

Risk Pool Peer Review Committee Report
Eckerd Community Alternatives – Circuit 13 (Hillsborough County)
Fiscal Year 2019-2020
November 2019

Executive Summary:

Eckerd Community Alternatives as known as Eckerd Connects applied for risk pool funding on September 13, 2019 for their Hillsborough contract (ECA-H).

The department established a Risk Pool Peer Review Committee pursuant to section 409.990(7), Florida Statutes, for state fiscal year (FY) 2019-2020. The Risk Pool application process was informed by lessons learned from the prior year reviews as well as the availability of extensive additional information from reports developed pursuant to proviso language included in the General Appropriations Act (Specific Appropriation 326) for FY 2019-2020. In compliance with this proviso language, the department completed a comprehensive, multi-year review of the revenues, expenditures and financial position of all Community-Based Care Lead Agencies (CBCs) including a comprehensive system of care analysis. This submission also included a financial viability plan from all lead agencies.

Due to the early application process this fiscal year, the Risk Pool Peer Review team conducted a review with relevant information available from multiple sources to make recommendations. The documents reviewed are below:

- Risk Pool Funding Application FY 2019-2020
- Financial Viability Plan (FY 2019-2020)
- Budget Projections provided by the CBC
- CBC Financial Viability Integrated Data Report
- [The Child Welfare Dashboard](#)
- [CBC Contract Monitoring Reports*](#)
- ECA-H [Previous Risk Pool Reports](#)
- CBC Contract Monitoring Data Packets
- [The Child Welfare Key Indicators Monthly Report](#)
- Florida Safe Families Network (FSFN) Aggregate Payment Data

To resolve any outstanding questions, additional information was requested of the CBC.

*Note: The most recent CBC Contract Monitoring Report for ECA-H is dated January 2019.

The Risk Pool Peer Review Committee for ECA-H consisted of:

Barney Ray, Team Leader, Director of Revenue Management and Partner Compliance
Larry Rein, CEO, ChildNet
Lauren Hahn CFO, Communities Connected for Kids
Catherine Macina, CFO, Embrace Families
Walter Sachs, Suncoast Regional Managing Director

Eric Emery, Staff Director of the Office of Child Welfare

While the specific areas of review and analysis varied based on the unique needs and circumstances of each Region, Circuit and CBC, the following framework provided an outline for organizing the work of the Peer Review Committee.

Application Summary:

ECA-H's application for risk pool funding requested \$4.2 million. Funding is requested to "off-set expenditures directly associated with the need to implement new service interventions that will help achieve financial stability by the end of the contract year". Specifically, ECA-H noted partnering with Hillsborough County to implement a new program designed to prevent children from entering the child welfare system, step-down children from residential group care and help children achieve permanency.

The primary causes ECA-H attributed to their current financial challenges are outlined below:

- ECA-H experienced a 23% increase in the number of children entering out-of-home care in SFY 2015-2016 with an increase of 344 more youth receiving services.
- High removal rates above the statewide average (per 100) of 9.9 in SFY 2015-2016 and 9.1 in SFY 2016-2017 compared to statewide averages of 5.8 and 5.6 for those years.
- Sustained high rate of entries during SFY 2015-2016 through SFY 2018-19.
- Entries outpacing system's ability to exit youth increasing the number served.
- As a result of that increase there has been increases in caseloads, case management turnover, and case management costs.

Findings:

After review of the information provided, the Peer Review Committee was able to reach the following findings:

1. Findings related to the need for services and commitment of resources

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Reports](#))
- Summary below; see CBC Contract Monitoring Report, sections 2, 11, and 12 for more details

- 1.1. ***What is the relevant community context within which the child welfare system operates?***
- 1.2. ***This may include incidence of calls to the hotline, child poverty in the area, local factors that influence the need for services, etc.***
- 1.3. ***Factors may also include community resources available to meet the needs of children and families such as Children's Services Councils, local governmental resources or other unique factors.***

ECA-H operates in Circuit 13, serving Hillsborough County. Child Protective Investigations are performed by the Hillsborough County Sheriff's Office (HCSO) and the Office of the Attorney General provides the Children's Legal Services functions.

US Census Facts	Florida	Hillsborough
Median Household Income	\$48,900	\$51,681
Percent of population living in poverty	14.7%	15.0%
Percent of population over 25 years old with a college degree	27.9%	31.4%
Percent of population over 25 years old with high school diploma	87.2%	87.8%

Table 1. Data Source: census.gov/quickfacts/(2012-2016 v2016)

According to the US Census Facts, Hillsborough County has a slightly higher poverty rate than the statewide average of 14.7%. The county has a higher population of adults with a college degree and the median income is slightly higher than the state average. Hillsborough County is on par with the statewide average of adults with a high school diploma.

Service Area Data		FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
Child Protective Investigations and Child Removals (Hillsborough County)	Reports accepted for Investigation by DCF (Initial & Additional Reports, Child Intakes)	12,593	12,943	12,683	12,383
	Reports accepted for Investigation by DCF (Initial & Additional Reports, Special Conditions)	980	1,118	1,170	1,160
	Children Entering Out-of-Home Care	1,774	1,769	1,502	1,374
Children Served by Eckerd Hillsborough	Children Receiving Family Support Services	697	814	1,152	1,413
	Children Receiving In-Home Services	2,951	3,251	2,686	2,130
	Children Receiving Out of Home Care	3,554	3,853	3,831	3,700
	Young Adults Receiving Services	283	322	342	282

Table 1. Data Sources: Child Protective Investigation Trend Report, Child Welfare Dashboard, FSN OCWDRU Report 1006. Data Run Date: July 24, 2019

The number of reports accepted for investigation decreased in FY 2018-2019 as did the number of children entering out-of-home care. During this same time period, the number of children receiving family support services increased while the number of children receiving out-of-home care, in-home services, and the number of young adults receiving services decreased.

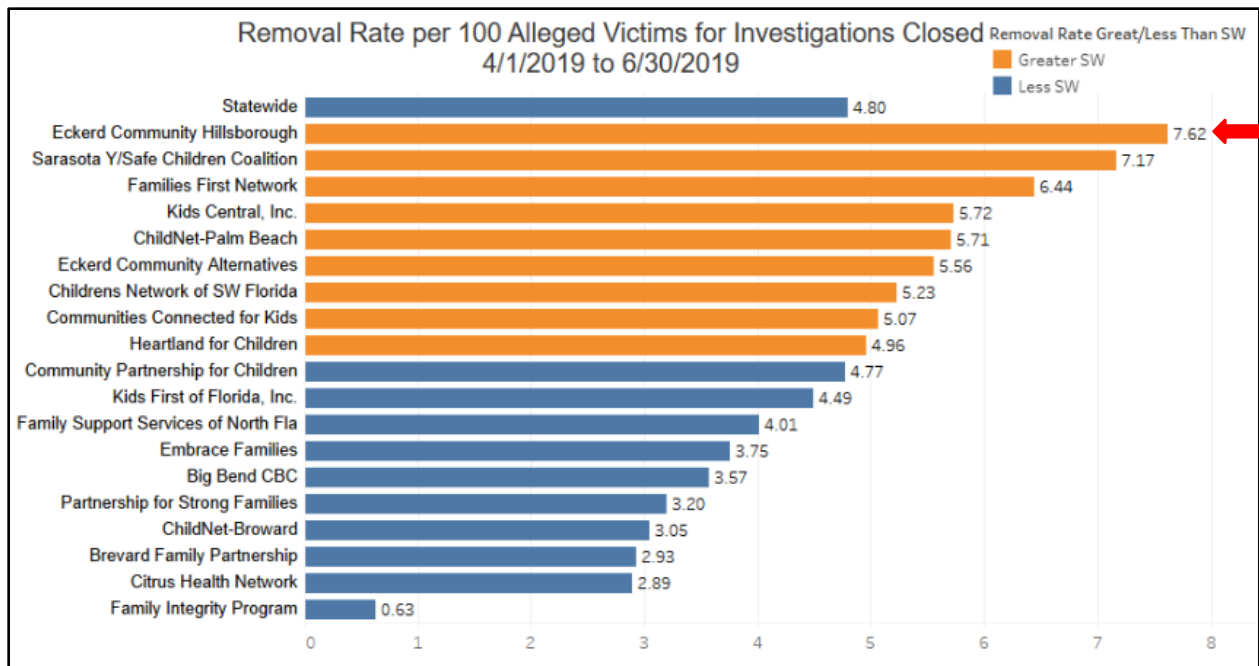
Hillsborough County has a taxpayer funded Children's Services Council that funds prevention services for non-dependent children.

The local Children's Board focuses on delivery of prevention services to non-dependent children. While Hillsborough County has a wide array of services available, there is needed improvement in the coordination of services between ECA-H, the Children's Board, and the Managing Entity.

