurate tracking of locations and visits.

**Responsibility:** Dipak Parekh, Chief Financial Officer

**Timeframe:** When new technology is received.

- 1.13 ChildNet will have a plan for hurricane preparedness, emergencies, and pandemics.

**Measure:** The COOP (operating plan for hurricanes) will be updated and training will occur for hurricanes and emergencies. A Pandemic Plan will be completed. A process for emergencies and acts of violence within ChildNet will be created.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services;  
Sandy Edelson, Director of Talent Management

**Timeframe:** The COOP for 2009 is completed; revisions and follow up training will be completed by May 1 for 2010, 2011, and 2012. The Pandemic Plan will be completed by October 15, 2009. An updated emergency plan for on-site will be completed by January 1, 2010.

- 1.14 Network Development will receive, review, and respond to contracted service providers in addition to Child Advocates safety and licensing concerns and abuse/incident reports.

**Measure:** Timely development and consistent monitoring of corrective actions; analysis by contract and service provider; development, implementation, and evaluation of necessary supports.

**Responsibility:** Larry Rein, Vice President of Network Development

**Timeframe:** Quarterly review

- 1.15 Network Development will maintain the “alert” system.

**Measure:** Development and maintenance of alert database; monthly review of children in homes with alerts to determine appropriate placement of children with and without alerts.

**Responsibility:** Neiko Shea, Director of Service Coordination

**Timeframe:** Monthly review

1.16 Network Development will provide training in positive behavioral change as well as support, and technical assistance to parents and caregivers.

**Measure:** Review and “certification” of subcontracted and community supported parent education/parenting programs; deployment and review of Behavior Analyst services and capacity.

**Responsibility:** Larry Rein, Vice President of Network Development

**Timeframe:** Quarterly

1.17 Network Development will review re-abuse cases.

**Measure:** Analysis of relationships to sub-contracted or community supported services.

**Responsibility:** Larry Rein, Vice President of Network Development

**Timeframe:** Bi-annual report.

**2. ChildNet will Provide Permanence for Children, Staff, Parents, and Caregivers.**

**Objectives**

2.1 Children who have been in special placements will “step down” when improvement has been made and be placed in an environment that will continue to support their physical and mental health.

**Measure:** Special placements or circumstances will be reviewed and placements examined. Reports will be submitted regarding appropriate placements.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services

**Timeframe:** Child by child; Bi-annual reports.

2.2 ChildNet will meet the performance goal of children being reunified within 12 months of removal.

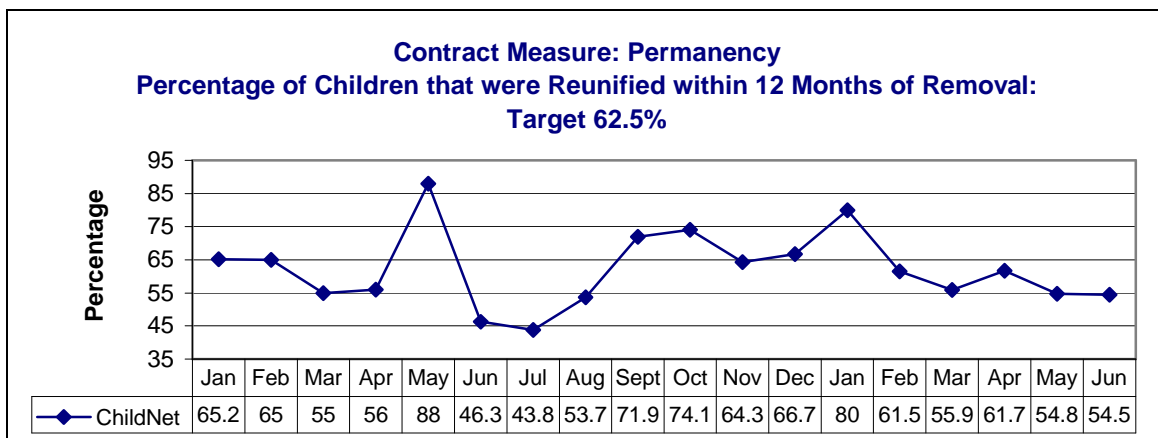
**Measure:** June 30, 2010: 62.5%

June 30, 2011: 68%

June 30, 2012: 75.2%

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services

**Timeframe:** As specified



2.3 ChildNet’s Client Services area will be reorganized to allow best practice case management, quicker reunification, and more concentrated services to specialized groups of children and functions; such as Adoptions, Courtesy Supervision, Independent Living, In Home and Out-of-Home care, and other units to be identified.

**Measure:** Reorganization

**Responsibility:** Executive Team

**Timeframe:** In-Home Unit by November 15, 2009; IL and APPLA by February 15, 2010; Reunification and Adoption by May 15, 2010.

2.4 ChildNet will reach or exceed its adoption goals.

**Measure:** The percentage of children who were adopted within 24 months of the latest removal shall be at least 44.6%.

**Responsibility:** Theresa Kennedy, Director of Permanency

**Timeframe:** June 30, 2010

**Measure:** The percentage of children in out-of-home care 24 months or longer on July 1 who achieved permanency prior to their 18<sup>th</sup> birthday and by June 30 shall meet the timeframes below.

