

**PARTNERSHIP FOR STRONG FAMILIES
STRATEGIC PLAN
2010-2011-2012**

STATUS UPDATE: March 2011



**PARTNERSHIP FOR
STRONG
FAMILIES**

**5950 NW 1st Place
Gainesville, FL 32607
352-244-1500**



Share Love. Give Hope. Foster a Teen.



making children - strengthening families - enjoying the community



*PARTNERING WITH PARENTS,
SUPPORTING STRONG FAMILIES*

Overview

This Strategic Plan was created to guide PSF's work toward achieving its mission and vision over the next 3 years. The plan focuses on four core competency areas. If we can achieve what we set out to do in these four areas, we will be well positioned to reach our vision and fulfill our purpose as an agency:

Mission: to enhance the community's ability to protect and nurture children by building, maintaining and constantly improving a network of family support services.

Vision: to be a *recognized leader* in *protecting children and strengthening families* through *innovative, evidence-based practices* and *highly effective, engaged employees and community partners*.

Plan for Updating Progress

The Strategic Plan will be reviewed on a semi-annual basis for progress and, if necessary, modification. First, PSF's leadership team will review every key activity listed in the plan, and identify ways in which these activities have been carried out. They will also identify barriers to execution of the plan, and consider ways to overcome these challenges. After this internal review, highlights on progress in the plan will be shared with all staff and stakeholders by the CEO.

The document you are reading now includes these highlights. They are only a select few of the many activities that actually taken place in our work.

Core Competency1: Services to Protect Children and Strengthen Families

Description: PSF will provide services that protect children and strengthen families. We will model a family-centered, strength-based approach in working collaboratively with those we serve. We will make available individualized, flexible services to meet the unique needs of children and families.

Key Updates:

March 2011

- 100% of all FCCs/Supervisors received Family Centered Practice Training in 2010. Family Centered Practice is integrated into the new Pre-service Training Curriculum. The new Pre-service curriculum includes an emphasis on engagement, identification of family strengths and needs; value of community resources; importance of cultural competence and the value of formal and informal supports.
- PSF licensed 61 new foster homes during 2010. The Placement Stability workgroup collected data to determine placement needs and we are analyzing where to focus targeted recruitment.
- The Parent 2 Parent (P2P) Project, which encourages partnering between foster and birth parents, started October 15, 2010 in 2 services sites, Alachua County and Tri County. Foster parents, CPI, and Case Managers held meetings and a protocol has been written with their input. As of January 2011, we are almost 3 months into the pilot and on Jan 24, 2011 the P2P was rolled out to all counties.
- The Mid-Florida Adoption Support Group implemented last quarter has continued to meet on a monthly basis to provide information and support to adoptive families.
- We have implemented a practice call Permanency Roundtables, which is a structured process for case managers and other specialists to review cases to “relentlessly pursue permanency”. All children with APPLA goals were included in the initial PRTs. Of the 40 youth who have had the case PRT’d, at least 10 resulted in a change of goal to reunification, permanent guardianship or adoption. In all of the cases, some form of permanent connection was identified for the child. In February we began to Roundtable our next population needing permanency and connections, youth with an adoption goal, but no identified placement. We have a total of 36 youth where the parental rights have been terminated and they have no identified placement. Of the 36 youth 12 have had a Roundtable and a plan developed to achieve permanency. By June we expect to report on the successes of PRT’s in this facet of our population.