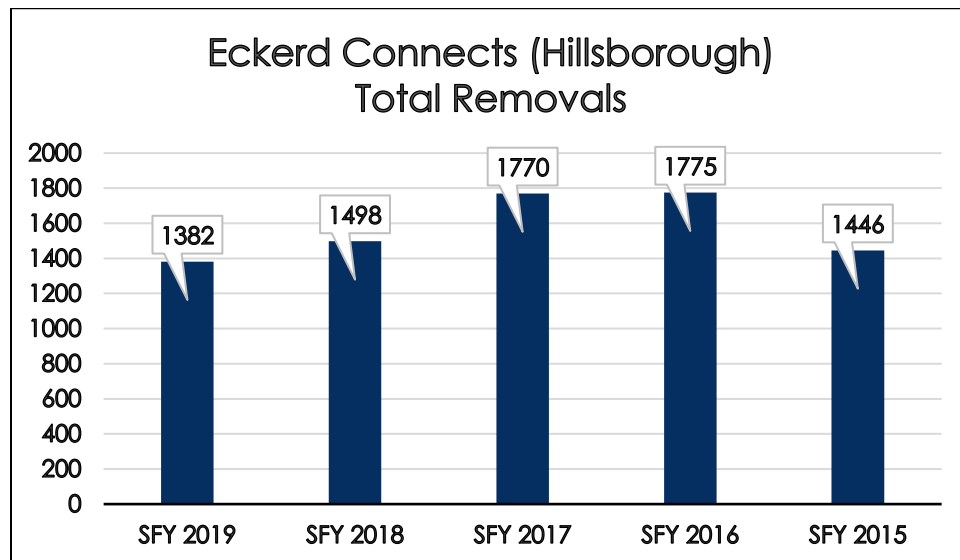
2. Findings related to protective services including removals, referrals for post-investigative services, activities to protect children without removal and use of resources focused on prevention and intervention.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#))
- Summary below; see CBC Contract Monitoring Report, sections 5, 9, and 11 for more details

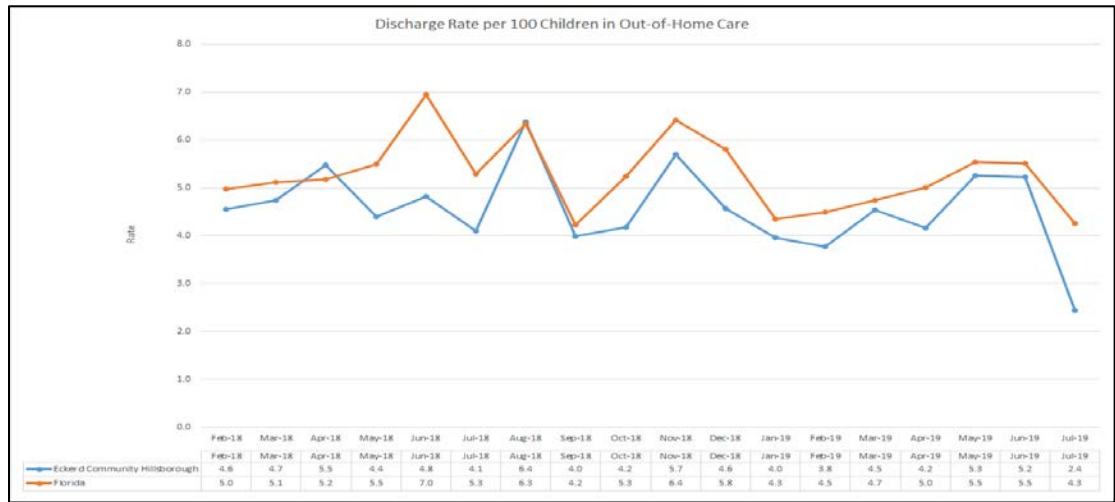
- 2.1. *What are the rates of removal, rates of verification, and other measures from protective investigations that affect the need for child welfare services? How have these measures changed over time and how do they compare with other areas of the state?*
- 2.2. *What activities are in place to provide support to child protective investigators (CPI) and families to permit children to remain safely in their homes? What services are provided with funds used for prevention and intervention?*
- 2.3. *What services are provided with funds used for prevention and intervention?*
- 2.4. *What evidence exists to show that investment in prevention and intervention services re, in fact, resulting in reduced flow of children into out-of-home care rather than just adding to the cost of services?*
- 2.5. *How well integrated are the CPI, safety management and intervention services components? Are there case transfer issues that affect performance?*



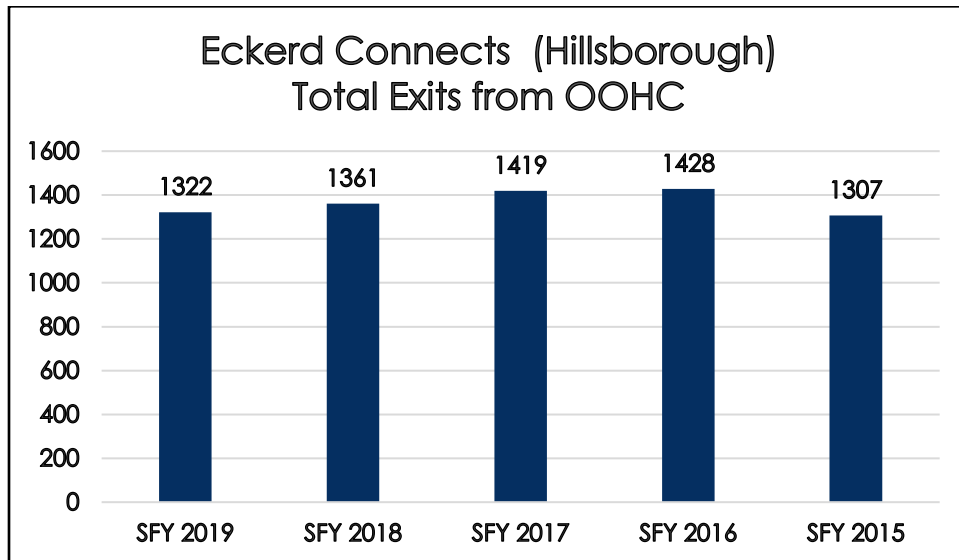
The removal rate per 100 alleged victims for investigations closed from 4/1/2019 to 6/30/2019 is above the statewide average and highest in the state, as shown in the graphic above. For the same quarter in 2018, the removal rate was 5.1 statewide and 6.9 for ECA-H. Both represent an increase in removal rates though ECA-H was a greater increase.



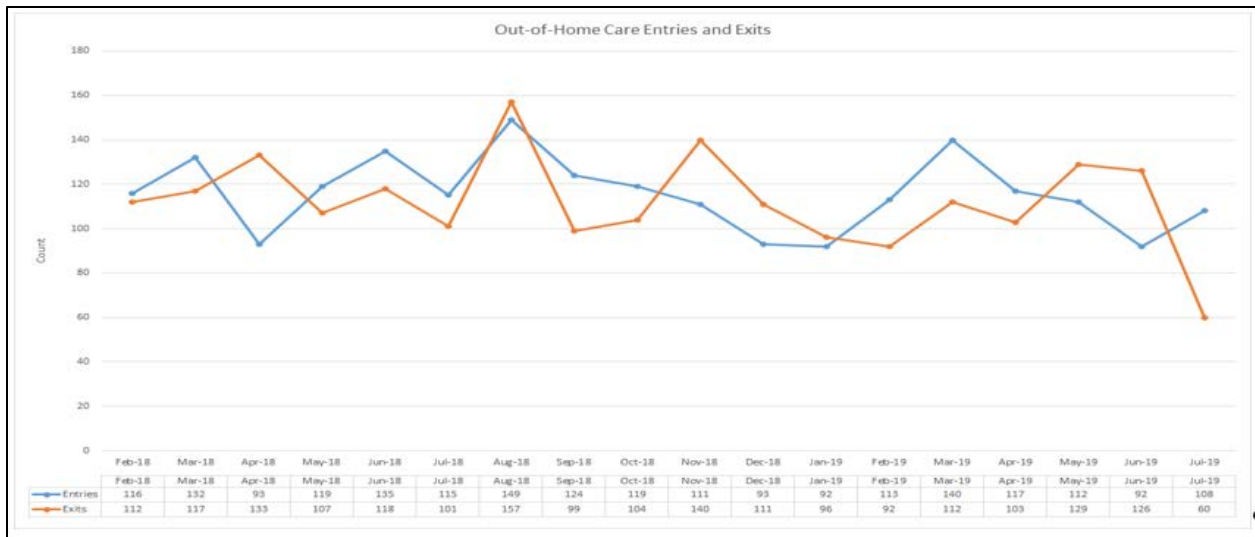
Despite this increase in removal rates, the actual total number of removals (entries into Out-of-Home Care) decreased the last two fiscal years as shown in the chart above. (Source: Child Welfare Dashboard – Children Entering Out-of-Home Care)



The chart above shows that the Discharge Rate per 100 children in out-of-home care for ECA-H has been consistently lower than the statewide average though tracking relatively close to that average.