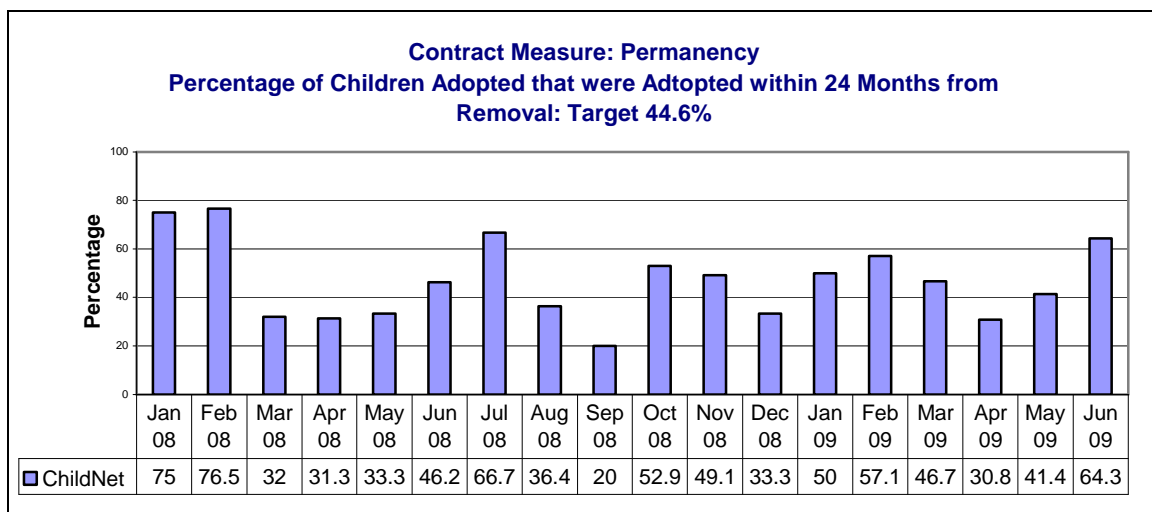
**Responsibility:** Theresa Kennedy, Director of Permanency

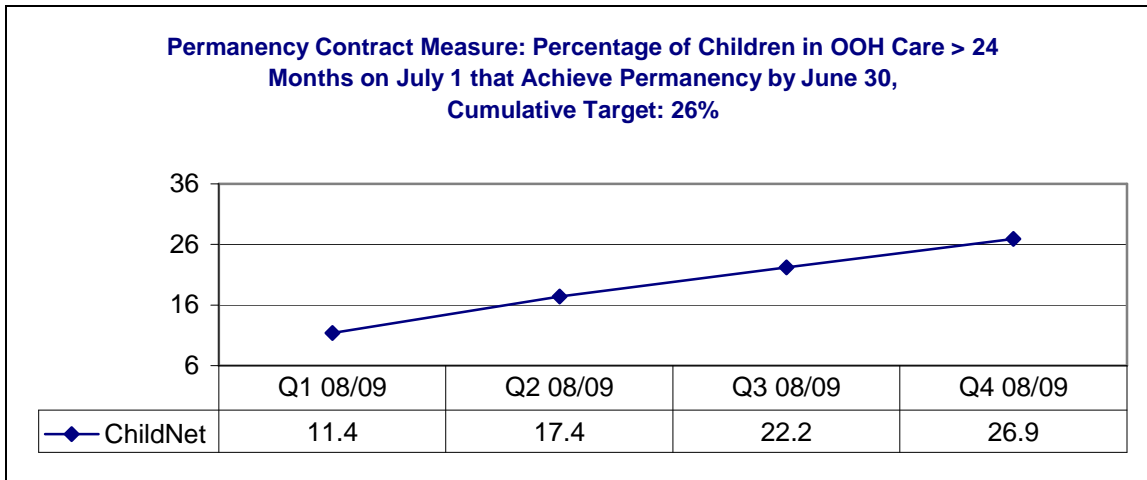
**Timeframes:** June 30, 2010: 26%  
 June 30, 2011: 27.5%  
 June 30, 2012: 29.1%