- Implementation of the Solution Based Casework practice model has continued, with coaching, training, and procedure modification throughout our system.
- PSF has engaged the services of a marketing firm to create a new public awareness and foster/adoptive parent recruitment campaign. This included creating a new logo, which better illustrates our mission of partnering with others to create a better life for children. This also included radio ads, billboards, web page banners, and changes to collateral materials such as our newsletter and website. The theme of the campaign is “Partner. Foster. Adopt.”
- The Library Partnership neighborhood resource center continues to thrive, with 10,000 visitors over the course of 2010. PSF is also partnering with community groups to try to establish neighborhood centers in southwest Gainesville, Lake City, and Perry.
- The total number of completed Family Team Conferences is averaging about 70 per month. Implementation of the federal FTC research grant project continues.
- Provider Satisfaction Surveys were administered from August 4, 2010 thru August 26, 2010. The results were representative of all 13 PSF served counties. Identified were three areas of improvement including improved timeliness of invoice payments, more attention to provision of appropriate supporting documentation with referrals, and restructuring the providers meeting to make it more meaningful to attendees.
- A Family Preservation Protocol was completed 8/30/2010. Diversion services make up nearly 50% of all PSF provided services through the UM Department. With the Family Preservation Protocol now in place, Child Protective Investigators and Family Service Facilitators are able to work with families to identify services, make referrals and ensure engagement on cases where safety concerns can be mitigated in the home.

August 2010

- Implementation of the Solution Based Casework (SBC) practice model began in May 2010, with the first rounds of training and coaching sessions for DCF investigators, partner agency Family Care Counselors and Supervisors, and PSF operations staff. PSF has retained a Project Consultant who has worked with Dr. Dana Christiansen, originator of the SBC model for child welfare, to develop a detailed process for ensuring that SBC is implemented properly and thoroughly, integrated into every aspect of our System of Care. The Project Consultant has worked closely with DCF and PSF operations staff, as well as service providers and judicial staff, to begin to modify current practice to fit the model.

- Our federal Family Team Conferencing (FTC) grant is in full swing, with hundreds of FTCs having been conducted with families thus far. PSF's Utilization Management Department is working hard to continuously review and improve the process, and meet the research requirements of the grant.
- The Library Partnership held a successful *Juneteenth* community event, and also conducted extensive surveys to hear from LP visitors. The survey revealed a 98% satisfaction level with LP services!
- The Program Operations Dept. has been working with Casey Family Programs to implement a new practice called "Permanency Roundtables". This practice is geared toward safely getting children to permanent homes and out of foster care more rapidly.
- PSF staff and community stakeholders completed surveys to reflect satisfaction and other feedback on PSF's provider network. Survey data is being shared with providers for quality improvement purposes.

Core Competency 2: Recognized Leadership

Description: PSF will engage the larger community in the organizational vision, and become known on local, state, and national levels for excellence in child welfare service provision.

Key Updates:

March 2011

- PSF has re-designed its logo, to better communicate the "partnership" element of our mission. We have also re-designed our newsletters, and launched a "partner family" recruitment campaign. Through these efforts, we have increased community awareness of our mission, purpose and vision. PSF also recently selected a vendor to re-design our website, to better serve the community in providing important information.
- PSF's CEO and key staff have served on multiple boards, committees, and workgroups within the child welfare industry and in the local community.
- PSF Clinical and Community Services staff have been selected to present at the American Humane National Conference, speaking about the federal Family Team Conferencing research grant.

- The Library Partnership neighborhood resource center was recognized with an Innovation Award from Harvard University in the Fall of 2010.

August 2010

- PSF has solicited proposals from marketing firms to develop our Communications Plan and increase our recognition in the community.
- The PSF Board of Directors is undergoing a Board Advocacy Project to enhance their ability to communicate the agency's mission and vision throughout the community.

Core Competency 3: Innovative, Evidence-Based Practices

Description: PSF will focus on providing innovative, evidenced-based and evidence-informed child welfare practice approaches within the system of care. This will include both making evidence-based practice a priority, and developing effective methods to assess and document practice outcomes internally. Innovations will support the improvement of PSF's overall system of care, and strive for improved outcomes. This will include the progressive use of technology within our practice, in secure yet responsive ways.