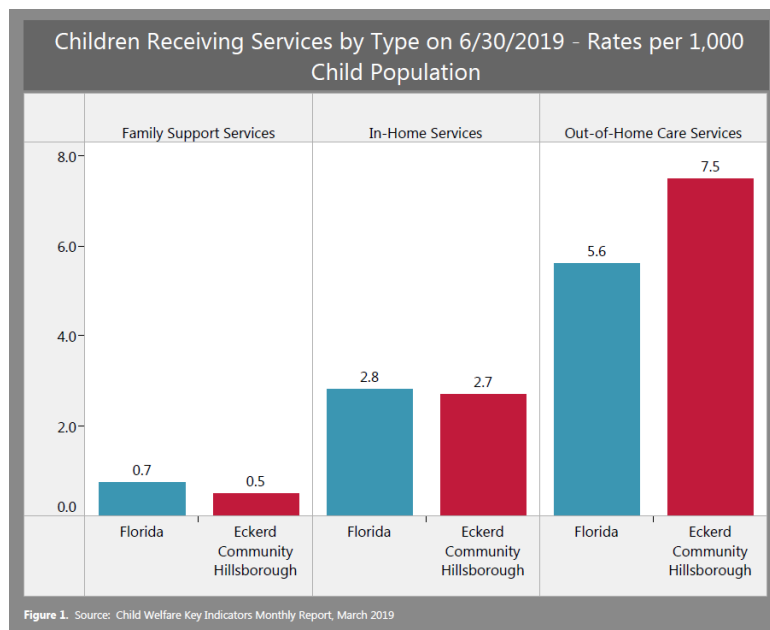
The actual number of discharges (exits) has also decreased the past 3 years although the exits essentially equaled the removals in SFY 2018-2019 for the first time in the last 5 years. (Source: Child Welfare Dashboard – Children & Young Adults Exiting Out-of-Home Care)

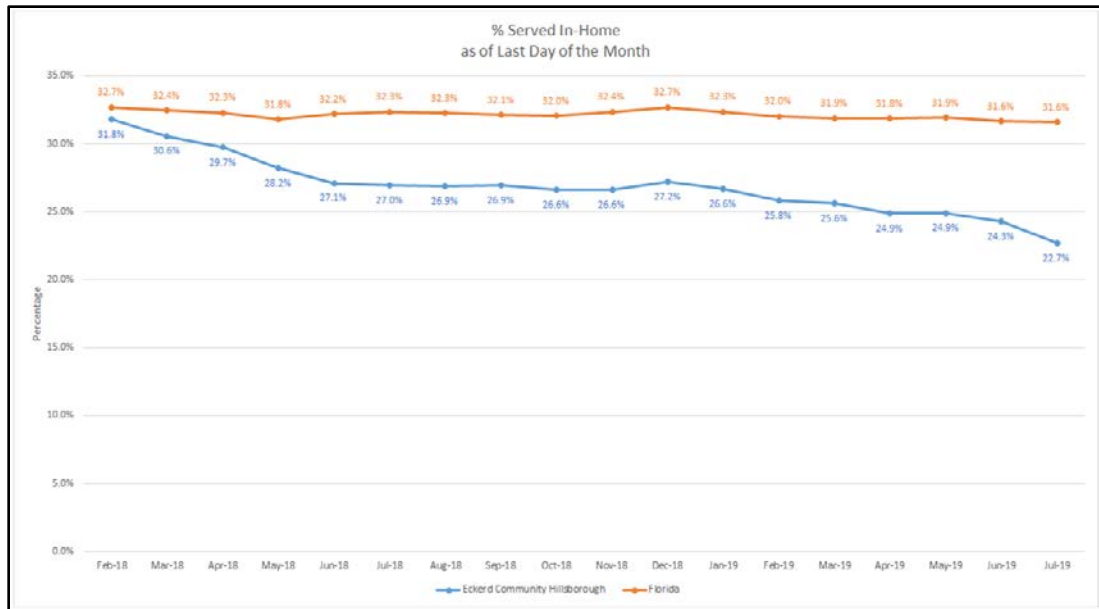


The chart above shows the trend each month between entries and exits over the past 18 months. This shows that the gap between entries and exits has decreased over this time.

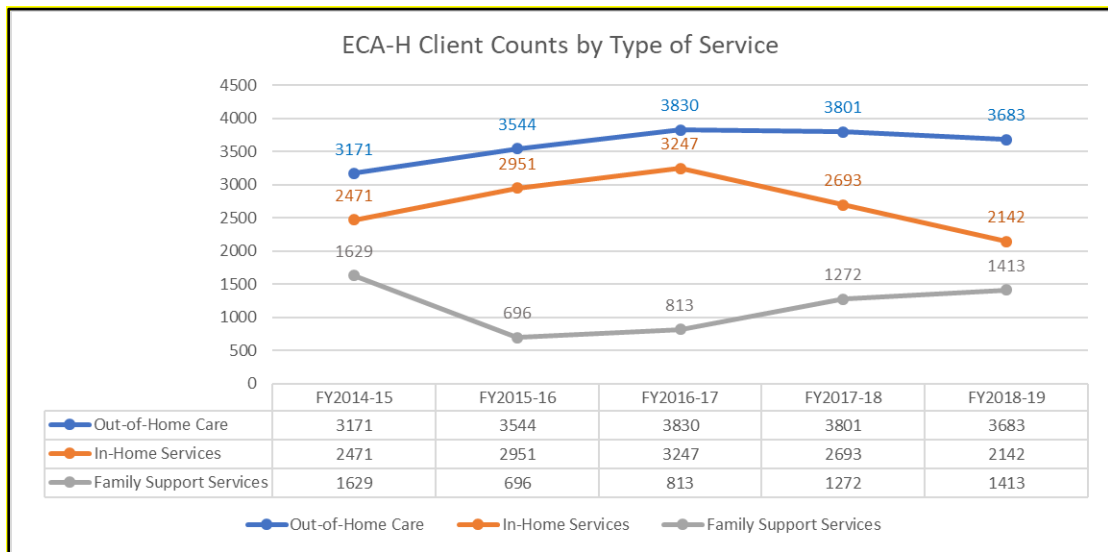
ECA-H has a higher rate of children being served in out-of-home care and a slightly lower rate of children receiving in-home services and family support services than the statewide average.

While ECA-H has had a rate slightly below the statewide rate, the percentage of children receiving in-home services has been consistently below the statewide percentage for at least the past 18 months and trending downwards.





(Source: Child Welfare Dashboard – Children & Young Adults Receiving In-Home Services & Children in Out-of-Home Care).



ECA-H has experienced a significant decrease in both the number and % of children served **in-home** over the past two years. The percent served (22.7%) is significant less than the statewide average (31.6%).

The number of children served through **Family Support Services** has increased significantly over the past three years.

The number served in **out-of-home care** decreased slightly in SFY 2018-2019.

(Source: Children and Young Adults Receiving Services by CBC Lead Agency and Type of Service - OCWDRU Report #1006)

as of: 8/31/2018

CMO	Average # of Children per Worker	Case Load	Case Manager Turnover Rate Last 12 months	Case Manager Supervisor Turnover Rate Last 12 months
DEV	22.4	12.3	79%	22%
DFL	18.3	9.3	-	-
GCC	22.1	11.6	30%	57%
Total	20.6	10.8	52%	38%

as of: 8/31/2019

CMO	Average # of Children per Worker	Case Load	Case Manager Turnover Rate Last 12 months	Case Manager Average Length of Stay (months)	Case Manager Supervisor Turnover Rate Last 12 months	Case Manager Supervisor Average Length of Stay (months)
DEV	21.1	11.7	61%	20	22%	32
DFL	20.0	10.0	56%	13	44%	9
GCC	20.9	10.7	67%	14	43%	34
ALL	20.6	10.7	64%	16	31%	25

Turnover of front-line staff has a negative impact on service delivery. ECA-H's section 409.988, Florida Statutes, reporting as of August 2018 and August 2019 (Source: Eckerd Weekly Progress Reports) shows no change in the average number of children per case manager (20.6) and an increase in the Rolling Year turnover rate for case managers from 52% to 64%. **Directions for Living (DFL)** recently terminated their case management contract and ECA-H recently announced selecting **Lifestream** to assume case management services for youth currently served by DFL. Lifestream is a current provider of case management services in other communities across Florida.

In July 2016, the Office of Child Welfare initiated a **Service Array Assessment** with each CBC across the state. The assessment focuses on evaluating the availability, access and application of services for families involved with the child welfare system. Based on the most recent information provided, ECA-H has a rating of "2" for the safety management services programs and a rating of "3" for their family support services programs. A "2" indicates the CBC has services in this domain in accordance with the service array framework definitions. A "3" indicates the CBC is providing the

services consistently as defined, with no capacity issues as demonstrated by no waiting lists and access across all service areas.

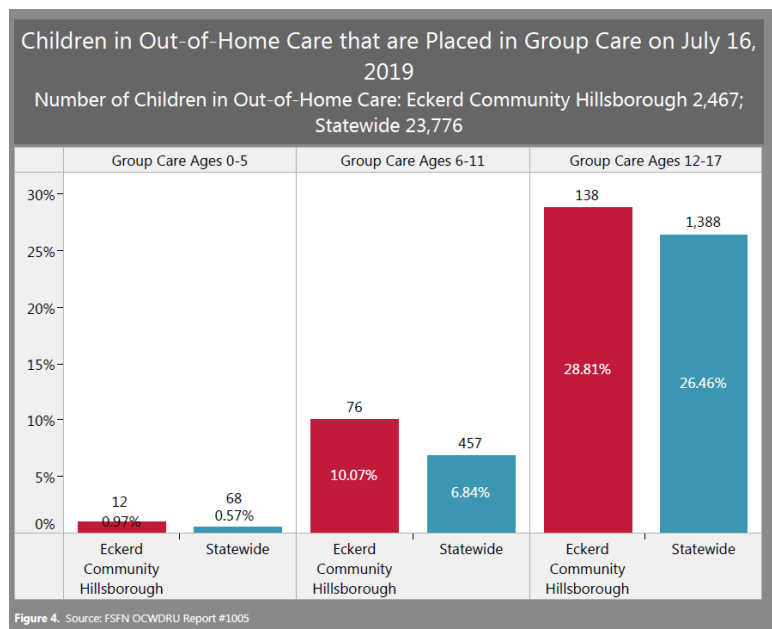
3. Findings related to provision of services for children in care (both in-home and out-of-home)