**Measure:** The number of children with finalized adoptions will be as stated below.

**Responsibility:** Theresa Kennedy, Director of Permanency

**Timeframes:** Between July 1, 2009 and June 30, 2010: at least 237 children.



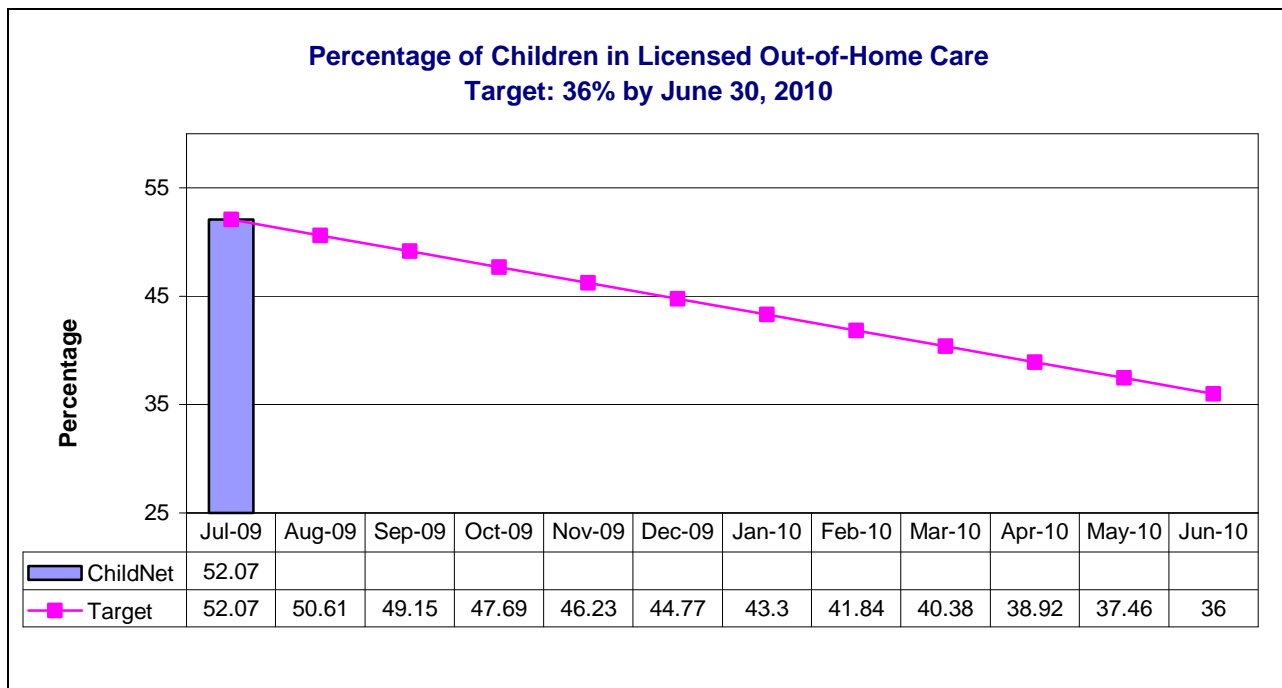


2.5 The percentage of children in out-of-home care will not exceed 36%.

**Measure:** 36%.

**Responsibility:** Executive Team

**Timeframe:** June 30, 2010



2.6 Communication will be enhanced with the Broward Sheriff's Office to determine prevention measures for removals on the front-end.

**Measure:** Diversion of children from possible dependency to other resources.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services

**Timeframe:** 50% less children in care by 2012.

2.7 ChildNet will partner with the Junior League of Greater Fort Lauderdale for Independent Living adults to have access to Fort Lauderdale Independence Training & Education Center, a resource to connect young adults with educational opportunities, employment services, economic services, mentors and life coaches, and personal development.

**Measures:** Numbers of young adults using services; analysis of which services are most helpful.

**Responsibility:** Theresa Kennedy, Director of Permanency

**Timeframe:** Evaluation by March, 2010.

2.8 Network Development will conduct a review and analysis of subcontracted Family programs, including Reunification and Strengthening, Family Preservation and Prevention, and Adoption Support Services.

**Measure:** Effectiveness, as determined by families and family team participants with data gathered from surveys, interviews, and observation; capacity.

**Responsibility:** Larry Rein, Vice President of Network Development

**Timeframe:** Quarterly

2.9 Network Development will conduct a review and analysis of placement stability and movement by Foster Home Management and residential Care service provider.

**Measure:** Number of moves and reasons.

**Responsibility:** Larry Rein, Vice President of Network Development

**Timeframe:** Bi-annually

2.10 Network Development will implement and monitor the Broward Foster Home Recruitment and Retention Plan.

**Measure:** TBD

**Responsibility:** Larry Rein, Vice President of Network Development

**Timeframe:** On-going from implementation

2.11 Network Development will implement and evaluate a Foster Home Recruitment Hotline.

**Measure:** The development and roll-out of the hotline, and initial evaluation of effectiveness regarding number of parents recruited, number of parents accepted as foster parents, and analysis of hotline recruitment success compared to other methods.

**Responsibility:** Larry Rein, Vice President of Network Development

**Timeframe:** Evaluation by April, 2010.



2.12 Network Development will provide Community / Public Relations support of Foster and Adoptive Home recruitment activities.