Key Updates:

March 2011

- PSF continues its focus on evidenced-informed approaches in developing our practice model. The consultant contract with Dr. Dana Christiansen has been extended and expanded to further implement Solution Based Casework, a practice approach heavily supported by research.
- We have expanded our implementation of the Permanency Roundtable method of case planning, which is supported by positive results in other states. Casey Family Programs is leading the implementation, and gathering data on outcomes to further evaluate its effectiveness.
- PSF is working with DCF and others in the state to couple Structured Decision Making tools with the Signs of Safety approach, both of which are research-based systems.
- We've acquired two identical network storage appliances to augment our Disaster Recovery strategy. One will be used to backup mission critical data at our Gainesville Headquarters. The other will be placed at our Trenton location. Daily data replication will occur between the two appliances to ensure that we store this data in at least 3 locations – one of which being off-site.

- PSF as an agency has completed and submitted the Self-Study required for Council on Accreditation re-accreditation. The site visit for COA re-accreditation is scheduled for May 1, 2011

August 2010

- PSF's System of Care (SOC) document, which describes the design of our local system, was updated in June 2010. This was the first update of the document in nearly a year, so many of the innovative and evidenced-based practices that we are implementing were added into the document.
- PSF continues in its designation as an "Innovation Zone" for Family Centered Practice in Florida. We are one of three sites (Miami and Pensacola are the others) to be part of this program.
- Several of PSF's policies and procedures were updated and posted to PSF's web site.

Core Competency 4: Highly Effective, Engaged Employees and Community Partners

Description: PSF will develop an effective, engaged workforce through collaborative efforts with its staff and community partners. We will create an organizational culture that promotes a supportive yet stimulating work environment, and encourages open, meaningful communication with employees, community partners, and families.

Key Updates:

March 2011

- We are taking opportunities to improve the quality and functionality of our work environment, while generating savings in operating costs that can be redirected into services. For example, in February PSF completed a move of their 2 Gainesville locations into one new office. This move affords more functional space, which saving operating costs through reduced rent and most efficient technology. The anticipated annualized savings will be \$200,000 per year for that location alone.
- After conducting a survey of new employees, we have made some modifications to the orientation process preparatory to introducing a new on-boarding program.

- We have developed and begun rollout of a new training program to address the issue of case documentation in FSN as an initiative for all case workers in our system.
- In the Staff Development (Training) Department, we are actively engaged in several separate programs running concurrently. We have initiated a certification training program for the staff of our Independent Living provider in compliance with provisions of Administrative Rule 65VC-33 issued by Florida DCF in September requiring Direct Service workers to be certified as Child Protection Professionals. In addition to the regular schedule of pre-service training, we have also completed a Supervising for Excellence program incorporating several new elements Myers-Briggs testing and counseling as applied to the interpersonal challenges of the job of managers and supervisors. One of our trainers (Connie Pierre-Antoine) was recently certified as a Myers-Briggs facilitator/trainer.
- We have completed a Training Needs Analysis as a follow up to the All Employee survey previously conducted. The responses are being used to shape our training programs, staffing and budget for 2011 and 2012. We expanded the original scope to include all employees in our CMA's as a way of meeting the expressed desire to engage our associates in those organizations to a greater extent and encourage greater collaboration and teamwork. This also taps into a significant target audience for our training efforts. The response rate was 40% and the results are being analyzed and will be shared with participants.

August 2010

- PSF's HR and Staff Development Department conducted two surveys. The first was a survey of all new employees hired in the past 12 months and focused on the recruitment, interview and on-boarding processes. The second was a comprehensive all-employee survey addressing employee satisfaction with key programs and processes. The summarized results were shared with all staff and the board of directors. The results are being used to guide agency planning, and next steps are being created, including the creation of focus groups for ongoing guidance.
- The PSF People Portal was created and rolled out to Partnership staff. The Self-Service Portal puts in the hands of employees an inter-active resource of information about their own personal profile, their pay and benefits, policies and company programs. As it matures in the future, it will provide an additional communication vehicle to foster employee engagement and involvement.
- The IT Department has established a focus group to identify ways to improve web-based resources both internally and externally.