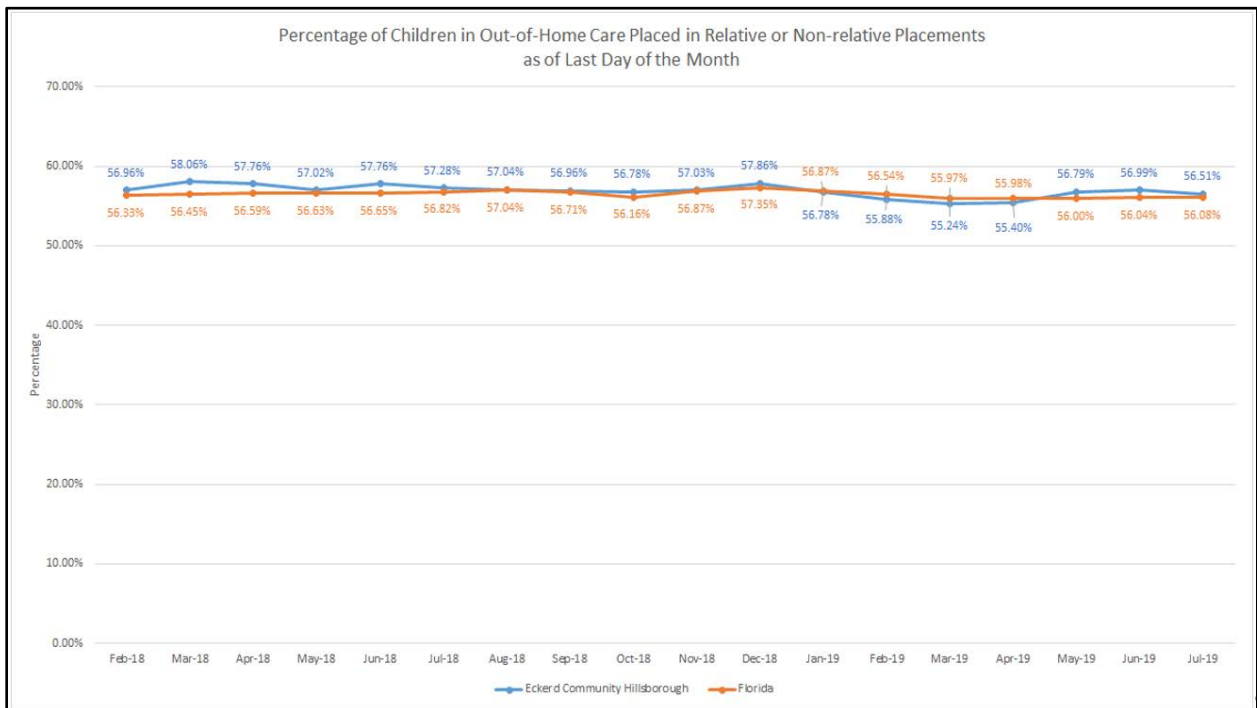
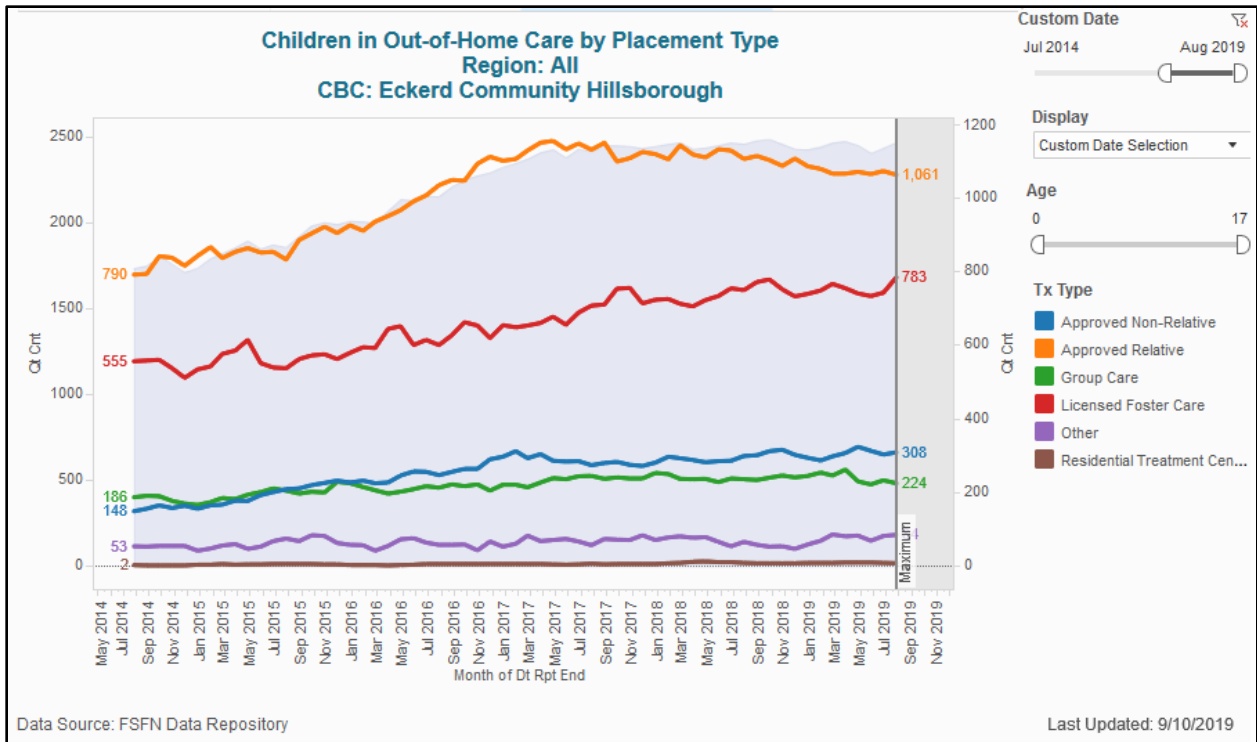
- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#), CBC Financial Viability Report, CBC Financial Viability Integrated Data Report, CBC Budget Projections, and Florida Safe Families Network (FSFN) Aggregate Payment Data)
- Summary below; see CBC Financial Viability Integrated Data Report, CBC Budget Projections, CBC Financial Viability Report, and [CBC Contract Monitoring Report](#) for additional details.

- 3.1. *What is the composition of the children in care including age cohorts, placement types, use of specialized higher costs settings, use of congregate care, etc.*
- 3.2. *What is the cost of various placement types? To what extent are the rates paid for foster care (including care with various rates of intensity), and congregate care consistent with statewide norms (considering community context)? Have these rates remained relatively consistent over the past few fiscal years?*
- 3.3. *What is the cost for dependency case management? Is this consistent with norms for such services? Have these rates remained relatively consistent over the past few fiscal years?*
- 3.4. *To what extent is the CBC appropriately utilizing non-child welfare funding for services (such as DCF SAMH Funds, Medicaid, and other non-DCF funding sources).*
- 3.5. *What evidence exists that case management services are well-managed by the CBC? (see overall management section for response)*

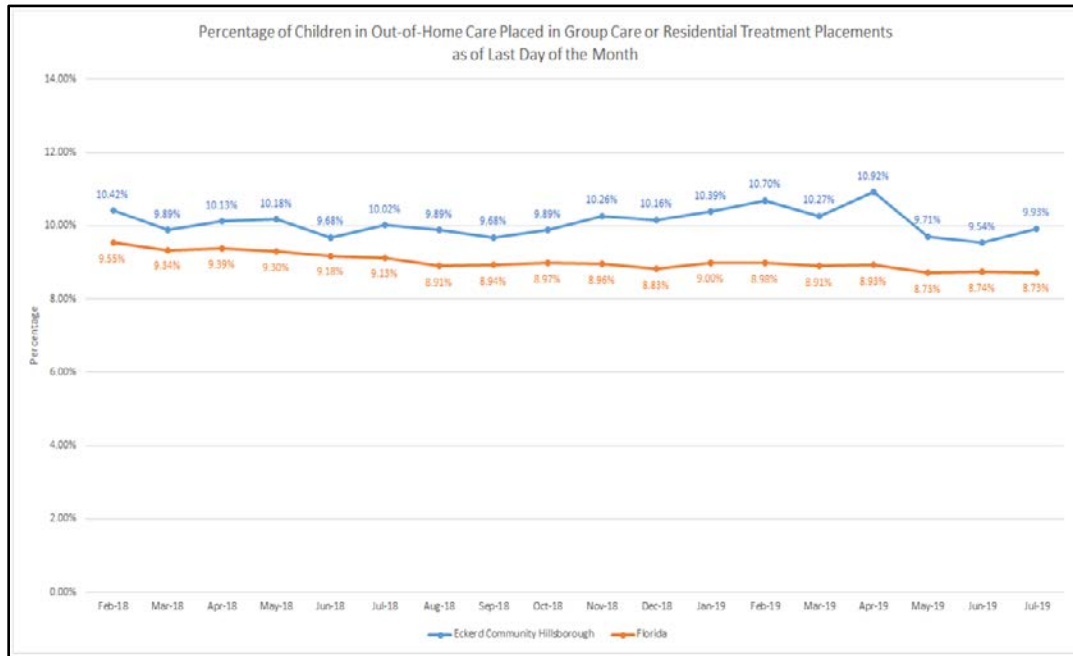
As of July 16, 2019, more children ages 6-17 being served by ECA-H were placed in group care than the statewide average.

ECA-H is trending up on placements in licensed foster care and approved non-relatives while trending downward on placements with approved relatives and fluctuating on group care.