**Measure:** Attendance at events; funding

**Responsibility:** Larry Rein, Vice President of Network Development

**Timeframe:** Event schedule

2.13 Network Development will oversee and evaluate services for children.

**Measures:**

- Management and oversight of Comprehensive Behavioral Health Assessment process, including monitoring of access of recommended services.
- Implementation and monitoring of Department of Juvenile Justice Interagency Agreement and Juvenile Assessment Center Interagency Agreement.
- Implementation and monitoring of activities related to access of publicly funded childcare as mandated by Rilya Wilson Act, Broward Early Learning Coalition and Family Central Linkage Agreement.
- Implementation and monitoring of CAPTA compliance activities related to Part B services for children with special needs.
- Implementation and monitoring of South Florida Community Care Network Memorandum of Understanding.
- Coordination and monitoring of centralized referrals to the Agency for Persons with Disabilities.
- Develop and coordinate with community behavioral healthcare service providers protocols for the administration of psychotropic medication to dependent children.
- Regular review and response to local, federal and foundation grant opportunities.
- Redesign, implementation, promotion and monitoring of Resource Direct, Resource Hotline and Resource Fairs.
- Development and distribution of Inventory of Subcontracted Services.
- Coordination and evaluation of Holiday, Back to School and emergency need donations and drives.
- Coordination and monitoring of Strengthening and Reunifying Families (SURF) services.
- Review and certification of community supported adult behavioral health services.

- Meetings with parents, caregivers, contract providers, and community partners will be held on a regular basis to create teamwork. Action plans will be developed for increased communication and for milestones.

**Responsibility:** Larry Rein, Vice President of Network Development

**Timeframe:** TBD



2.14 ChildNet will increase its visibility in the community by disseminating information to the public regarding evaluation of children's services and will solicit feedback on initiatives.

**Measures:**

- ChildNet will develop and maintain a method for disseminating information to all members of the staff, board, and community, including the community providers, parents, caregivers and children.
- ChildNet will develop procedures to provide feedback for information obtained which is both solicited and unsolicited, and will act on relevant suggestions.
- ChildNet will use the Dashboard to communicate state, contractual, and other measures.
- Meetings for discussion, to report concerns, to disseminate information, and to work as a team will be held with staff.
- Development and distribution of targeted Newsletters.
- Systematic development and distribution of press releases, letters to the editor and op-ed pieces.
- Development and implementation of calendar/schedule of media and community organization appearances.
- Development and distribution of ChildNet Annual Report to the Community.
- Facilitation of regularly scheduled targeted meetings of subcontractor staff and administrators.
- Development, update and distribution of ChildNet brochures and collateral materials.
- Update and expansion of ChildNet website.

**Responsibility:** Larry Rein, Vice President of Network Development

**Timeframe:** TBD for each initiative; completed action plans by January, 2010.

2.15 ChildNet will recruit capable staff with backgrounds consistent with state mandates.

**Measure:** Experience and educational backgrounds will meet Administrative Code requirements and the changing needs of ChildNet as described as job descriptions are updated for new needs.

**Responsibility:** Sandy Edelson, Director of Talent Management

**Timeframe:** On-going.

2.16 ChildNet will reduce turnover and continue to collect and analyze data on reasons for leaving to determine recruitment and retention strategies.

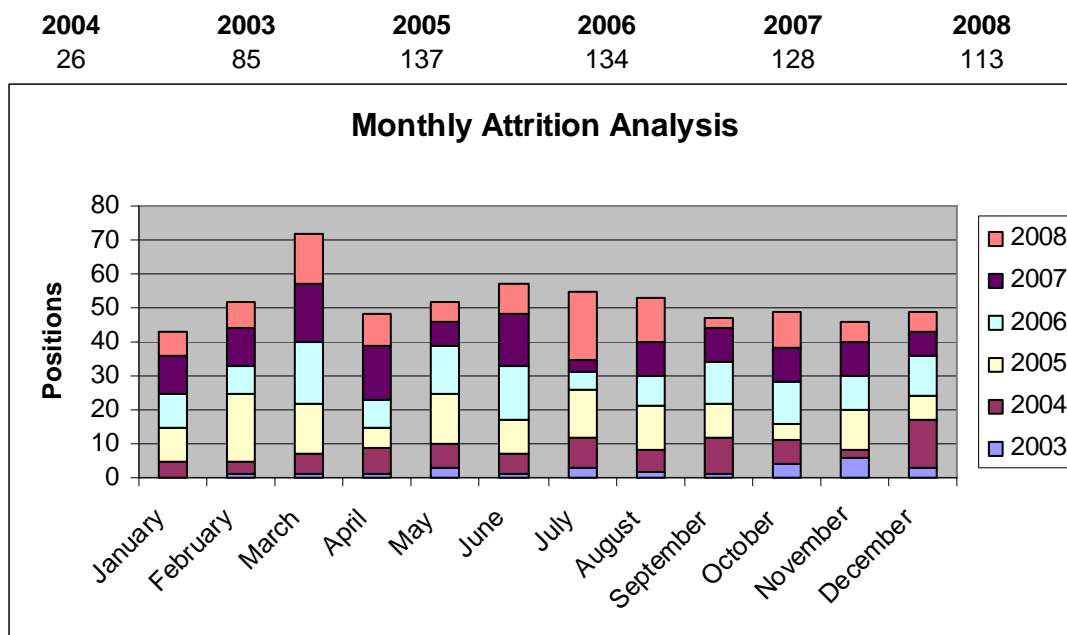
**Measure:** Reduce turnover

**Responsibility:** Sandy Edelson, Director of Talent Management

**Timeframe:** Reduce turnover by 10% by June 30, 2010

Reduce turnover by 15% by June 30, 2011

Reduce turnover by 20% by June 30, 2012



2.17 Parents will be provided the right services to facilitate permanence.

**Measure:** Case plans will reflect services that are relevant and helpful to permanence. Family Reunification Service providers will facilitate family conferences and assist Child Advocates with permanency planning.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services; Larry Rein, Vice President of Network Development