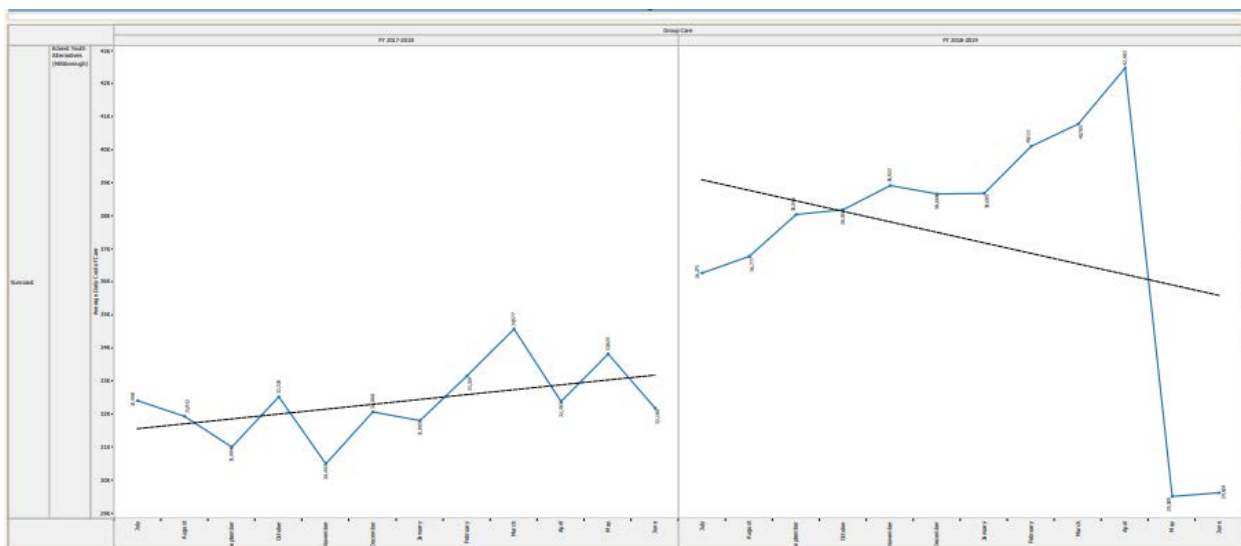


ECA-H has stayed even with statewide average for children in out-of-home care placed with relative or non-relative caregivers over the last 18 months. (Source: Child Welfare Dashboard – Children in Out-of-Home Care)



ECA-H has consistently exceeded the statewide average for children placed in group care and residential treatment facilities for at least the last 18 months. (Source: Child Welfare Dashboard – Children in Out-of-Home Care)

Average Daily Cost of Licensed Residential Group Care



Average daily cost of RGC placements increased significantly in SFY 2018-2019 from \$33,000 per day in June 2017 to \$42,000 per day in April 2018.

Eckerd Connects (Hillsborough) Out-of-Home Placements by Type (Source: Child Welfare Dashboard – Children in Out-of-Home Care)					
As of:	6/30/2019	6/30/2018	6/30/2017	6/30/2016	6/30/2015
Relative/Non-relative	1,375	1,414	1,413	1,245	1,038
Foster Home	739	732	654	599	550
Group Care/Residential Treatment Placements	230	237	238	211	204

The number of children in foster home placements has increased at a higher rate every year over the past four years when compared with the increase in the number in group care/residential treatment placements.

However; based upon the payment data from the Florida Safe Families Network (FSFN) system below, ECA-H continues to have increases in the number (10%) and total expenditures (35%) for children ages 6-12 in licensed facility-based residential group care. There was also an **increase** in the total payments for **specialized therapeutic group care** and **residential treatment facilities** paid by ECA-H.

Eckerd Connects (Hillsborough) - Contract # QJ3E0 Total \$ of FSFN Payments to Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2017-2018	FY2018-2019	Increase/(Decrease)	% Increase/(Decrease)
0-5	\$854,048	\$677,442	-\$176,606	-21%
6-12	\$4,381,062	\$5,904,041	+\$1,522,979	+35%
13-17	\$6,602,058	\$7,055,164	+\$453,106	+7%

Eckerd Connects (Hillsborough) - Contract # QJ3E0 Total Number of Unique Clients in Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2017-2018	FY2018-2019	Increase/(Decrease)	% Increase/(Decrease)
0-5	43	47	+4	+9%
6-12	254	279	+25	+10%
13-17	324	320	-4	-1%

Eckerd Connects (Hillsborough) - Contract # QJ3E0 Median Daily Rate \$ in Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2017-2018	FY2018-2019	Increase/(Decrease)	% Increase/(Decrease)
0-5	\$115	\$115	\$0	0%
6-12	\$115	\$135	+\$20	+17%
13-17	\$140	\$150	+\$10	+7%

Eckerd Connects (Hillsborough) - Contract # QJ3E0 Total \$ of Payments by FSFN Service Type in Licensed Residential Group Care (OCA LCRGE)				
FSFN Service Type	FY2017-2018	FY2018-2019	Increase/ (Decrease)	% Increase/ (Decrease)
Group Home	\$10,730,625	\$11,979,873	+\$1,249,248	+12%
APD Daily Rate Service	\$343,177	\$0	-\$343,177	-100%
Specialized Therapeutic Group NL	\$351,635	\$863,539	+\$511,904	+146%
Group Home Bed Hold	\$158,709	\$108,634	-\$50,075	-32%
Residential Treatment – CBC Funded	\$60,391	\$442,162	+\$381,771	+632%
APD Group Home Placement	\$118,843	\$159,553	+\$40,710	+34%

Source: FSFN Payments via Tableau software (OCA Disposition Dates through 8/31/2019)

4. Findings related to exits from care including exits to permanence.

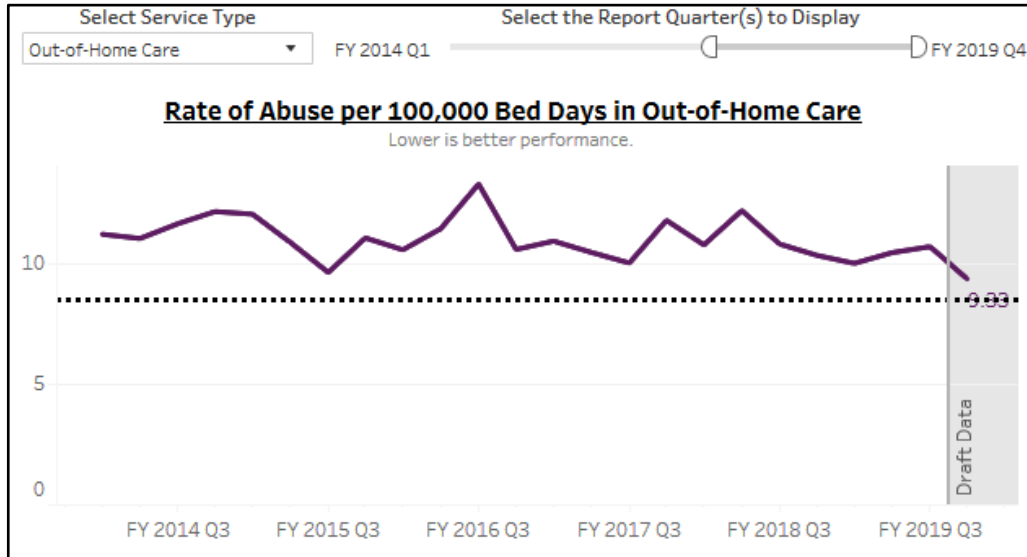
- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#), Financial Viability Integrated Data Report, Hillsborough County Peer Review Report)
- Summary below; see [The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), Financial Viability Integrated Data Report, [CBC Contract Monitoring Report](#) – Sections 4 and 11, for more details.

- 4.1. *What is the performance of the CBC in the recognized measures of children achieving permanence? Do these findings indicate that children are not remaining in care for longer than necessary? Are these permanency achievement rates consistent across placement settings?*
- 4.2. *What contextual factors (such as Children’s Legal Services, dependency court dynamics, etc.) influence time to permanence for children served by the CBC?*
- 4.3. *Has there been a change in the number of exits or time to exit that is materially influencing the cost of out-of-home care?*

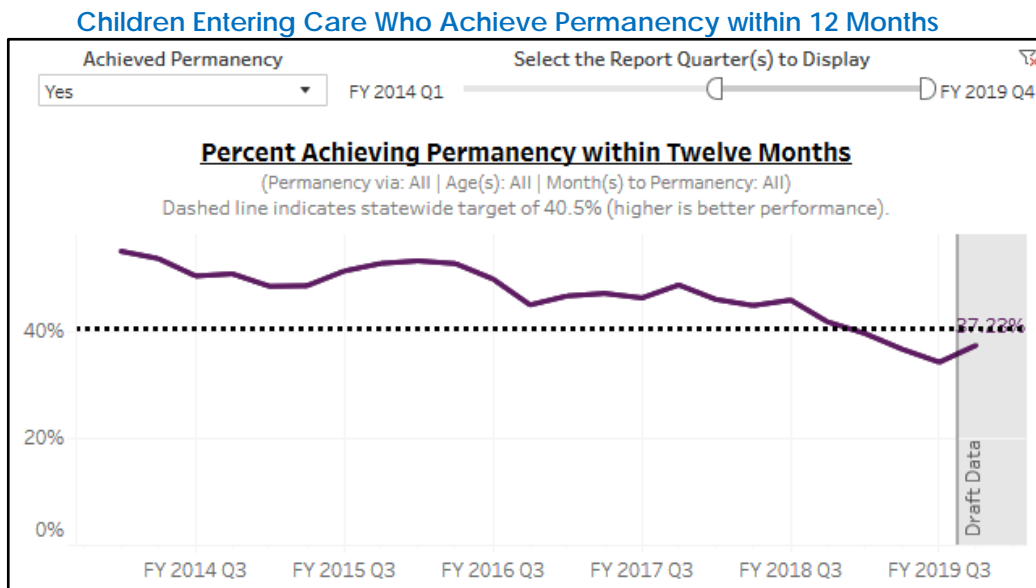
During the last quarter of FY 2018-2019, ECA-H did not meet the established targets for:

- o M01: Rate of abuse or neglect per day while in foster care
- o M05: Percent of children exiting to a permanent home within 12 months of entering care
- o M07: Percent of children who do not re-enter care within 12 months of

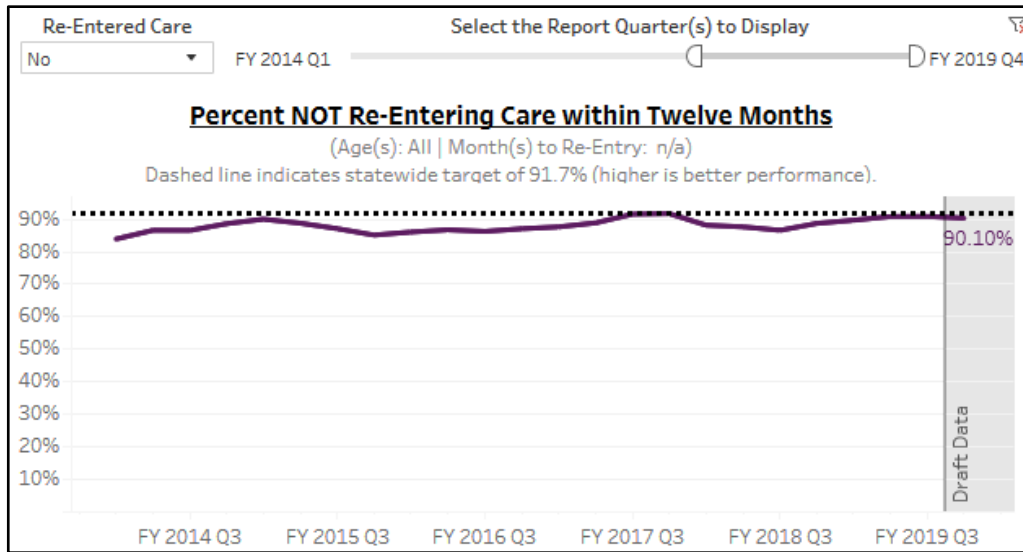
- moving to a permanent home
- M08: Placement moves per 1,000 days in foster care
- M12: Percent of sibling groups where all siblings are placed together



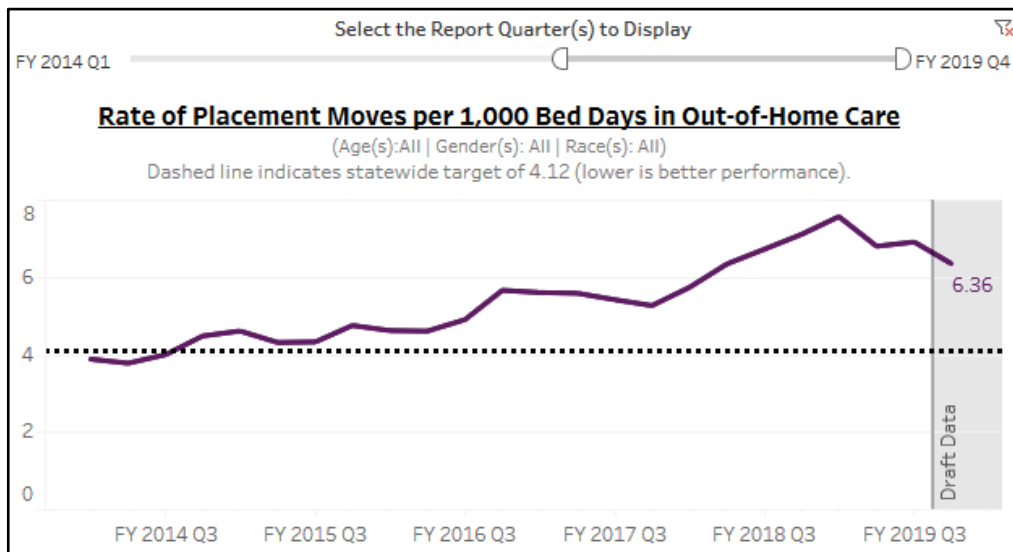
ECA-H has been consistently above the statewide target for at least the past five years and was placed on a corrective action plan September 20, 2019.



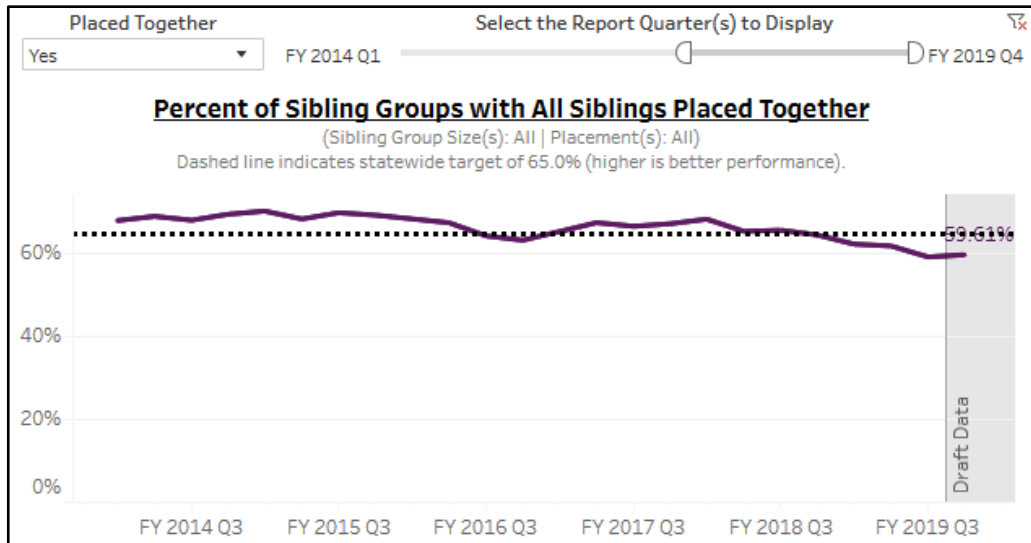
ECA-H had been exceeding the target with a high of 54.81% in FY 2013-2014 Q1 and then began a slow downward trend that fell below the target in FY 2018-2019 Q1 to their current rate of 37.23% in FY 2018-2019 Q4.



ECA-H has been consistently below the statewide target for at least the past five years and was placed on a corrective action plan September 20, 2019.

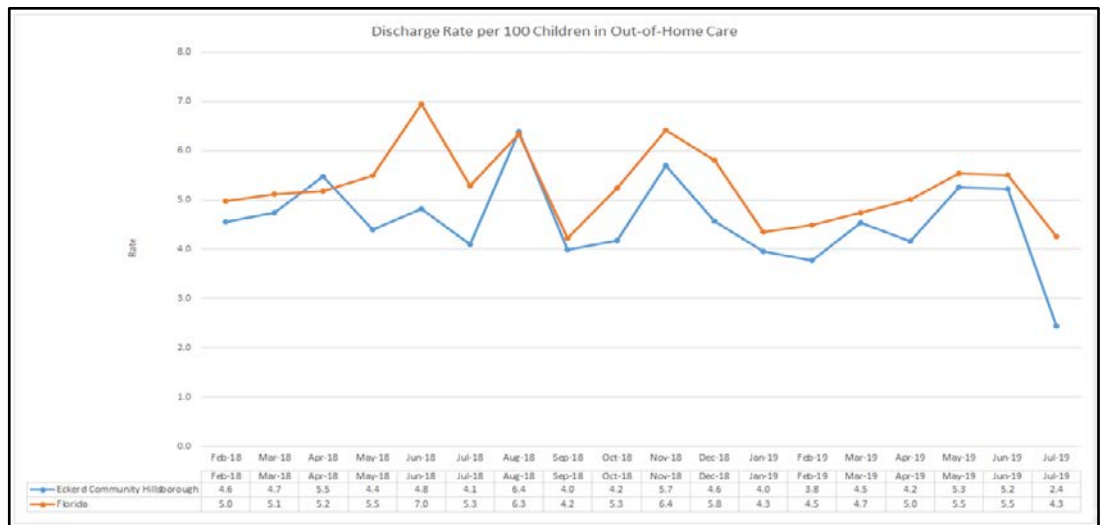


ECA-H has been above the statewide target since FY 2013-2014 Q4 and was placed on a corrective action plan September 20, 2019.



ECA-H was above the target from FY 2013-2014 Q1 through FY 2015-2016 Q2 and FY 2016-2017 Q1 through FY 2017-2018 Q3 with a high of 70.16% in FY 2014-2015 Q1. ECA-H dropped below target in FY 2017-2018 Q4 and has been trending downward for the past five quarters to the current rate of 59.61% in FY 2018-2019 Q4.

Exits



ECA-H has been below the statewide discharge rate per 100 children in out-of-home care for 16 of the last 18 months and has remained below the statewide average since September 2018.

5. Findings related to funding, fiscal trends and fiscal management.

- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), CBC Financial Viability Report, CBC Financial Viability Integrated Data Report and CBC Budget Projections)
- Summary below; see CBC Financial Viability Integrated Data Report, CBC Budget Projections and CBC Financial Viability Report for additional details.