**Timeframe:** Monthly; Quarterly review by CQI

2.18 Caregivers will be given the support and assistance they need to care for children in their homes.

**Measure:** FSFN notes will reflect suggestions for caregivers by Child Advocates and education provided to caregivers.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services; Mark Shults, Director of CQI

**Timeframe:** Monitored Monthly.

### 3. ChildNet will Foster the Well Being of Children, Staff, Parents, and Caregivers.

#### Objectives

3.1 ChildNet will partner with agencies, medical providers, schools and the School Board to take a holistic approach to children in care.

**Measure:** Contacts with agencies, medical providers, schools, and the School Board will be documented in FSFN; team conferences will be recorded as will receipt of provider reports.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services; Larry Rein, Vice President of Network Development

**Timeframe:** Monthly

3.2 ChildNet will provide education for parents and caregivers on the uses of psychotropic medications and consent.

**Measure:** Informed consents will be in children's file. Child advocates will facilitate discussion about medications with doctors, parents, and children. Network Development will oversee classes on psychotropic medications for parents.

**Responsibility:** Silvia Smith-Torres/Larry Rein

**Timeframe:** Monitored Monthly.

3.3 ChildNet will develop procedures for administering, dispensing, and storing medications for SafePlace, relatives, and non-relatives.

**Measure:** Procedures

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services

**Timeframe:** January, 2010

3.4 Staff members will have compensation and benefits that allow for their physical well being.

**Measure:** Talent Management will conduct a compensation review and implement changes based on the analysis.

**Responsibility:** Dipak Parekh, Chief Financial Officer; Donna Skees, Director of Finance, Sandy Edelson, Director of Talent Management

**Timeframe:** December, 2010

3.5 Staff members, providers, children, caregivers, and parents will be treated with dignity and respect.

**Measure:** Talent Management Climate Surveys; other stakeholder surveys.

**Responsibility:** Assigned individuals for each survey.

**Timeframe:** Bi-annually

3.6 Staff will be provided with performance expectations and be trained in tasks and skills that are required for their optimal performance.

**Measure:** Pre-Service classes; Training Unit; Orientation

**Responsibility:** Maxine Kamin, Director of Professional Development; Sandy Edelson, Director of Talent Management

**Timeframe:** Quarterly

3.7 Staff members will be afforded educational opportunities to increase their knowledge in the field, their professionalism, their personal growth, their productivity, and their understanding of the people with whom they work and the cultures of staff, families, and the community.

**Measure:** Cross-training; workshops; classes; on-line opportunities

**Responsibility:** Maxine Kamin, Director of Professional Development; Sandy Edelson, Director of Talent Management

**Timeframe:** Yearly schedule, January, 2010

3.8 Parents will be provided with services and support that allow them to grow and accomplish the goals and objectives which they have participated in developing in a collaborative setting.

**Measure:** Family conferences documented in FSFN; parent surveys.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services

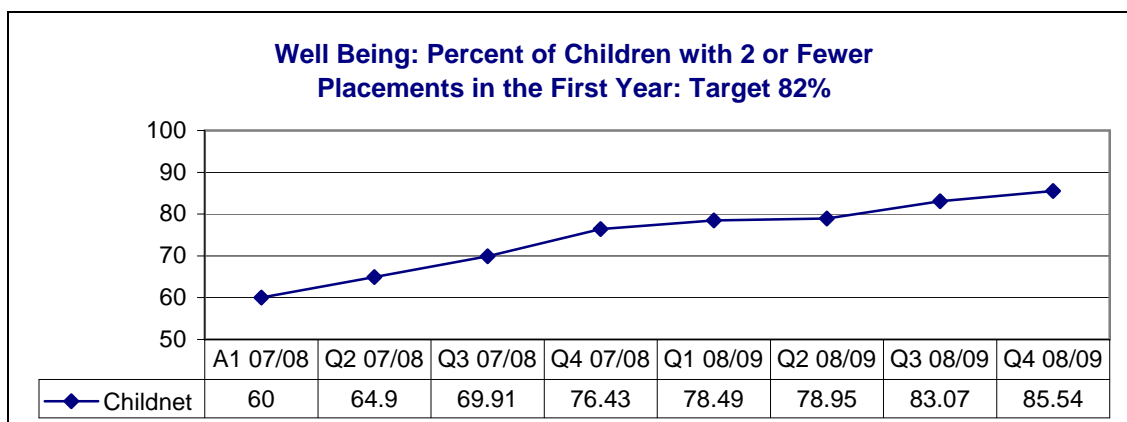
**Timeframe:** Family conferences within 10 days of receipt of a new reunification case.

3.9 Children will be placed in the right home the first time, allowing for their adjustment and well-being.

**Measure:** 82% of children will have two or fewer placements in the first year.

**Responsibility:** Silvia Smith-Torres, Vice President of Client Services

**Timeframe:** June 30, 2010



**4. ChildNet will develop data and measures that will aid in analyzing, tracking, and improving processes and work products.**

**Objectives**

4.1 ChildNet will receive COA accreditation

**Measure:** COA Accreditation

**Responsibility:** Don Purce, Chief Operating Officer

**Timeframe:** Application will be filed by October 2009. COA accreditation

4.2 ChildNet will review its strategic plan to develop useful measures for goals and objectives.

**Measure:** Tools and scorecards will be in place to measure goals, objectives, and quality of performance.

**Responsibility:** Dipak Parekh, Chief Financial Officer

**Timeframe:** April 15, 2010

4.3 Action plans will be developed by departments to address how the Strategic Plan will be achieved.

**Measure:** Departmental action plans will be created with assigned responsibility and timeframes for completion.

**Responsibility:** Dipak Parekh, Chief Financial Officer; Department Leaders

**Timeframe:** February 15, 2010

4.4 Technological systems will track, update and provide information for ChildNet staff to use to motivate for increased work productivity.

**Measure:** ChildNet's Dashboard, electronic control charts, and scorecards will be used to provide data and information at the individual and company level.

**Responsibility:** Dipak Parekh, Chief Financial Officer

**Timeframe:** In place and ongoing

**5. ChildNet's technology will support effective and efficient work.**

**Objectives**

5.1 Technology will assist staff members to document data, view data, and analyze and draw inferences from the information provided.

**Measure:** ChildNet will use computer, scanner, printing technology, hand-held devices, Intranet and Internet, Dashboard, along with other technology that is appropriate for the size, capacity, and needs of the agency.

**Responsibility:** Dipak Parekh, Chief Financial Officer

**Timeframe:** Monitored Quarterly

5.2 Staff will have technology which will support the assessing, gathering and viewing of information while in the field.

**Measure:** Staff will have access to technology in the field to store, process, and transmit information for the purpose of achieving ChildNet's objectives and goals.

**Responsibility:** Dipak Parekh, Chief Financial Officer

**Timeframe:** On-going

- 6. Communication at ChildNet will occur at all levels, with staff, parents, caregivers, contract and community providers, and the Board to ensure that ChildNet's mission is actualized.**

### **Objectives**

- 6.1 Methods of communication will be developed to ensure the understanding of ChildNet's vision, mission, guiding principles, core values, and policies.

**Measure:** Formal and informal plans will be developed and implemented to improve communication. ChildNet executives will model and discuss ChildNet's Mission, Vision, Values, Guiding Principles and Polices during director, site, and agency meetings.

**Responsibility:** Executive Team

**Timeframe:** January 1, 2010

- 6.2 The process of agency communication will be reviewed and analyzed for improvement.

**Measure:** Climate reports will be used by leaders to identify, track, and disseminate information regarding areas of communication that need to be improved and as well as continued, including top down and cross-communication from department to department.

**Responsibility:** Larry Rein, Vice President of Network Development; Sandy Edelson, Director of Talent Management

**Timeframe:** Bi-annual surveys, reports, and analysis.

- 6.3 ChildNet will unify centers under one roof to enhance interaction, communication, and services between departments

**Measure:** All centers will be consolidated in ChildNet's Central facility.

**Responsibility:** Executive Team

**Timeframe:** Completed

- 7. ChildNet will continue to manage finances responsibly and to pursue additional funding sources.**

### **Objectives**

- 7.1 Finance will work in partnership with organizations and vendors to identify new opportunities for costs savings and additional funding.

#### **Measures:**

- Finance will research optimum payment processing methods to include the retrieval of census information electronically from providers.
- The Finance Business Unit will determine and record proper use of state and federal funding.
- The Finance Director will work in partnership with the Director of Contracts, DCF fiscal monitors, and other relevant parties to accurately record all direct service expenses and

to use all Fed Procurement will capture detailed spend data to track buying patterns and preferences.

- The department will identify new opportunities for cost reductions.
- Procurement will monitor vendor performance through an integrated scorecard.
- The department will drive improvements in pricing and performance over time.
- The department will solicit potential grant opportunities as part of cost avoidance.
- On-line procurement modules will be explored to improve accuracy and increase employee productivity by automating routine purchasing tasks.