- 5.1. *How has core services funding changed over time? (Financial) How has the CBC managed these changes? What adjustments to the available array of services have been made?* (For service array response see section1)
- 5.2. *How has any changes to core services funding contributed to any projected deficits for SFY 2018-2019?*
- 5.3. *In what ways are funding dynamics in the CBC unique or atypical of funding in other CBCs?*
- 5.4. *What is the amount of the anticipated deficit for the current year? How reliable and valid are these projections?*
- 5.5. *Are their options other than Risk Pool funding available to reduce the deficit?*
- 5.6. *If the Lead Agency meets the criteria for Risk Pool funding, but the amount of funding available is insufficient to cover the projected deficit, what other options are available?*
- 5.7. *Are there fiscal practices that could be completed with greater efficiency in order to reduce the projected deficit?* (None were identified.)
- 5.8. *Has the most recent CPA audit indicated any issues that would affect the financial health of the organization?*

Total Funding						
DCF Contract Funds Available at Year End (by Fiscal Year)	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Core Services Funding	\$50,307,347	\$51,150,751	\$51,950,806	\$55,584,469	\$55,931,566	\$58,289,568
Risk Pool Funding	\$0	\$0	\$0	\$169,256	\$2,720,116	\$0
CBC Operations "Back of the Bill" Funding	\$0	\$0	\$1,026,682	\$4,757,189	\$1,924,431	\$0
Other Amendments to Initial Allocations	\$70,332	\$708,559	\$64,683	\$23,275	\$658,643	\$237,613
Amended Core Services Funding	\$50,377,679	\$51,859,310	\$53,042,171	\$60,534,189	\$61,234,756	\$58,527,181
Funding not defined as Core Services Funding						
Independent Living (IL and Extended Foster Care)	\$1,848,532	\$1,848,532	\$1,848,532	\$2,010,922	\$2,642,628	\$2,642,628
Children's Mental Health Services (Cat 100800/100806)	\$728,973	\$728,973	\$728,973	\$728,973	\$728,973	\$728,973
PI Training, Casey Foundation or other non-core svcs	\$0	\$0	\$0	\$0	\$0	\$0
Safety Management Services (Nonrecurring)	\$0	\$0	\$708,225	\$0	\$708,225	\$708,225
Total at Year End	\$2,577,505	\$2,577,505	\$2,577,505	\$2,739,895	\$3,379,826	\$3,379,826
Maintenance Adoption Subsidy (MAS)	\$15,445,010	\$17,450,786	\$18,437,980	\$19,042,893	\$19,531,345	\$20,581,153
Guardianship Assistance Payments (GAP)						\$101,502
MAS Prior Year Deficit		-\$640,520				
Carry Forward Balance from Previous Years	\$3,102,287	\$2,806,968	\$1,915,130	-\$419,724	-\$358,972	\$480,250
Total Funds Available	\$71,502,481	\$74,054,049	\$76,681,011	\$81,897,253	\$84,486,955	\$83,769,912

Beginning in FY 2016-2017, ECA-H has applied for risk pool funds four (4) years in a row. They received risk pool funds the past two years and "Back of the Bill" funding for operating deficits the past three years.

Increases in Funding for SFY 2019-2020		
Core Services (increase)	Core Services	\$506,537
Core Services (increase)	Guardianship Assistance Program Licensing Positions (annualization of 1/4 in FY18-19 \$284,455)	\$853,365
Core Services (new)	Level 1 Foster Home	\$998,100
MAS (increase)	Maintenance Adoption Subsidies	\$1,049,808
GAP program (new)	Guardianship Assistance Payments	\$101,502
Excess Earnings (non-recurring)	Prior Year Excess Earnings	\$237,613
Carry Forward (non-recurring)	FY 2018-2019 Carry Forward Surplus	\$480,250
	Total	\$4,227,175

ECA-H received a total of \$4.6M for deficits, \$658,643 from prior year excess earnings and carried forward a \$358,972 deficit from prior year in SFY 2018-2019 all of which were non-recurring.

ECA-H received a total of \$10.6 million in risk pool and “back of the bill” additional funding for deficits since FY 2016-2017.

Projected Revenues

The due date for risk pool applications for FY 2019-2020 from CBCs to the department was mid-September which was before the final FY 2018-2019 expenditure reconciliations were completed. Therefore, applicant CBCs had to make some assumptions about their FY 2018-2019 carry forward surplus or deficit and any excess federal earnings as part of their revenue projections.

The total projected revenues by ECA-H was \$85,017,035 which included \$1,631,449 of revenues from other funders so a total of \$83,385,586 is projected from the DCF contract which includes the current funding allocated to ECA-H plus \$333,537 of additional revenue to cover Maintenance Adoption Subsidy (MAS) payments over the initial allocation. ECA-H’s initial allocations did not include an estimated amount of carry forward surplus which has been identified as \$890,549 or an estimate for prior year excess federal earnings which has been identified as \$108,045. Adjusting for these corrections, the total revenues from the DCF contract were \$84,384,180.

Projected Expenditures

The total projected FY 2019-2020 expenditures by ECA-H was \$89,145,957. This included a total of \$1,330,093 in expenditures charged to other funders. The total projected expenditures to the DCF contract were \$3,852,360 greater than the FY 2018-2019 actual expenditures reported of \$83,963,504. ECA-H did not include a MAS deficit in the budget.

The projection includes the following:

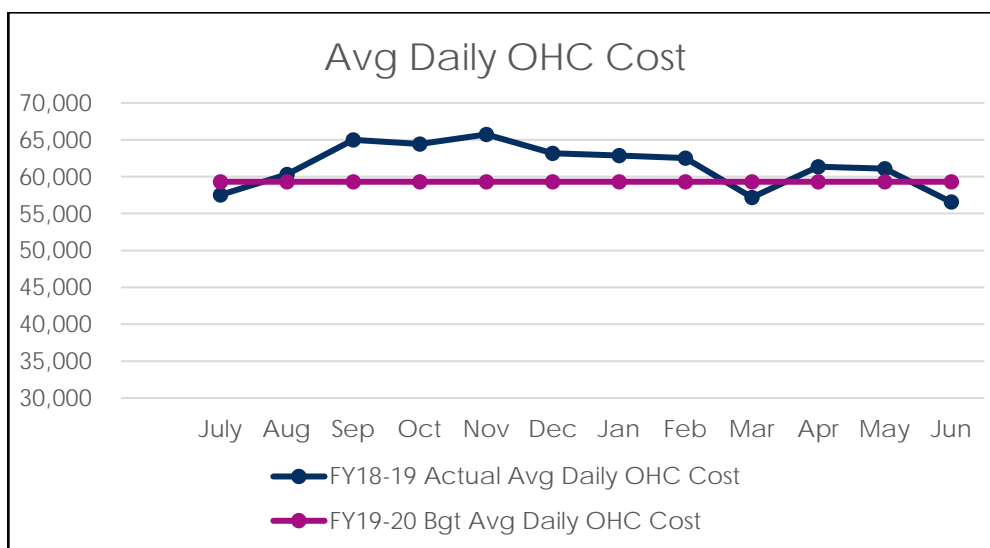
Budget & Expenditures (DCF contract)	FY19-20 Budget	FY18-19 Actuals	Increase /(Decrease)	% of Inc/-Dec
Lead Agency Related	\$ 7,912,723	\$ 7,375,822	\$ 536,901	7%
Client Related	\$ 2,063,120	\$ 2,240,590	\$ (177,470)	-8%
Contracted Services	\$29,396,713	\$25,874,320	\$ 3,522,393	14%
Independent Living	\$ 2,642,628	\$ 2,378,499	\$ 264,129	11%
Out-of-Home Care	\$21,997,326	\$22,747,369	\$ (750,043)	-3%
Guardianship Assistance Program Payments	\$ 101,502	\$ 0	\$ 101,502	
MAS	\$20,914,690	\$19,742,860	\$ 1,171,830	6%
Support Center Alloc	\$ 2,787,162	\$ 3,604,044	\$ (816,882)	-23%
Subtotal - DCF Contract	\$87,815,864	\$ 83,963,504	\$3,852,360	4.59%

Budget & Expenditures (not from DCF contract)	FY19-20 Budget	FY18-19 Actuals	Increase /(Decrease)	% of Inc/-Dec
CBC-IH	\$ 160,701	\$ 355,782	\$ (195,081)	-55%
DCF Enhanced Prevention	\$ 74,200	\$ 148,400	\$ (74,200)	-50%
Wendy's Wonderful Kids	\$ 129,012	\$ 145,587	\$ (16,575)	-11%
National Foundation for Youth	\$ 0	\$ 17,181	\$ (17,181)	-100%
Casey	\$ 0	\$ 81,000	\$ (81,000)	-100%
Case Management Retention	\$ 432,627	\$ 0	\$ 432,627	
Case Management Support	\$ 434,366	\$ 0	\$ 434,366	
Hillsborough County BOCC	\$ 99,187	\$ 0	\$ 99,187	
Subtotal – Other	\$ 1,330,093	\$ 747,950	\$ 706,238	78%

Total Expenditures	\$89,145,957	\$ 84,711,454	\$ 4,434,503	5%
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The largest increase to the budget was in the Contracted Services line by \$3.5M or 14%. Of this increase, most was for annualizing the costs of a Placement & Licensing subcontract by \$2.1M and \$938,788 in a GAP Licensing subcontract.