**Responsibility:** Dipak Parekh, Chief Financial officer; Donna Skees, Director of Finance

**Timeframe:** Quarterly review; report, June 30, 2010

7.2 Finance will implement efficiency measures and performance metrics to support budget and cost reductions.

**Measures:**

- Electronic RFPs, online catalogs, and e-Sourcing will be researched for possible implementation to improve efficiency.
- Performance management metrics will be developed for visibility, transparency, and accountability.
- The department will determine ways to reduce operational costs.
- On-line ordering will be maximized.
- The department will implement methods to increase forecasting future expenditures by business units.
- Fleet management will be centralized under one business unit.
- The contract management process will be centralized for all business units.
- Local industry sourcing where local suppliers can demonstrate competitiveness and capability will be considered favorably.
- Development and distribution of quarterly utilization and outcome reports for all subcontracted programs and services
- Annual receipt and review of subcontracted service providers' program budgets
- Quarterly collection of subcontractors' reports of actual expenditures and ongoing comparison with approved subcontractor budgets
- Quarterly collection of subcontracted service providers' year to date financial reports and submission to Finance Department for review
- Regular and systematic review of, and response to, local, federal and foundation grant opportunities

**Responsibility:** Dipak Parekh, Chief Financial Officer; Donna Skees, Director of Finance

**Timeframe:** Efficiencies and savings monitored quarterly; overall report: June, 2010

**8. ChildNet will provide Human Resource/Talent Management support and training opportunities that will attract, motivate, and maintain excellent employees.**

**Objectives**

8.1 Talent management will develop predictive measures for candidates to succeed at ChildNet by researching tools to determine and assess qualities and skills needed for ChildNet positions.

**Measure:** Tools will be developed to assess "good fit" for positions.

**Responsibility:** Sandy Edelson, Director of Talent Management

**Timeframe:** July, 2010

8.2 Recruitment methods will be expanded to take advantage of technology and new recruiting resources.

**Measure:** Web based recruiting, including website job posting, and on-line application.

**Responsibility:** Sandy Edelson, Director of Talent Management

**Timeframe:** February, 2010

8.3 A systematic process for yearly assessment of training needs throughout the organization will be developed and implemented by the Professional Development Department in cooperation with Talent Management..

**Measure:** Needs Assessment for training for all departments

**Responsibility:** Maxine Kamin, Director of Professional Development; Sandy Edelson, Director of Talent Management

**Timeframe:** February, 2010

8.4 Based on the Needs Assessment, a yearly training calendar will be developed for courses in all departmental areas.

**Measure:** Training based on results will be provided.

**Responsibility:** Maxine Kamin, Director of Professional Development

**Timeframe:** A new schedule will be created by March 1, 2010; Monthly schedules for additional offerings from Children Services Council and for required courses will continue to be published, and courses will be delivered as business dictates.

8.5 In-service individual mentoring sessions will be provided and evaluated for effectiveness.

**Measure:** Ninety-five percent of the evaluations of individual sessions will be “agree” or “strongly agree” that the help was useful, and written comments will indicate positive results from interventions.

**Responsibility:** Maxine Kamin, Director of Professional Development

**Timeframe:** Quarterly

8.6 E-Learning platforms and automated registration systems will be researched and evaluated for feasibility of implementation.

**Measure:** E-learning tools and sites will be recommended for agency-wide access and use.

**Responsibility:** Dipak Parekh, Chief Financial Officer; Maxine Kamin, Director of Professional Development

**Timeframe:** Report of options: April 1, 2010; Implementation: January, 2011 or sooner pending funding. Grants will be pursued for system cost.

8.7 Supervising for Excellence, DCF’s statewide program, and other supervisory classes will be conducted based on the needs analysis.

**Measure:** Provision of Supervising for Excellence at least annually via the training schedule for new supervisors.

**Responsibility:** Maxine Kamin, Director of Professional Development; Sandy Edelson, Director of Talent Management

**Timeframe:** January 1, 2010

8.8 Supervisors will be trained to evaluate new Field Based Performance tools.

**Measure:** Training will be provided to Client Services Supervisors upon approval of new FBPA criteria in Administrative Codes.

**Responsibility:** Maxine Kamin, Director of Professional Development

**Timeframe:** Upon approval of new criteria in Administrative Codes.

8.9 Family Engagement and Family Team Conferencing will be a focus for the 2009-2010 year with staff trained on theory and practice.

**Measure:** ChildNet trainers will be trained for and will deliver DCF Family Engagement program. Overviews will be conducted with FRS provider staff will to develop standardized expectations of family engagement.

**Responsibility:** Maxine Kamin, Director of Professional Development; Neiko Shea, Director of Service Coordination

**Timeframe:** Training to be completed by September 30. Classes to be conducted beginning January 1, 2010.

8.10 Professional Development will continue to work with the DCF/CBC/Sheriff's regional trainer's consortium to share resources and attain grants.

**Measure:** Professional Development will access existing resources as well as cultivate new resources resulting in increased funding for additional on and off-site trainings.

**Responsibility:** Maxine Kamin, Director of Professional Development

**Timeframe:** Quarterly meetings and updates.

8.11 Succession planning will be implemented.

**Measure:** A succession planning model will be developed for review by senior management.

**Responsibility:** Maxine Kamin, Director of Professional Development; Sandy Edelson, Director of Talent Management

**Timeframe:** March 1, 2010

8.12 Individual Learning Plans will be developed cooperatively by staff, supervisors, and Professional Development.

**Measure:** Supervisors and Directors will make referrals for need-specific training; Professional Development will develop Individual Learning Plans in cooperation with staff members and supervisors based on job description and individual needs.

**Responsibility:** Maxine Kamin, Director of Professional Development

**Timeframe:** July 1, 2010

8.13 Professional Development will assume the role of certifying all licensing personnel as required by the new training rules when they are in Administrative Codes.

**Measure:** Licensing personnel not already certified will be certified according to recertification due dates using new training rules.

**Responsibility:** Maxine Kamin, Director of Professional Development

**Timeframe:** December 30, 2010

- 8.14 A leadership and facilitation program will be developed and implemented for those who aspire to be leaders.

**Measure:** The Executive team will identify potential leaders; Professional Development and Talent Management will create or purchase a leadership program for leadership trainees.

**Responsibility:** Maxine Kamin, Director of Professional Development; Sandy Edelson, Director of Talent Management

**Timeframe:** May, 2010

- 8.15 Professional Development will continue to serve as a resource for DCF, FIU, and USF, and will participate in curriculum reviews, reworks of curriculum, and work groups.

**Measure:** Professional Development staff will attend FIU and USF workgroups and will participate on conference calls.

**Responsibility:** Maxine Kamin, Director of Professional Development

**Timeframe:** Workgroup timeframes; monthly meetings with FIU.

- 8.16 Increased liaisons will be developed with area colleges and universities for courses, e-learning, and internships within the Professional Development department.

**Measure:** Professional Development will work with deans and department heads to identify students who can intern in curriculum design and organizational development.

**Responsibility:** Maxine Kamin, Director of Professional Development

**Timeframe:** February 1, 2010.

- 8.17 A yearly training event will be conducted for ChildNet, parents, and the community.

**Measure:** Topics for a yearly event will be selected from the Needs Assessment and relevant child welfare areas; the event will be delivered at a location large enough to accommodate ChildNet staff, providers, and parents.

**Responsibility:** Maxine Kamin, Director of Professional Development

**Timeframe:** November 2010

- 8.18 The Professional Development department will expand its role to include Organizational Development.

**Measure:** Facilitation of meetings, communication plans, COA certification, and company enhancements for work processes.

**Responsibility:** Maxine Kamin, Director of Professional Development; Sandy Edelson, Director of Talent Management

**Timeframe:** Training for COA application completed. Strategic Plan completed. Review of COA standards and ChildNet requirements, December, 2010. Facilitation determined by need.

- 8.19 Finance and Talent Management will coordinate the Sterling award processes.

**Measure:** Completion of Sterling requirements.

**Responsibility:** Dipak Parekh, Chief Financial Officer; Donna Skees, Director of Finance; Sandy Edelson, Director of Talent Management

**Timeframe:** Timeline to be established when process begins.

8.20 Excellent customer service will be expected. A comprehensive customer service program will be developed for all staff to reinforce vision, mission, core values, and customer service.

**Measure:** Program, in phases and by position, executives, directors, supervisors, and staff. .

**Responsibility:** Executive Team; Maxine Kamin, Director of Professional Development;  
Sandy Edelson, Director of Talent Management

**Timeframe:** January – December, 2010

Each division has been asked to elaborate on how their teams can assist the organization achieve the goals that have been described. In action plans, ways to address these challenges will be developed. As part of the Strategic Plan, ChildNet will continually evaluate progress towards the goals and objectives. Executives will review in Executive Team meetings monthly, and will report on major accomplishments Quarterly.

	Executive Team	Dipak	Don	Derick	Larry	Silvia	Maxine	Donna	Sandy	Mark	Other
1.1						X					
1.2						X					
1.3						X				X	
1.4						X					
1.5											X
1.6							X				
1.7		X		X				X		X	
1.8						X					
1.9						X					
1.10						X					
1.11						X					
1.12		X									
1.13						X			X		
1.14					X						
1.15											X
1.16					X						
1.17					X						
2.1						X					
2.2						X					
2.3	X										
2.4											X
2.5	X										
2.6						X					
2.7											X
2.8					X						
2.9					X						
2.10					X						
2.11					X						
2.12					X						
2.13					X						
2.14					X						
2.15									X		
2.16									X		
2.17					X	X					
2.18						X				X	

	Executive Team	Dipak	Don	Derrick	Larry	Silvia	Maxine	Donna	Sandy	Mark	Other
3.1					X	X					
3.2					X	X					
3.3						X					
3.4		X						X	X		
3.5											X
3.6							X		X		
3.7							X		X		
3.8						X					
3.9						X					
4.1			X								
4.2		X									
4.3		X									X
4.4		X									
5.1		X									
5.2		X									
6.1	X										
6.2					X				X		
6.3	X										
7.1		X						X			
7.2		X						X			
8.1									X		
8.2									X		
8.3							X		X		
8.4							X				
8.5							X				
8.6		X					X				
8.7							X		X		
8.8							X				
8.9							X				X
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8.12							X				
8.13							X				
8.14							X		X		
8.15							X				
8.16							X				
8.17							X				
8.18							X		X		
8.19		X						X	X		
8.20	X						X		X		