The largest decreases to the budget were in the Support Center Allocation by \$816,882 or 23% and in Out-of-Home Care by \$750k or 3% despite an expected increase for Level I Foster Home payments of which almost \$1M in additional funding was provided by the DCF contract. A comparison of the average daily OHC Cost from SFY 2018-2019 to the projected SFY 2019-2020 amount shows an assumption of -\$60,000 per day this year which is less than experienced last year.



In their risk pool application, ECA-H mentioned using risk pool funds to offset expenditures directly associated with the need to implement new service interventions that will help them achieve financial viability by the end of the contract year. The total of these new service interventions is \$520,420.

Projected Deficit

The Risk Pool application requested \$4.2 million. The detailed projection provided was for \$4,430,278.

Based upon the adjustments identified to revenue for prior year federal excess earnings, and the SFY 2018-19 carry forward surplus, the adjusted deficit is \$3,431,684 **or 4% greater than their projected DCF revenues.**

The most recent CPA audit of June 30, 2018, identified a Significant Deficiency in Accounts Receiving Aging. Eckerd Connects stated that this deficiency was related to funding they receive for the Workforce Development programs and has been resolved which they state will be reflected in their next audit.

6. Findings related to overall management.

- Sources: (Financial Viability Plan, [Previous Risk Pool Report](#))
- Summary below; see Financial Viability and [Previous Risk Pool Report](#) for more details.

- 6.1. *To what extent is there clear and effective communication between and among the Region, the CBC, the Sheriff (if applicable), case management organizations and other key community partners?*
- 6.2. *How actively and effectively does CBC management track programmatic performance and fiscal performance?*
- 6.3. *What actions have been taken by the Region and/or the CBC to resolve the fiscal issues without accessing the Risk Pool? What further actions are planned?*

The Circuit 13 System of Care Corrective Action Plan is the result of a Hillsborough County Peer Review Team Report dated June 2018 that identified five (5) areas of improvement as follows: Placement Stability; Service Array; Safe Exits from Care; Enhanced Workforce Capacity and Capability; and System of Care. The DCF Suncoast Region gets a monthly update as to the progress in each area. Successes to date have included: a net increase of 35 foster beds from January to September; foster bed utilization increased from 82% to 87.5%; net reduction of 20 kids ages 0-11 years of age in RGC; reduction of case management turnover and caseload size since January.

FY 2019-2020 Financial Viability Plan

In their design and instruction for the Financial Viability Plan (FVP) templates, the department requested that CBCs identify their actions to address three primary cost drivers:

1. Factors related to entries into care
2. Factors related to the cost of children while in care
3. Factors related to exits from care

ECA-H's FVP contains actions to address the three primary cost drivers affecting their financial position. The actions include:

- o Increase the percent of children placed in Relative and Non-Relative Placements at the time of shelter from 34% to 50% (Cost Savings of \$374,519).
- o Decrease the number of children entering the dependency system by 5% or 18 children per quarter (Cost Savings of \$615,882).
- o Reduce the number of children in Residential Group Care from 245 children to 205 children (Cost Savings of \$871,964).
- o Increase in the percent of children placed in Relative and Non-Relative caregivers from 59% to 65%. (Cost Savings \$1,259,722).
- o Increase the number of children exiting the dependency system within 12 months measured by reducing in the number of children placed in Licensed Foster Homes (Level II through Level V) from 768 children to 732 children (Cost Savings of \$109,315).
- o **Total cost savings of above actions is \$3,231,402**

The actions in the FVP do contain specific measurable performance numbers and projected cost savings. The cost savings identified in their plan is not reflected in their budget projections. Depending upon the success of these actions, the projected deficit could be reduced this year.

Follow up to FY18-19 Risk Pool Recommendations	
Recommendation	Action/Update
ECA-H must continue to follow their financial viability plan.	ECA-H has continued some of the actions from their SFY 2018-2019 FVP in their SFY 2019-2020 FVP and added some new actions. Continued actions have updated targets.
ECA-H must continue to follow the recommendations from the Hillsborough County System of Care Peer Review report and subsequent Corrective Action Plan.	Successes to date have included: a net increase of 35 foster beds from January to September; foster bed utilization increased from 82% to 87.5%; net reduction of 20 kids ages 0-11 years of age in RGC; reduction of case management turnover and caseload size since January

Follow up to FY18-19 Risk Pool Recommendations	
<p>ECA-H should strive to control the cost of out-of-home care.</p>	<ol style="list-style-type: none"> 1. Eckerd Connects has met with all Residential Group Care providers and shared there is no ability to negotiate a higher daily rate structure based on the acuity level of a youth in care. 2. Eckerd Connects has a moratorium on the ability to request an increase daily rate structure based on increased cost of doing business. 3. Eckerd Connects has implemented tighter internal controls regarding the ongoing review and approval of ancillary services that are designed to help a youth experience stability while in foster care (ex. One on one supervision). 4. As a result of historical performance issues with one of our C13 providers, Eckerd Connects will pursue an emergency procurement for case management services impacting approximately 1200 youth prior to the end of this fiscal year. Eckerd Connects will work directly with the new provider to ensure greater accountability at all levels and help understand and address specific challenges faced by case management agencies in addressing performance outcomes. <p>Eckerd Connects has an ongoing HR workgroup whose strategic focus is to address case management turnover. This workgroup is comprised of HR representatives from each of our case management agencies. Eckerd Connects was also successful in obtaining an Eckerd Foundation Grant (National Foundation for Youth Grant) in the amount of \$800K that will be used this year to pay stay-bonuses every quarter for case managers and supervisors that remain dedicated to helping our system regain stability. Staff will be eligible for the stay-bonus during every 90 days in which they are actively receiving and working cases.</p>

Summary of Findings:

Based on the information reviewed the Risk Pool Review Committee was able to affirm the following:

- While ECA-H's service area did experience a significant increase in entries in SFY 2015-2016 and 2016-2017, and experienced a higher removal rate per 100 alleged victims for investigations closed than the statewide average and the highest in the state in the last quarter of SFY 2018-2019, there was a decrease in Hotline calls and removals/entries into out-of-home care over the last two fiscal years.
- For the first time in the last five years, ECA-H discharges (exits) of 1,377 were essentially equal to the entries (removals) of 1,375 in SFY 2018-2019.
- The total number of children receiving in-home services, out-of-home care, and the number of young adults receiving services all decreased and children receiving family support services increased when compared to SFY 2017-2018. The increased use of family support services appears to be successfully diverting children from being removed.
- ECA-H is placing a percentage equal to or greater than the statewide average in relative/non-relative placements.
- ECA-H has increased the number of children placed in foster homes over the past three years from 599 to 739.
- ECA-H is placing a greater percentage in residential group care than the statewide average in total and by age group. The number increased over last three years from 211 to 230.
- ECA-H is currently under significant oversight due to an extensive corrective action plan stemming from the Hillsborough County Peer Review Report of June 2018.
- According to their SFY 2019-2020 Financial Viability Plan (FVP), ECA-H could significantly reduce their projected deficit of \$4.4M from their risk pool application by \$3.2M in meeting their goals in the plan.

Recommendations:

The Peer Review Committee review found that ECA-H does qualify for risk pool funding based upon an elevated number of children in out-of-home care that has not decreased, despite fewer children entering out-of-home care over the past two fiscal years with a distribution of \$833,406 which is equal to the total of the new service interventions in ECA-H's budget.

The new Service Interventions identified were:

1. Family Finding – Program created to help identify relatives or non-relatives for children that are in residential group care – Cost \$111,000.
2. HEADS Day Treatment Program – provides services to up to eight youth during the day so youth are not in the office being supervised by case managers - Cost \$158,484.

3. Manifestation Day Treatment Program - provides services to up to 20 youth during the day so youth are not in the office being supervised by case managers - Cost \$141,697.
4. Emergency Foster Home Placement – Foster Home providing emergency shelter program to assist kids refusing placement – Anticipated Cost \$109,229.
5. FL 1.27 – Faith-based contract supporting foster care and adoption – Cost \$75,000.
6. Contract increase to support an increased number of transports and continue to support case management – Cost \$137,996
7. Additional security at CMO offices for children awaiting placements - Cost \$100,000

Any further distribution will be evaluated in January 2020, with an update of ECA-H's budget projections for re-evaluation at that time. Prior to the re-evaluation, ECA-H must:

1. ECA-H should request and accept the Department's assistance in the form of sending experienced employees and/or contractors to help with one or more areas of specific need which could help improve case manager stability, discharges to permanency, the effectiveness of frontend services and reduce the number of children ages 0-12 in RGC.
2. Risk Pool funding provides a stopgap (non-recurring) resource intended to mitigate unanticipated changes in the number of clients and/or services needed for clients; it is not designed to annualize expenses. ECA-H should develop a plan to meet existing and trending client needs while reducing costs more in-line with their recurring core services funding allocation in anticipation of being financially viable by the end of the fiscal year.
3. ECA-H must continue to follow their financial viability plan and show measurable and substantial progress in meeting their goals.
4. ECA-H must continue to follow the recommendations from the Hillsborough County Peer Review report and subsequent Corrective Action Plan.
5. ECA-H must reduce the cost of out-of-home care as identified in their FVP by reducing the number of children in residential group care in total but especially those ages 0-12.
6. ECA-H should explore ways to increase the use of in-home services.
7. ECA-H must increase efforts toward timely and safely permanency in order to reduce the total number of children in care.
8. ECA-H should continue their partnership efforts with Hillsborough County government to reduce the number of children coming into care and work on solutions to help children achieve permanency.